

GIET UNIVERSITY GUNUPUR

SCHOOL OF MANAGEMENT STUDIES

Master of Business Administration

(For Students admitted from academic year 2020–2021 onwards)

CURRICULUM AND SYLLABUS



**SCHOOL OF MANAGEMENT STUDIES
GIET UNIVERSITY GUNUPUR
Kharling, Gunupur, 765022**

Programme : Master of Business Administration

	Semester	No of Courses	Credits	Remarks
Core Courses	1 st Semester	8	28	Credit point per course includes 30 internal and 70 external marks.
	2 nd Semester	8	28	Credit point per course includes 30 internal and 70 external marks.
Elective Courses	3 rd Semester	8	24	Credit point per course includes 30 internal and 70 external marks.
Summer Internship Project	3 rd Semester	-	6	8 weeks SIP carrying 100 marks
Elective Courses	4 th Semester	6	18	Credit point per course includes 30 internal and 70 external marks.
Dissertation and Comprehensive Viva Voce	4 th Semester	-	4	Final Project Work carrying 100 marks
Total Credits			108	

Master of Business Administration

(Proposed Scheme for Academic year 2020-2021)

1st Semester (1st Year)

SI No	Course Category	Course Code	Course Title	L	T	P	Credit
1	CC	MB101	Managerial Economics	4	0	1	4
2	CC	MB102	Accounting for Managers	4	1	0	4
3	CC	MB103	Quantitative Techniques	4	1	0	4
4	CC	MB104	Organizational Behavior	4	0	1	4
5	CC	MB105	Principle and Practices of Management	3	0	1	3
6	CC	MB106	Marketing Management – I	3	0	1	3
7	CC	MB107	Computer Applications for Business	3	0	1	3
8	CC	MB108	Business Communication and Managerial Skill Development	2	0	2	3

2nd Semester (1st Year)

SI No	Course Category	Course Code	Course Title	L	T	P	Credit
1	CC	MB201	Corporate Strategy	4	0	1	4
2	CC	MB202	Corporate Finance	4	1	0	4
3	CC	MB203	Operations Management	4	1	0	4
4	CC	MB204	Research Methodology for Managers	4	1	0	4
5	CC	MB205	Marketing Management – II	3	0	1	3
6	CC	MB206	Human Resources Management	3	0	1	3
7	CC	MB207	Business Environment and Ethics	3	0	1	3
8	CC	MB208	Business Law	3	0	1	3

3rd Semester (2nd Year)

SI No	Course Category	Course Code	Course Title	L	T	P	Credit
1	CE	Elective-1	Four electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3
2	CE	Elective-2		3	0	1	3
3	CE	Elective-3		3	0	1	3
4	CE	Elective-4		3	0	1	3
5	CE	Elective-5	Four electives to be chosen by the students from any one domain like Finance, Marketing, Human Resources etc.	3	0	1	3
6	CE	Elective-6		3	0	1	3
7	CE	Elective-7		3	0	1	3
8	CE	Elective-8		3	0	1	3
9	Project	MB CP 309	Summer Internship Project				6

4th Semester (2nd Year)

SI No	Course Category	Course Code	Course Title	L	T	P	Credit
1	CE	Elective-1	Two electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3
2	CE	Elective-2		3	0	1	3
3	CE	Elective-3	Two electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3
4	CE	Elective-4		3	0	1	3
5	OE	Elective-5	Two electives to be chosen by the students from any open elective domain.	3	0	1	3
6	OE	Elective-6		3	0	1	3
9	Project	MB CP 407	Dissertation & Comprehensive Viva Voce				4

SCHEME OF INSTRUCTION SUMMARY

SL. NO.	COURSE WORK - SUBJECTS AREA	CREDITS / SEMESTER				TOTAL CREDITS	%
		I (800 marks)	II (800 marks)	III (900 marks)	IV (700 marks)	Total (3200 marks)	
1	Core Courses (CC)	28	28			56	52
2	Core Electives (CE)	-	-	24	12	36	33
3	Open Electives (OE)	-	-		6	6	6
4	Project Work, Seminar and/or Internship in Industry or elsewhere(EC)	-	-	6	4	10	9
5	Employee enhancement/Value added Courses/MOOCs	-	-	-	-	-	-
	TOTAL	28	28	30	22	108	100

Master of Business Administration
Schedule for Instruction and Examination
(Proposed Scheme for Academic year 2020-2021)

SEMESTER – I								
Course Code	Course Title	L	T	P	Credit	Internal (1)	External (2)	Sub Total
MB101	Managerial Economics	4	0	1	4	30	70	100
MB102	Accounting for Managers	4	1	0	4	30	70	100
MB103	Quantitative Techniques	4	1	0	4	30	70	100
MB104	Organizational Behavior	4	0	1	4	30	70	100
MB105	Principle and Practices of Management	3	0	1	3	30	70	100
MB106	Marketing Management – I	3	0	1	3	30	70	100
MB107	Computer Applications for Business	3	0	1	3	30	70	100
MB108	Business Communication and Managerial Skill Development	2	0	2	3	30	70	100
Total Credits					28	Total Marks		800

SEMESTER – II								
Course Code	Course Title	L	T	P	Credit	Internal	External	Sub Total
MB201	Corporate Strategy	4	0	1	4	30	70	100
MB202	Corporate Finance	4	1	0	4	30	70	100

MB203	Operations Management	4	1	0	4	30	70	100
MB204	Research Methodology	4	1	0	4	30	70	100
MB205	Marketing Management – II	3	0	1	3	30	70	100
MB206	Human Resources Management	3	0	1	3	30	70	100
MB207	Business Environment and Ethics	3	0	1	3	30	70	100
MB208	Business Law	3	0	1	3	30	70	100
		Total Credits			28	Total Marks		800

SEMESTER – III								
Course code	Elective	L	T	P	C	Internal	External	Sub Total
Elective–1	Four electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3	30	70	100
Elective–2		3	0	1	3	30	70	100
Elective–3		3	0	1	3	30	70	100
Elective–4		3	0	1	3	30	70	100
Elective–5	Four electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3	30	70	100
Elective–6		3	0	1	3	30	70	100
Elective–7		3	0	1	3	30	70	100
Elective–8		3	0	1	3	30	70	100
MB CP 309	Summer Internship Project				6		100	100
		Total Credits			30	Total Marks		900

SEMESTER – IV								
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Course code	Elective	L	T	P	C	Internal	External	Sub Total
Elective-1	Two electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3	30	70	100
Elective-2		3	0	1	3	30	70	100
Elective-3	Two electives to be chosen by the students from any one domain like Finance, Marketing , Human Resources etc.	3	0	1	3	30	70	100
Elective-4		3	0	1	3	30	70	100
Open Elective – 1	Two electives to be chosen by the students from any open elective domain.	3	0	1	3	30	70	100
Open Elective – 2		3	0	1	3	30	70	100
MB CP 407	Dissertation & Comprehensive Viva Voce				4		100	100
		Total Credits			22	Total Marks		700

FUNCTIONAL ELECTIVES

FUNCTIONAL AREA: MARKETING								
Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBME01	Sales & Distribution Management	3	0	1	3	30	70	100
MBME02	Service Marketing	3	0	1	3	30	70	100
MBME03	Retail Marketing	3	0	1	3	30	70	100
MBME04	Branding & Advertisement	3	0	1	3	30	70	100
MBME05	International Marketing	3	0	1	3	30	70	100
MBME06	Consumer Behaviour	3	0	1	3	30	70	100

FUNCTIONAL AREA: FINANCE								
Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBFE01	Security Analysis & Portfolio Management	3	0	1	3	30	70	100
MBFE02	Financial Derivatives	3	0	1	3	30	70	100
MBFE03	Management Accounting	3	0	1	3	30	70	100
MBFE04	Financial Markets and Services	3	0	1	3	30	70	100

MBFE05	Direct Taxation	3	0	1	3	30	70	100
MBFE06	Project Appraisal and Finance	3	0	1	3	30	70	100

FUNCTIONAL AREA: HUMAN RESOURCE

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBHRE01	Manpower Planning	3	0	1	3	30	70	100
MBHRE02	Employee Relations	3	0	1	3	30	70	100
MBHRE03	Compensation and Benefit Management	3	0	1	3	30	70	100
MBHRE04	Performance Management System	3	0	1	3	30	70	100
MBHRE05	Strategic Human Resource Management	3	0	1	3	30	70	100
MBHRE06	Cross Cultural Management	3	0	1	3	30	70	100

FUNCTIONAL AREA: SUPPLY CHAIN MANAGEMENT

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBSCE01	Supply Chain and Logistics Management	3	0	1	3	30	70	100
MBSCE02	Total Quality Management	3	0	1	3	30	70	100
MBSCE03	Operations Strategy	3	0	1	3	30	70	100
MBSCE04	Sales & Operation Planning	3	0	1	3	30	70	100
MBSCE05	Service Operations Management	3	0	1	3	30	70	100
MBSCE06	Operations Research Applications	3	0	1	3	30	70	100

FUNCTIONAL AREA: IT & SYSTEM MANAGEMENT

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBITE01	Data Mining for Business Decisions	3	0	1	3	30	70	100
MBITE02	Management of Digital innovation	3	0	1	3	30	70	100

MBITE03	E-Commerce and Digital Markets	3	0	1	3	30	70	100
MBITE04	Business Analytics	3	0	1	3	30	70	100
MBITE05	Managing Software Projects	3	0	1	3	30	70	100
MBITE06	Decision Support System and MIS	3	0	1	3	30	70	100

FUNCTIONAL AREA: DATA ANALYTICS

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBDAE01	Data Visualization for Managers	3	0	1	3	30	70	100
MBDAE02	Data Science using R	3	0	1	3	30	70	100
MBDAE03	Business Data Mining	3	0	1	3	30	70	100
MBDAE04	Marketing Analytics	3	0	1	3	30	70	100
MBDAE05	Predictive Analytics	3	0	1	3	30	70	100
MBDAE06	Big Data and Cloud Computing	3	0	1	3	30	70	100

FUNCTIONAL AREA: ENTREPRENEURSHIP

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBEE01	Entrepreneurship an Overview	3	0	1	3	30	70	100
MBEE02	Business Planning & Small Business Management	3	0	1	3	30	70	100
MBEE03	Entrepreneurial Marketing & Financial Management	3	0	1	3	30	70	100
MBEE04	New Enterprise Creation	3	0	1	3	30	70	100
MBEE05	Statutory Requirements and Current Business Aspects	3	0	1	3	30	70	100
MBEE06	Social Entrepreneurship	3	0	1	3	30	70	100

FUNCTIONAL AREA: DIGITAL MARKETING

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBDME01	Website Designing	3	0	1	3	30	70	100
MBDME02	Search Engine Optimization & Marketing	3	0	1	3	30	70	100
MBDME03	Social Media Marketing	3	0	1	3	30	70	100
MBDME04	Inbound & E-Mail Marketing	3	0	1	3	30	70	100
MBDME05	Affiliate Marketing	3	0	1	3	30	70	100
MBDME06	E-Business	3	0	1	3	30	70	100

OPEN ELECTIVES**NON FUNCTIONAL AREA: RURAL MANAGEMENT**

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBRO01	Strategies for sustainable Rural Development	3	0	1	3	30	70	100
MBRO02	Industry and Agri-Business	3	0	1	3	30	70	100
MBRO03	Rural Infrastructure & Micro Enterprises	3	0	1	3	30	70	100
MBRO04	Financial Inclusion and Micro-finance	3	0	1	3	30	70	100

NON FUNCTIONAL AREA: E- COMMERCE

Course Code	Course Title	L	T	P	Credit	Internal	External	Total
MBECO01	Fundamentals of E-commerce	3	0	1	3	30	70	100
MBECO02	E-commerce strategy	3	0	1	3	30	70	100
MBECO03	Business intelligence and analytics	3	0	1	3	30	70	100
MBECO04	E-marketing research	3	0	1	3	30	70	100

SEMESTER – I

1 st Semester	MB101	MANAGERIAL ECONOMICS	L-T-P 4-1-0	4 Credits	40 Hours
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COURSE OBJECTIVES:

- To lay an adequate theoretical foundation to study various applied fields in economics and management.
- To demonstrate the application of economic theory to business decisions.
- To develop a student's ability to think analytically about the economic forces at work in society.
- To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Unit – I:

[15 Hrs]

Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis; Consumer Surplus

Unit – II:

[15 Hrs]

Production functions: Single variable – Variable Proportions, two variables - Returns to scale; Isoquant Analysis; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

Unit-III:

[10 Hrs]

Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books

1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
2. Managerial Economics, Salvatre, Srivastava, Oxford
3. Managerial Economics, Keat, Young, Banerjee, Pearson,
4. Managerial Economics, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, PL Mehta Sultanchand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash

1 st Semester	MB102	ACCOUNTING FOR MANAGERS	L-T-P 4 – 1 – 0	4 Credits	40 Hours
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COURSE OBJECTIVES:

- To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
- To develop their ability to read annual reports and develop their skills to interpret financial statements.
- To familiarize the students with different financial accounting concepts affecting stakeholders

Unit-I: [15 Hrs]

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance, Final Accounting.

Unit- II: [12 Hrs]

Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

Unit-III: [13 Hrs]

Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books

1. Financial Accounting for Management; Paresh Shah, Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGraw Hill
3. Financial Accounting for Managers-Sanjay Dhamija, Pearson
4. Financial Accounting and Analysis- Athma, HPH
5. Financial Accounting for Management, A.K.Bhattacharya
6. Financial Accounting for Management, Narayanswamy
7. Financial Accounting by S.N Maheswari Vikas Publications

1 st Semester	MB103	QUANTITATIVE TECHNIQUES	L-T-P 4 – 1 – 0	4 Credits	40 Hours
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COURSE OBJECTIVES:

- To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
- To solve linear programming and its applications in management decisions.
- To understand applications of various quantitative techniques in managerial decision making.

Unit-I:

[12 Hrs]

Statistical Methods: Measures of central tendency and dispersion: Mean, Median, Mode, Mean Deviation, Quartile Deviation, Standard Deviation, Coefficient of Variance, Simple Correlation: Calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients.

Unit II:

[16 Hrs]

Linear Programming: Concept, Formulation & Graphical and Simplex Solution,

Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization TP, Initial Basic feasible solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

Assignment Models: Concept, Flood's Technique/Hungarian Method, applications including restricted & multiple assignments.

Unit-III:

[12 Hrs]

Markov chains: Applications related to management functional areas, Simulation: Concept, & Monte-Carlo Simulation. **Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books

1. Statistical Methods by S P Gupta, Sultan Chand & Sons
2. Quantitative Techniques in Management by N.D. Vohra Tata McGraw Hill
3. Operations Research by R. Pannerselvam, Prentice Hall
4. Operations Research by S D Sharma, Kedar Nath Ram Nath & Co.
5. Quantitative Techniques for Management, Levine, Krehbiel, Berenson

1 st Semester	MB 104	ORGANIZATIONAL BEHAVIOR	L-T-P 3-0-1	4 Credits	40 Hours
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COURSE OBJECTIVES:

- To develop an understanding of the behavior of individuals and groups inside organizations
- To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
- To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Unit-I:

[10 Hrs]

Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB, Models of OB, Learning: Nature of learning, How learning occurs, Learning & OB

Unit II :

[15 Hrs]

Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Unit- III:

[15 Hrs]

Foundations of Group Behavior: Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development. **Managing Teams:** Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of Global and Indian leaders.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Understanding Organizational Behaviour, Parek, Oxford
- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
- Organizational Behaviour, K. Awathappa, HPH.
- Organizational Behaviour, VSP Rao, Excel
- Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.

1 st Semester	MB 105	PRINCIPLE AND PRACTICES OF MANAGEMENT	L-T-P 3 – 0 – 1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To explain the various concepts of management.
- To make the students understand the contemporary management practices
- To highlight professional challenges that managers face in various organization
- To enable the students to appreciate the emerging ideas and practices in the field of management.

Unit – I:

[12 Hrs]

Introduction: Concept, Managerial functions, Levels of Management, Skills and Roles of a Manager; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, Rensis Likert and McKinsey

Unit – II:

[12 Hrs]

Organization: Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce Organizing Knowledge Resource.

Unit – III:

[12 Hrs]

Planning: Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making

Controlling : Process, Standards and Bench Marking – Co-ordination-Principles of Co- ordination- Inter-Dependence, Change Management

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books

1. Management, Robbins, Coulter & Vohra, Pearson.
2. Management: Text and Cases-VSP Rao, Excel Books
3. Management Theory & practice – Chandan J. S, Vikas
5. Management Theory & Practice - Subba Rao P & Hima Bindu, HPH
6. Principles and Practices pf Management – Kaul, Vikas
7. Principles and practices of Management – Pillai , S Chand

1st Semester	MB 106	MARKETING MANAGEMENT-I	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To understand the Market, Marketing and Marketing Management
- To know how marketing strategies drive businesses.
- To focus marketing attention to deliver value to target customers.
- To design & develop new products to deliver value & price, distribute & communicate through offers and build up customer value.

Unit-I

[12 Hrs]

Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Marketing in 21st Century(Concepts of Green Marketing, Social / societal Marketing),

Unit-II

[12 Hrs]

Market segmentation, Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

Unit-III

[12 Hrs]

Marketing Mix, Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions, Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management, VIKAS
2. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
3. Philip Kotler, Keller, Koshy & Jha, Marketing Management, Pearson Education
4. Sharad Kumar, A Text Book of Marketing Management.
5. Srinivasan, Case Studies in Marketing-Indian Context-PHI.
6. Kotler – A Framework for Marketing - Pearson
7. Solomon, Marketing Real People Real Choices, Pearson.
8. S.H.H.Kazmi, Marketing Management, Excel Books.

1 st Semester	MB 107	COMPUTER APPLICATIONS FOR BUSINESS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- The students will learn the basics of information systems, its application in business and the relationship among Organization, Technology and Management
- The student will gain knowledge in generating business documents.
- The students will be able to create effective Dash boards, evaluate the financial impact of Loans, Investments and Financial Viability of project options by using MS–Office Excel.
- The student will be acquainted with creating Database and Electronic Presentation

UNIT – I

[10 Hrs]

Running and managing a business in the digital era – Strategic Business Objective of Information System Data and Information – Functions of an Information System – Dimensions of Information Systems – Business Information Value Chain – Contemporary approaches to information systems

UNIT- II

[14 Hrs]

Microsoft Word – Menus and Tool Bar –Creating and Formatting Tables – Formatting of Letters – Quotation – Invoice – Purchase Order – Sales Order – Application of Mail Merge in Business – Designing the word document with Images and Graphs – Conversion of word to PDF and PDF to Word

Application of MS– Excel in Business Menus and Options in Excel – Types of Charts and Graphs – Pivot Table –Relational Operators – Financial Functions – Boolean – Logical Functions – Analyzing the financial impact of Loans and Investment – Amortization Schedule – Evaluating alternative project options.

UNIT – III

[12 Hrs]

Introduction to Microsoft Access – Creating a Database – Tables – Queries and Query Design – Introduction to Power Point – Tool bar – Icons – Commands – Navigation – Creation of Slides – Animation – Templates – Designing Presentations – Slide Show Controls – making notes on pages and Hand outs – Printing presentations – Customizing Presentations – Auto Content Wizard – Creating Links in Slides Business

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Application Software by Ait Johri, Himalaya Publication House, 1st Edition, 2012.
- Management Information Systems–Managing the Digital Firm, Kenneth C Laudon & Jane P Laudon, 14th Edition, 2017 ,Pearson India Education Services Pvt. Ltd.,

1 st Semester	MB 108	BUSINESS COMMUNICATION AND MANAGERIAL SKILL DEVELOPMENT	L-T-P 2-0-2	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To accelerate the communication skills in English
- To polish their written communication skill in English
- To enable the student preparing, writing the business report

UNIT – I: Oral Communication

[12 Hrs]

Communication Basics: The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts.

Language Skill 1 - Listening : Listening Vs. Hearing – Importance of the listening skill – Types of Listening : Active Listening ; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill.

Language Skill 2 - Speaking: Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

UNIT – II: Written Communication

[14 Hrs]

Language Skill 3- Reading : The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, Finger- pointing, Sub-vocalising, Reading aloud, and indiscriminate use of the Dictionary.

Language skill 4 - Writing : The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages. Features of an effective business E-mail. Rules of Netiquette. Preparing a Résumé -Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

Writing Business Reports: Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report. Steps in planning and preparing a business report.

Applied English Grammar for Business Writing: Tenses – Subject Verb Concord –Modals – Active & Passive Forms – Non-finite forms – Punctuation

UNIT – III : Business Presentation & Group Discussion

[10 Hrs]

- **Presentations :** Their importance for a manager - Features of a good business presentation– Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations. Individual and Group presentations.
- **Group Discussion :** Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

REFERENCES :

1. Communication Skills: Sanjay Kumar & Pushpa Lata, Oxford University Press.
2. Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and Mukesh Chaturvedi, Pearson.
3. Business communication – Meenakshi Raman & Prakash Singh
4. Business and Managerial Communication – Sailesh Sengupta, PHI Learning
5. BCOM : Business Communication – A South Asian Perspective. Lehman, Dufrene & Sinha, Cengage Learning

SEMESTER – II

2 nd Semester	MB 201	CORPORATE STRATEGY	L-T-P 4 – 0 – 1	4 Credits	40 Hours
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COURSE OBJECTIVES:

- 1) To learn the major initiatives taken by company's top management on behalf of corporate, involving resources and performance in business environment.
- 2) To specify the organization's mission, vision and objectives and develop policies.
- 3) To understand the analysis and implementation of strategic management in strategic business units.

Unit I:

[14 Hrs]

STRATEGY AND PROCESS: External & Internal Environment – Strategic Advantages Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses – Conceptual Framework For Strategic Management, The Concept Of Strategy And The Strategic Management Process – Stakeholders In Business – Vision, Mission, Purpose, Objectives And Goals – Strategic Intent – Hierarchy Of Strategy – Strategic Business Unit.

Unit II:

[14 Hrs]

INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE: Industry Analysis – Porter's Five Forces Model – Strategic Groups, Competitive Changes During Industry Evolution – Globalization And Industry Structure-Capabilities And Competencies – Core Competencies – Low Cost And Differentiation – Generic Building Blocks Of Competitive Advantage – Distinctive Competencies – Resources And Capabilities Durability Of Competitive Advantage – Sustainable Competitive Advantage – Case Study

Unit III:

[12 Hrs]

STRATEGY IMPLEMENTATION AND EVALUATION: The Generic Strategic Alternatives – Stability, Expansion, Retrenchment And Combination Strategies – Business Level Strategy – Strategy In The Global Environment – Corporate Strategy – Vertical Integration – Diversification And Strategic Alliances – Mergers & Acquisitions (Concept) – Strategic Analysis And Choice – Business Portfolio Analysis – BECG Matrix And GE 9 Cell Model – Mc Kinsey's 7s Framework – Balance Score Card – Case Study

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Wheelen T.L./Hunger J.David – Essential of Strategic Management ,PHI.
2. Gupta, gollakota and srinivasan; Business Policy and strategic management, PHI.
3. Srinivasan R., Strategic Management – The Indian Context, PHI.
4. Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw-Hill- 2nd Edition.
5. VSP Rao, V Harikrishna - Strategic Management – Excel
6. U. C. Mathur – Text Book of Strategic Management – Macmillan
7. C. M. Sontaki- Strategic Management- Kalayani Publishers
8. Subba Rao – Business policy and Strategy Management , Himalaya

2nd Semester	MB 202	CORPORATE FINANCE	L-T-P 4 – 1 – 0	4 Credits	40 Hours
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COURSE OBJECTIVES:

- 1) To learn the financial tools needed to make good business decisions
- 2) To enable the basic insights of corporate finance theory
- 3) To emphasize the application of theory to real business decisions

Unit I:

[14 Hrs]

Nature and scope, Finance functions, financial objectives, introduction to Indian financial system, Sources of finance: Equity capital, debenture, preference capital and term loans-relative merits and demerits. Time value of money, Concept of risk and return, Cost of capital: concept, measurement of cost of capital, WACC, Valuation of stocks and bonds.

Capital Budgeting - techniques, Determination of cash flow streams, capital rationing and conflicts in NPV and IRR, capital budgeting under risk and uncertainty, Leverage: Operating, financial and combined leverage

Unit II

[14 Hrs]

Capital structure: Theories of capital structure (Net income approach, net operating income approach, MM approach, traditional approach), determinants of capital structure, EBIT-EPS relationship

Unit III:

[12 Hrs]

Theories of dividend policy (Relevance and irrelevance theories), determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares. Risk-return tradeoff. Working capital Management: Current asset policy and financing policy, working capital financing: banking committee norms, Cash management; Receivables management:

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Khan & Jain, Financial Management, Tata McGraw Hill.
2. I.M. Pandey, Financial Management, Vikas publishing.
3. Financial Services – S. Gurusamy - TMH
4. Brigham & Houghton, Fundamental of Financial Management, Harcourt
5. Merchant Banking and Financial Services – K. Ravi Chandran – HPH
6. Financial Services in India, Kothari, Sage

2 nd Semester	MB 203	OPERATIONS MANAGEMENT	L-T-P 4 – 1 – 0	4Credits	40 Hours
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COURSE OBJECTIVES:

- 1) To understand the concepts, principles, problems, and practices of Operations Management.
- 2) To understand the importance of an effective operations strategy in an organization.
- 3) To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Unit I

[12 Hrs]

Operations in Manufacturing and Services, Types of Production Process, Make or Buy Decision, Job Design and Work Measurement; Capacity Planning, Forecasting, Aggregate Planning - Relevant cost and strategies.

Unit II

[12 Hrs]

Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management: P&Q system, EOQ, ABC Analysis, MRP.

Unit III

[16 Hrs]

Scheduling, Flow Shop Scheduling: sequencing, Johnson’s Problem, Extension of Johnson’s Rule; Gantt Chart; Project Management – concept and technique PERT and CPM; Basics of logistics and supply chain management; Quality management – concept, quality design, control chart (X, R, P), TQM, TPM, JIT, introduction to ISO 9000 and 14000 series.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Panneerselvam, R., Production and Operations Management, Second Edition PHI Learning Pvt. Ltd., New-Delhi, 2005
3. Norman Gaither: Production and Operations Management, Dryden Press.
4. Modern *Production / Operations Management*, 8ed by E. S. Buffa & R K Sarin, John Wiley & Sons.
5. Production and Operations Management , S.N Chary , Tata McGraw Hill
6. Operations Management, Meenakhi Kumari, Cengage
7. Production and Operations Management, Kaniska Bedi, Oxford
8. Essentials of Operations Management by Scott T Young – Sage Publication

2nd Semester	MB 204	RESEARCH METHODOLOGY FOR MANAGERS	L-T-P 4 – 1 – 0	4 Credits	40 Hours
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COURSE OBJECTIVES:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

Unit I:

Introduction to RM:

[12 Hrs]

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs. Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Unit II

[16 Hrs]

Data Analysis – I:

Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

Unit III

[12 Hrs]

Data Analysis – II:

Introduction on Factor analysis, Multiple Regressions Analysis. Discriminant Analysis

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

For LAB practice only:

- a) Draw frequencies, bar charts, histogram.
- b) Creating and editing graphs and charts.
- c) Bi-variate correlation.
- d) The t-test procedure.
- e) Non-parametric Tests: Chi-square Test.
- f) One way ANOVA Procedure.
- g) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Research Methodology by Khatua and Majhi, HPH.
2. Research Methodology by Kothari, Newage
3. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
4. Management Research Methodology- Krishnaswamy, Pearson
5. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
6. Research Methodology, V. Upadade & A. Shende (S. Chand)
7. Business Research Methods by Prahlad Mishra, Oxford

2nd Semester	MB 205	MARKETING MANAGEMENT – II	L-T-P 3 – 0 – 1	3 Credits	36 Hours
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COURSE OBJECTIVES: *The course will help the students to formulate marketing strategy for the corporate enterprise. It is also designed to serve as a terminal course for marketing management for those students who would not like to opt for Marketing as an area of specialization.*

Unit I

[12 Hrs]

Promotion: Communication Mix Elements : Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC)
Distribution: Designing and managing Marketing Channels- selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical Distribution System & Logistic Management

Unit II

[12 Hrs]

Process decision making in marketing, Consumer adoption curve, Factors influencing consumer decision making, Models of Consumer Behaviour; Black box Model, Howard-Seth Model, Angle-Blackwell - Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

Unit III

[12 Hrs]

Marketing of: financial services, tourism/Travel services, health services, Education, Hospital and Hospitality.
Conceptual frame work of International Marketing: International Marketing Environment. EPRG frame work, stages of development of global marketing. The concept and application of Customer Relationship management

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- 1 Kotler, Keller, Koshyjha, Marketing Management , Pearson Education.
- 2 Rajan Saxena, Marketing Management., TMH
- 3 Kotler & Armstrong, Principles of Marketing, Pearson/PHI
- 4 Solomon, Marketing Real People Real Choices, Pearson.
- 5 Arun Kumar, N Meenakshi, Marketing Management, VIKAS
- 6 V.S. Ramaswamy, Namkumari, A Text Book of Marketing Management, Macmillan
- 7 S.H.H.Kazmi, Marketing Management, Excel Books.
- 8 Srinivasan, Case Studies in Marketing-Indian Context-PHI.

2nd Semester	MB 206	HUMAN RESOURCE MANAGEMENT	L-T-P 3 – 0 – 1	3 Credits	36 Hours
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COURSE OBJECTIVES:

1. To introduce and explain different phenomenon of Human Resource management (HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.

Unit I

[14 Hrs]

Concept, Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning (HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

Unit II

[12 Hrs]

Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

Unit III

[10 Hrs]

Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship behaviour, HRIS, Competency mapping, talent management, Employee engagement.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Garry Dessler – Human Resource Management, Pearson / PHI
2. V.S.P. Rao – Human Resource Management, Excel Books
3. HRM Text &Cases, Aswathappa, TMH.
4. Personnel & Human Resource Management, P.Subba Rao, HPH
5. Human Resource Management – VSP Rao , Excel
6. Human Resource Management, Jyoti Venkates, Oxford
7. HR, Denisi and Sarkar, Cengage.

2 nd Semester	MB 207	BUSINESS ENVIRONMENT & ETHICS	L-T-P 3 – 0 – 1	3 Credits	36 Hours
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COURSE OBJECTIVES:

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Unit I:

[12 Hrs]

Concept of Business Environment: Business Environment: Classification (Internal; External:- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Policies.

Unit II:

[14 Hrs]

Environmental and Social Issues: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

Unit III:

[10 Hrs]

Business Ethics:

Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Business Environment – B.N Ghosh, Oxford
2. Environmental Management – Pandey Vikash Publication.
3. Business Ethics – Murthy, HPH
4. Business Environment – Vadi, Mohapatra and Patra, HPH

2 nd Semester	MB 208	BUSINESS LAW	L-T-P 3 – 0 – 1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To increase the awareness about the legality pertaining to contract.
- To make the student well versed with legal issues such as contract act and sales and goods act.
- To increase the awareness and integrity of company's law

Unit – I

[10 Hrs]

Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

Unit – II

[14 Hrs]

Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Sales of Goods Act: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights. Consumer Protection Act: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Unit – III

[12 Hrs]

Company Laws: Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books

1. Business Law – Saravanel, Mohapatra, HPH
2. Business Law – N D Kapoor, S Chand
3. Business Law – Pathak, Tata Mc Graw Hill



GIET UNIVERSITY
SCHOOL OF MANAGEMENT STUDIES
MBA PROGRAMME

Semester-Wise Detailed Syllabus
2020-22 Batch

3rd and 4th Semester

FUNCTIONAL AREA : MARKETING MANAGEMENT

3 rd Semester	MBME01	SALES AND DISTRIBUTION MANAGEMENT	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:

- To understand the behavior of sales and distribution management
- To provide customer centric approach to the sales and distribution function.

Unit - I

[12 Hrs]

Sales Management; Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory Management, Evaluation of sales force ,Sales Budget, Sales Quota.

Unit - II

[12 Hrs]

Distribution Management, designing customer-oriented marketing channel, Managing channel member behavior, Channel Conflict, Co-operation & competition.

Vertical marketing system, Horizontal Marketing system, Logistics management

– Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management.

Unit-III

[12 Hrs]

Managing the international channels of Distribution- Differences in customer expectation across countries, International orientation of companies, the mode of entry decisions, Implications of entry mode. The concerned faculty shall have the liberty to define the course contents under this Unit and teach students accordingly.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Book:

- Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev, Oxford
- Sales and Distribution Management, S.A.Chunawalla, Himalaya Publishing House
- Sales Management, Joseph F.Hair, Rolph E. Andreson, Rajiv Mehta, Babin, Cengage
- Sales Management, Pradip Kumar Mallik, Oxford
- Sales Forecasting, Thomes F. Wallace, Robert A. Stahl, Shroff Publishers
- Marketing and Sales Management, D.C.Kapoor, S.Chand
- Sales and Distribution Management, K. Shridhara Bhat, Himalaya Publishing House
- Sales and Distribution Management, Dr.S.L.Gupta, Excel Books
- Sales Management, R.K.Srivastara, Ernest Cyril de Run, Kim ShyanFam, Excel Book

3rd Semester	MBME02	SERVICE MARKETING	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

Unit-I

[10 Hrs]

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

Unit-II

[14 Hrs]

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Unit –III

[12 Hrs]

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations-Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, AjayPandit, McgrawHill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee,Pearson
- Services marketing, GovindApte, Oxford UniversityPress
- Services marketing, Rajendranargundkar, Tata McgrawHill

3rd Semester	MBME03	RETAIL MARKETING	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective

- To understand the concepts of effective retailing
- To provide insights on retail operations
- To provide the learner with an overview of the retail industry, concepts and processes
- To provide opportunity to understand the areas of accountability for a Retail Manager.

Unit -I

[10 Hrs]

Retailing – Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Unit -II

[14 Hrs]

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity. Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

Unit -III

[12 Hrs]

Retail Supply Chain, Relationship marketing in retailing, HRM Practices in Retail, Technology in Retailing, Future of Retailing.

The concerned faculty shall have the liberty to define the course contents under this Unit and teach students accordingly.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Book:

- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management, Chetan bajaj, Rajnish Tuli, Nidhi V. Srivastava, Oxford
- Introduction to Retailing, Lusch, Dunne and Carver, Cengage Learning
- Retail management, Suja Nair, Himalaya Publishing Home
- Retail Management, N.K.Sahni and Mani Parti, Kalyani Publishers
- Retailing, Patrick M. Dunne, Robert F. Lusch, David A. Griffith, Thomson
- Retailing-An Introduction, Roger Cox, Paul Brittain, Pearson Education
- Retail Franchising, Manish V. Sidhpuria, Mc Graw Hill
- Retail Management, Dunne and Lusch, Cengage Learning

3rd Semester	MBME04	BRANDING & ADVERTISEMENT	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective

- To imbibe the genes of Creativity to make an Advertising look dignified, graceful, and impactful to beat its competitions in its peers.
- To inculcate a theme to tie the knot of emotions of the clients with its product to foster Branding.

Unit – I

[14 Hrs]

Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role of advertiser in primary and secondary demand. How advertising works" Hierarchy of effects model advertising objectives, routes to persuasion.

Unit – II

[12 Hrs]

Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising message: message objectives, recall, attitude, emotions and feelings. Message tact creative approaches. Copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.

Unit – III

[10 Hrs]

Advertising, Objectives: goals and objectives, DAGMAR, Media strategy: budgeting, approach and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Rush Ramona, Oukrop Carole, CreedonPamola (2013), 'Seeking equity for women in Journalism and Mass Communication education: A 30 year Update', Taylor and Francis Coleman Benjamin: Conflict, Terrorism and Media in Asia
- Ranganathan Maya; Rodrigues Usha: (2010) Indian media in a Globalised World, Sage Publications

4th Semester	MBME05	INTERNATIONAL MARKETING	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective

- To facilitate the understanding of the nature, structure, and distinct characteristics of international marketing.
- To facilitate further, through case studies and group projects, the course should develop the ability to adapt marketing strategies to specific national market needs and constraints.

Unit-I

[10 Hrs]

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing . Need for international trade, trends in foreign trade.

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

Unit-II

[13 Hrs]

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Unit-III

[13 Hrs]

International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books:

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
- SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
- Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
- Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

4 th Semester	MBME06	CONSUMER BEHAVIOUR	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.
- To develop the skills to map the consumer's mind set
- To expose to emerging issues in buying behavior

Unit -I

[10 Hrs]

Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

Unit - II

[14 Hrs]

Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behaviour

Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, purchasing decisions, changing role of families.

Unit-III

[12 Hrs]

Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell -Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model. The concerned faculty shall have the liberty to define the course contents under this Unit and teach students accordingly.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Book:

- Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, N.K.Sahni and Meenu Gupta, Kalyani Publishers
- Consumer Behavior and Branding, S.Ramesh Kumar, Pearson
- Consumer Behavior, Wayne D. Hoyer, Deborah J. MacInnis, PrnakiDasgupta, Biztantra
- Consumer Behavior, M.S. Raju, Dominique Xardel, Vikas Publishing House
- Consumer Behavior, Rd. Rajeev kumar, Himalaya Publishing House
- Consumer Behavior, Martin Evans, Ahmad Jamal, Gordon Foxall, John Wiley & Sons Ltd.
- Consumer Behavior in Indian Context, P.C.Jain& Monika Bhatt, S.Chand

FUNCTIONAL AREA: FINANCIAL MANAGEMENT

3 rd Semester	MBFE01	SECURITY ANALYSES AND PORTFOLIO MANAGEMENT	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To Provide Comprehensive Introduction to the Area of Security Analysis and Portfolio Management.
- To Familiarize Principles underlying Valuation of Financial Claims and Factors Influencing Prices.

Unit-I

[12 Hrs]

Investment: Meaning, Features and Objectives of Investment – Investment versus Speculation – Investment alternatives – Security Markets – Primary and Secondary – Functions; Analysis of different types of Risks and Return – Measures of Return and Risk – Determinants of Required Rate of Return – Risk free rate and factors influencing the risk free rate; Risk Premium

Unit-II

[12 Hrs]

Fundamental Analysis: Economy – Industry – Company Analysis – Technical Analysis: Charting Techniques, Technical Indicators, Testing Technical Trading Rules; Efficient Market Hypothesis: Efficient Market Concept – Different forms of Efficiency – Random Walk Theory – Competitive Market Hypothesis.

Unit-III

[12 Hrs]

Portfolio Theory – Meaning and Objectives of Portfolios – Measurement of Risk and Return of Portfolio – Markowitz Portfolio Theory – The Efficient Frontier and Investor Utility – Capital Asset Pricing Model: Overview of Capital Market Theory – CAPM Assumptions – Security Market Line and Capital Market Line; Arbitrage Pricing Theory (APT); Sharpe's Single Index Model

Portfolio Management Strategies: Portfolio Revision – Evaluation of Portfolio Performance: Treynor, Sharpe, Jensen and Information Ratio Performance Measures.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Francis J.C. – Investments: Analysis & Management, Mc Graw Hill
- Elton & Gruber- Modern Portfolio and Investment Analysis, John Wiley & Sons
- Avadhani V.A – Security Analysis & Portfolio Management, Himalaya Publishing House
- Prasanna Chandra – Investment Management, Himalaya Publishing House
- Preeti Singh – Investment Management, Himalaya Publishing House
- Kevin S. – Portfolio Management, PHI

3rd Semester	MBFE02	FINANCIAL DERIVATIVES	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To understand concept and structure of derivatives.
- To enable students to understanding the nuances involved in derivatives.
- To understand basic operational mechanism in derivatives.
- To understand trading strategies of Profit and risk management

Unit – I

(10hours)

Introduction, Definition of Financial Derivative, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India.

Forward contract, Features of Forward contract, Classification of Forward Contracts. Valuation of Forwards

Unit- II

(12hours)

Future Market, Contracting & Pricing

Introduction, Financial Futures contracts, Types of Financial Futures, Evolution of Futures Market in India, Operators/Traders in Futures Market, Functions and growth in Futures Market, Futures Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross. Forward prices Vs Future prices.

Unit – III

(14hours)

Options and Swap Market: Pricing and Trading Mechanism

Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option;

SWAPS: Introduction, concept, Nature, Evolution, Features, Types of Swaps. Over view of Commodity Derivatives.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Introduction to Derivatives, Johnson, Oxford
- Derivatives Simplified, Bhaskar, Mahapatra, Sage
- Mastering Derivatives Markets, Taylor, Pearson
- Financial Derivatives – Theory, Concepts and problems – Gupta – PHI
- Financial Derivatives – Kumar – PHI
- Derivatives and Risk Management – Srivastav – Oxford
- Fundamentals of Financial Derivatives—Swain PK – Himalaya

3rd Semester	MBFE03	MANAGEMENT ACCOUNTING	L-T-P 3-0-1	3 Credits	36 Hours
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Course objective

- To learn advanced management accounting techniques and
- To carryout decision making and control.

Unit-I

[10 Hrs]

Introduction to Cost Accounting and Management Accounting

Basic concepts: Scope, Types of Cost, Financial Accounting, Cost Accounting and Management Accounting - Distinction, Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Unit-II.

[12 Hrs]

Methods and Techniques

Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Cost volume profit (CVP) Analysis, Short term decisions using variable costing, Product costs using activity based costing.

Unit-III

[14 Hrs]

Management Tools

Budgetary Control: Functional budgets, Cash budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales).Balance Score card for measuring total business unit performance. Financial Measures of Performance: Investments and EVA.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.,
- Management Accounting, Principles and Applications – Coombs, David Hobbs and Ellis Jenkuis – By Sage www.sagepublications.com
- Advanced Management Accounting Jawaharlal, S. Chand & Co
- Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata McGraw Hill.
- A text book on Cost and Management Accounting, M.N Arora,Vikas
- Advanced ManagementAccounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House

3rd Semester	MBFE04	FINANCIAL SERVICES	MARKETS AND	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- Familiarizing the students with the new financial services and processes.
- To enrich the learning process through exposure to real life cases / business situations and live projects.

UNIT I

[10 Hrs]

Overview of Financial Markets – Financial market regulation – financial market globalization –role of financial institution in financial market – securities market – Primary market and secondary market – securities market regulation – secondary market trading – clearing and settlement–Functions of stock exchange –Derivatives –Futures – forwards – Options – swaps.

UNIT II

[10 Hrs]

Money market and Bond market – money market securities – Institutional use of money markets – valuation of money market securities – risk of money market securities – interaction among money market yields – globalization of money markets – background of money market – debt market – bonds – corporate bonds – municipal bonds –treasury and federal agency bonds – Introduction to forex.

UNIT III

[16 Hrs]

Objectives of financial services – types of financial services – capital market services & money market services – intermediaries – banking financial corporations , non – banking financial corporation's & insurance corporations – financial services sector problems and reforms – Financial services past, present and future in India. Venture capital: growth of venture capital in India– financing pattern – legal aspects and guidelines for venture capital –leasing– types of leases –leasing vs borrowing – credit rating: CRISIL, ICRA & care – factoring, forfeiting– bill discounting – types of factoring arrangements – factoring in Indian context – Angel Investors – Private equity.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- G.S.Batra – Financial Services & Market.
- Financial Services M.Y.Khan–MC Graw Hill.
- Meir Khan – Financial Institutions and Markets, Oxford Press.
- Vasant Desai, Indian Financial Systems, Himalaya Publishers.
- Meir Khan – Financial Institutions and Markets, Oxford Press.

4th Semester	MBFE05	DIRECT TAXATION	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To acquaint the students with basic principles underlying the provisions of direct laws
- To develop a broad understanding of practical aspects of direct tax as an important managerial decision-making process.

Unit-I

[12 Hrs]

Types of Taxes, Income Tax: Definition:, Assessee, Income, Previous Year, Assessment Year, , Exemption, Deduction, Rebate, Relief. Residential status and tax incidence – f of individual,-- Taxation of Salaried Income, Income from Business and Profession, Capital gain income and Income from other sources

Unit-II

[12 Hrs]

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation,

Unit-III

[12 Hrs]

Wealth Tax and Other Direct Taxes - Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act, Banking Transactions Act and Securities Transaction Act

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

- Direct Taxes, Law and Practice -- Dr. Vinod Singhania-- Taxmann
- Direct Taxes -- Dr. Bhagawati Prasad-- Wishwa Prakashan NDelhi
- Direct Taxes -- Girish Abuja and Ravi Gupta-- TaxHeal
- Direct Taxes -- B.B.Lal & N.Vashisht (Pearson)
- Corporate Tax Planning and Business Tax Procedure – Singhania/Singhania - Taxmann
- Business Taxation -- Mohapatra, Sahu – Himalaya

4th Semester	MBFE06	PROJECT APPRAISAL AND FINANCE	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project.
- To understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.
- To involve students to apply appraisal techniques for evaluating live projects

Unit – I

[12 Hrs]

Project characteristics, Taxonomy of projects, Project Identification, Preparation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, UNIDO manuals, Detailed Feasibility Study Report. Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefits analysis. Environmental Appraisal.

Unit II

[12 Hrs]

Social Cost benefit analysis: value added concept, social surplus, indirect impact of projects, and rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees. Project Cost Estimate and Risk Analysis Cost of project, Components of capital cost of a project, Project Risk Analysis, Techniques of Risk Analysis, Project Organization.

Unit – III

[12 Hrs]

Project Evaluation and Audit Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project close out of Terminalia.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT

Reference Books:

1. Project Management – Richman – PHI
2. Contemporary project Management – T.J. Kloppenborg – Cengage
3. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
4. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
5. Projects – P. Chandra – TMH
6. Project Management – K. Nagarajan – New Age
7. Project Management – Panner Selvam / Senthil Kumar

FUNCTIONAL AREA: HUMAN RESOURCES MANAGEMENT

3 rd Semester	MBHRE01	MANPOWER PLANNING	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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COURSE OBJECTIVES

- To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise
- To understand a plan drawn up by the manpower planning cell of company.
- Students acquire knowledge in analyzing, assessing and programming for human resource requirements of organizational business plans and strategies.

Unit – I

[12 Hrs]

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

Unit – II

[14 Hrs]

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models.

Unit – III

[10 Hrs]

Strategic HRP: Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya
- Manpower planning and the development of human resources by
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

3rd Semester	MBHRE02	EMPLOYEE RELATIONS	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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COURSE OBJECTIVES:

- Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
- To know the different acts of industrial relation system for effective management of trade unions.
- To sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations in the different job situations and to enable the students to apply the laws practically in business.

Unit – I

[10 Hrs]

Introduction to Employee Relations

Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

Unit – II

[10 Hrs]

Industrial Relations

Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism: Concept, structure and function. Industrial Dispute: Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

Unit – III

[10 Hrs]

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Book:

- Employee Relations, Elizabeth Aylott, Kogan Page
- LabourWelfare, Trade Unionism and Industrial Relation- Punecker, Deodhar-Himalaya
- Industrial Relations, C.S. VenkataRatnam, Oxford
- Industrial Relations, Trade Unions & Labour Legislation, Sinha&Shekhar, Pearson
- Industrial Relations, Monappa, TMH

3 rd Semester	MBHRE03	Compensation Management & Benefit Management	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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COURSE OBJECTIVE:

- To learn basic compensation concepts and the context of compensation practice
- To learn the concepts of payment and employee benefits issues.
- To understand various benefits an employee can avail during service.

Unit I

[12 Hrs]

Conceptual and Theoretical Aspects of Compensation

Compensation: Concept, system, dimensions, non-financial compensation system, 3P compensation system. Pay Design & Pay Structure: Designing Pay structure, components of Pay structure in India; Broad Banding; Role of Compensation management in employee retention and productivity.

Unit-II

[12 Hrs]

Wage Administration and Wage Determination

Principles of Wage and Salary administration, Types of wages, methods of wage payment, wage differential, methods of wage determination. National Wage Policy, wage fixation, Pay Commission, Wage Board.

Unit III

[12 Hrs]

Employees Benefits

Overview of employee benefits, statutory & non-statutory benefits, employee welfare and retirement benefits. Incentives Plan: Concept, Importance and Types, pre-requisites of effective incentive schemes, merits and demerits of incentives.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Book:

- Sarma, A.M and Rao, N.S. (2019). Compensation System and Performance Management (First Edition). Himalaya Publishing House Pvt. Ltd.
- Bhattacharyya, D.K (2014). Compensation Management (Second Edition). Oxford University Press Higher Education Division.
- Milkovich, G., Newman, J and Venkataratnam, C. S. (2009). Compensation (Ninth Edition), McGraw Hill Publications
- Singh, B. D. (2017). Compensation and Reward Management (Third Edition), Excel Books India.

3 rd Semester	MBHRE04	Performance Management System	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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COURSE OBJECTIVES

- To describe the nature of performance management and outline the core objectives of performance management
- To Identify the different performance appraisal techniques that can be used by organizations
- To explore the applications and improvements in Performance Management.

Unit-I

[12 Hrs]

Conceptual Approach to Performance Management:

Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Unit-II

[14 Hrs]

Measuring Performance:

Criteria for performance measures, classification of measures, competency mapping & its linkage to performance planning, Types of measures: organizational (Balance scorecard, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews. Reward Systems and Legal issues: Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems "Do only what you get paid for" Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Unit-III

[10 Hrs]

Performance Management Application & Improvement:

Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, DavinderSharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K.Sahu, Excel Books

4th Semester	MBHRE05	Strategic Management	Human Resource	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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Objectives

- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems.

Unit 1

[12 Hrs]

Overview of Business Environment & Strategic Management: Levels of Strategy, Strategic Planning, Strategic Management & HR Linkages. Strategic HRM: Concept, Process, Steps Involved Linking Business Strategy and HR strategy, Formulating and Implementing HR strategy.

Unit III

[10 Hrs]

Aspects of Strategic Human Resource Management (SHRM): Organization Development, Change Management, Culture, Recruitment & Selection, Performance Management and Employee Development, Reward Management, Employee Relation.

Unit III

[14 Hrs]

Strategic Employee Retention, Restructuring and Strategic HR: Employee Retention Challenges, Methods of Retention, Strategic Restructuring, Talent Management and Competency Mapping. Strategies for Improving Organizational Effectiveness: Strategies for Organizational Transformations - Cross Border Mergers & Acquisitions, Strategies for Culture Management, Quality in Strategies, Strategies for Learning Organizations, Employee Engagement and Strategies.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Greer, C. R. (2001). *Strategic Human Resource Management (2nded.)*. Prentice Hall.
- Agarwala, T. (2007). *Strategic Human Resource Management (4thed.)*. Oxford University Press.
- Mabey, C., Salaman, G., & Storey, J. (1998). *Human Resource Management: A Strategic Introduction*. Blackwell Publication.
- Mello, J. A. (2006). *Strategic Human Resource Management (2nded.)*. Thomson South

4 th Semester	MBHRE06	Cross Cultural Management	L-T-P 3-0-1	Credit: 3	Class Hours: 36
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COURSE OBJECTIVES

- Introduce the key concepts and main theoretical frameworks of culture
- Introduce how cultural differences may impact the management of individuals, teams, and organizations.
- Introduce effective human resource management practice in multinational organizations.

UNIT I

[12 Hrs]

Meaning of Culture– importance–people’s reactions to cultural differences– Measure or graph cultural differences– Models of Cross– Cultural Management –Culture dimensions– dimensions relating to people, – time and world– the impact of culture on business practices. Leadership across cultures– challenging role of Global Manager/ Leader– Need for cross–cultural management– corporate culture– models of corporate cultures– role of corporate culture

UNIT II

[12 Hrs]

The challenge of managing multicultural/ cross–cultural workgroups and international teams, virtual and multi cultural teams– cross –cultural communications – Negotiation and conflict in cross–cultural management – Intercultural communication and multi–lingualism in organizations – Non–linguistic communication.

UNIT III

[12 Hrs]

Cross – cultural negotiation: The process and strategies – decision making within diverse cultures. Management of Cultural diversity– Global careers – Expatriation and repatriation– Global organizations – MNCs and off–shoring– Cross cultural training: effectiveness and myths,

Ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

1. Cross–cultural Management: Essential Concepts, Sage, by David Thomas, 2008.
2. Understanding Cross – Cultural Management, Pearson Education, by Marie – Joëlle Browaeys and Roger Price, 2011.
3. International dimensions of organizational behavior. Cengage Learning, by Nancy J.Adler, and Allison Gundersen, 2007.

SPECIALIZATION: SUPPLY CHAIN MANAGEMENT

3rd Semester	MBSCE01	Supply Chain & Logistics Management	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To analyse the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To understand the importance and dynamics of firm's physical distribution functions and management of its supply chain

Unit I

[12 Hrs]

Supply Chain Foundations: Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains.

Unit II

[15 Hrs]

Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Warehousing: Facility location and Network design, Vehicle Loading and Routing Methods, Lead time, Supply chain sustainability.

Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Vendor Management, Individual component Vs. Unit Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Unit III

[9 Hrs]

Aligning logistics to customer needs: Quick response logistics, Green logistics, Reverse Logistics, Vendor Managed inventory, cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications, Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Self Certified Vendor Management, Individual component Vs. Unit Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Text Book of Logistics and Supply Chain Management – Agarwal – McMillan
- Business Logistics / Supply Chain Management – Ballou / Srivastava – Pearson
- Supply Chain Management: Strategy, Planning & Operations, Sunil Chopra, Pearson
- Global Operations and Logistics – Dornier / Ernst / Fender / Kouvelis – Wiley
- Fundamentals of Supply Chain Management, J Mentzer, Sage

3 rd Semester	MBSCE02	TOTAL MANAGEMENT	QUALITY	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To facilitate the understanding of Quality Management principles and process.
- To apply various quality improvement techniques.
- To describe and apply the development and nature of quality control charts.

Unit I

[15 Hrs]

Introduction to Quality Management

Introduction to Quality, Dimensions of Quality, Total Quality Management (TQM)

Quality Philosophers: Dr. Edwards Deming --W. Edward Deming's 14 points, Philip B. Crosby -- Contributions to The Theory of Process Improvement and Six Sigma, Dr. Joseph Juran --The Juran Trilogy, Dr. Genichi Taguchi --Taguchi loss function, The philosophy of off-line quality control, Design of experiments, Dr. Shiegeo Shingo -- Poka-yoke, Dr. Kaoru Ishikawa --Cause-and-effect Diagram or Fishbone Diagram, Masaaki Imai

Unit II

[10 Hrs]

Quality as a Strategic Decision: Meaning of Strategy and Strategic Quality Management, Strategic Planning and Implementation, McKinsey 7s Model, Competitive Analysis, Management Commitment to Quality. Kaizen, Total Productive Maintenance (TPM). The Statistical basis of Six Sigma.

Cost of Quality: Cost of Quality, Categories of Cost of Quality, Models of Cost of Quality, Optimizing Costs, Preventing Cost of Quality

Unit III

[11 Hrs]

Quality Control Tools: Check Sheet, Histogram, Shapes of histogram, Drawing a histogram, Pareto Chart, Drawing a Pareto chart, Cause & Effect Diagram, Scatter Diagram, Control charts, Quality Control, Quality Assurance, Product control – acceptance sampling and OC curve.

Quality Management Systems: Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Total Quality Management – J. R. Evans – Cengage
- Quality Management – Bedi -- Oxford
- Total Quality – Bharat Wakhlu – S. Chand

3rd Semester	MBSCE03	OPERATIONS STRATEGY	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To make understand the students about what is operations strategy and how it is applied in the field of operations management.
- To offer operations strategy in terms of business process, capacity, technology and facilities domains.
- To analyze the operations strategy in terms of quality and cost perspective.
- To build the students to use operations strategy in the field of purchasing/sourcing and supply chain management.

Unit I

[11 Hrs]

Operations strategy – Introduction, Innovation and operations discipline, Operations performance, Operations Strategy framework, Developing an operations strategy, Value chain dynamics and operations decision, Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, Operation strategy evaluation and control, Operation strategy competitiveness.

Unit II

[13 Hrs]

Systems & Processes and Capacity Strategy and Management – Vertical integration and outsourcing, Business processes, Process of operations strategy substitution for strategy, Process of operations strategy implementation, Service Strategy, Service development and organization strategy, Capacity Strategy and Management, How to make decision on capacity and capacity expansion, Technology Strategy, Process technology decisions, Facilities strategy – facilities strategy and globalization.

Unit III

[12 Hrs]

Quality Strategy, Purchasing and Supply network strategy – Quality Strategy and Change/ Action programs, sources of quality, measures of quality, competing on cost versus availability, cost versus features and innovativeness, competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy, Sourcing and supplier management, Logistics systems and the fulfillment of supply chain, Supplier power and overseas sourcing: Moving up in the value chain in outsourcing, Environmental and Social sustainability strategy, Models for gaining advantage in global environment, How to position within a value chain

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson Publication,
- C. Donald J, Waters, Donald Waters, Operations Strategy, Thomson publication,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications

3rd Semester	MBSCE04	Sales and Operation Planning	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations.
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements.

Unit I

[12 Hrs]

Operations Planning: Introduction – Relationship between sales and operations planning, Need for operation planning and control, functions of operation planning and control, different phases of operation planning and control, Comparison of operations planning and control activities in manufacturing and service organizations, objective of forecasting in operations, elements of a good forecast, major factors that influence the demand forecast, classification of forecasting methods.

Unit II

[12 Hrs]

Capacity Planning: Capacity Planning Classification, Measuring Capacity, Determining Capacity Requirements, Forecasting v/s Capacity Planning, Aggregate Operations planning, concept of aggregation, Factors affecting aggregate planning, Aggregate Planning Goals, Forecasts of Aggregate Demand, Aggregate Planning Techniques, Materials Requirement Planning (MRP).

Unit III

[12 Hrs]

Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) – meaning and concepts, MPS Model, Purpose of Scheduling, Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching, Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor Intensive Operations, Service Operations, Role of ERP in operation planning and control, Operations planning insights from the TOC school of thought.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
- R. Panneerselvam, Production & Operations Management, Prentice Hall India Private limited, 2017,

4th Semester	MBSCE05	Service Operations Management	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.
- To describe the function of the Service Operations Management discipline in various sectors of the economy through case study.
- To interpret basic tools and skills used in solving problems traditionally associated with operating the service operations system.

Unit I

[13 Hrs]

Service Operation Concept: Difference between Manufacturing and service operations, Service Operations characteristics, Different Pure Service organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field service and customer Satisfaction.

Service operation Strategy: Service objective and goal formulation, service organization: In house Vs. Outsourcing, centralized Vs. Decentralized, crating customer connection, Enhancing customer satisfaction, service operation as profit centre.

Unit II

[13 Hrs]

Field Service Management, Service Manpower Planning and Scheduling: Field service organization, field service inventory management, Field Technical support service, integrating Field Service with information Technology, Field Service effectiveness evaluation, Field service and customer relations management, uncertainty in manpower requirements, cyclical and seasonal nature of demand, queuing effect, service level consideration and cost considerations in Manning, Linear Programming and other models of planning and scheduling.

Unit III

[10 Hrs]

Customer Relationship Management: Customer requirement assessment, customer satisfaction parameters and indices, Manpower recruitment and training, customer feedback collection and analysis, customer service evaluation.

IT enable customer service: Call center operations and management, Web-enabled services, ERP enabled Field and Technical support services, Tele marketing and servicing.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Service Management – operations, strategy / Information Technology : Fitsmmons and Fizimmons – TMH
- Service Management & Operations, Haksever, Render, Rumel, Pearson

4th Semester	MBSCE06	Operations Applications	Research	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programming applications.
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

Unit I

[14 Hrs]

Overview of Operations Research: Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic Programming models and applications, Graphical representations, Optimality principle, Integer programming models: Gomory's Cutting Plane Algorithm, Branch-and-bound algorithm for Integer Programming.

Unit II

[12 Hrs]

Scheduling System – Single machine, flow shop and job shop Scheduling methods, Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

Unit III

[10 Hrs]

Bin Packing, Portfolio optimization, Quadratic Programming: Kuhn Tucker conditions, Beale's method and Wolfe's method, staff transfers problems, Two stage supply chain distribution problem.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Kanti Swarup, P.K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
- Hamady Taha: Operations Research, Mac Millan Co., 2016
- J. K. Sharma, Operations Research Theory and Applications, 2012
- Gupta P. K. Hira D. S Problem in Operations Research, S. Chand and Co., 2003

FUNCTIONAL AREA: INFORMATION TECHNOLOGY

3rd Semester	MBITE01	Data Mining For Business Decision	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To acquaint students with the theoretical and practical elements of Data Mining and their applications.
- To acquire practical exposure in analyzing a business problems using appropriate model
- To develop the skills to use the model for a predictive analytical solution

Unit I

[15 Hrs]

Introduction to Data Mining - Deriving value from Data Mining - Applications - Basic concepts, Exploratory analytics using R/Rattle - Basic metrics - Principal Component Analysis - Correlational analysis - Visualizing Data - Applications

Unit II

[11 Hrs]

Predictive modeling using R/Rattle - Decision Trees - ANN - clustering - Regression - Logistic Regression - Applications. Market Basket Analysis - Association rule mining - Native Bayes Analysis - Applications

Unit III

[10 Hrs]

Best Practices in Data Analysis and BI - clustering - Decision trees-Neural networks- Associations/ Market Basket analysis - Text Mining

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

Reference:

- Anil Maheswari, Data analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, - Predictive Analytics: The Power to Predict who will Click, Buy, Lie or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung, Predictive Analytics, Willey, 2015
- Alberto Cordoba, - Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Willey, 2014.

3rd Semester	MBITE02	Management of Digital Innovation	L-T-P 3-0-1	3 Credits	36 Hours
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Courses Objectives

- To understand digital transformations and informations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

Unit-I

[10 Hrs]

Introduction to Digital Transformations: The five domains of digital transformations - customer, competition, data, innovation, and value, Harness customers networks, turn data into assets, adapt value proposition

Unit-II

[14 Hrs]

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-services, and organizational culture; Social Media Transformation: Understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

Unit-III

[12 Hrs]

Building digital capabilities: challenges ongoing, digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

- Herbert, Lindsay Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; the Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud computing: A Practical Approach, Megraw Hills Education (India) Private Limited, 2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook - Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016

3rd Semester	MBITE03	E - Commerce and Digital Markets	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- Student will learn about foundations of E-Commerce,
- Students will able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Student learn about E-marketing tools and E-Business entrepreneurship

Unit-I

[12 Hrs]

E-Commerce: Understanding E-Commerce- E- Business Units - E- Business and the global economy - Creating E-Business plan - social and Behavioral issues - Ethical and regulatory issues Technology and growth of E-Commerce - Economic foundations of E- Commerce- The strategy of e-business - Economics of e-business - E-Business Technologies.

Unit-II

[12 Hrs]

Digital Payment Systems: Introduction to digital marketing-E-Marketing strategies - E-CRM- Electronic payment methods - Types of payment gateway - Digital Currencies - Digital signature

Unit-III

[12 Hrs]

E-Business channel functions & E-Business Entrepreneurship Business models on the internet - Intermediation and dis-intermediation in e-commerce - Business Incubators Distribution channel length function, Designing Electronic market - Strategic E-Market - E - Marketing tool-E-Business Entrepreneurship

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

Reference Books:

- Kenneth C.Laudon Carol Guerco Traver-E-Commerce, 14th edition. 2018, Pearson,
- Russ, Henneberry-Digital Marketing for Dummies! Willey, January 2017
- S.I.P.T.JOSEPH- E-commerce. An Indian Perspective IPHI, Edition, 2016
- Gary P. Schneider - Electronic Commercial Course Technology Inc 12th Edition 2017
- Vandana Ahuja - Digital marketing OXFORD HIGHER Education, 3rd edition 2017

3rd Semester	MBITE04	Business Analytics	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To understand the Purchase of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business Problems
- To use advanced analytical tools to analyze complex problems in uncertainly

Unit-I

[12 Hrs]

Business analytics - need - scope - applications - descriptive analytics - predictive analytics - prescriptive analytics; Descriptive analytics - types of data - creating distributions form data - measures of location - measure of variability - measures of variability - measures of association

Unit-II

[12 Hrs]

Data Visualization for Manager: Visualization imperative message to charts visual Perception - Grammar of Graphics (Using R) - Component level design of tables and graphs-Storytelling using Visualization:

Unit-III

[12 Hrs]

SPSS- Introduction- Frequency Tabulation - Parametric tests - Non parametric Test - Regression Using SPSS - Factor Analysis; Data analysis using R - R Studio - Introduction, Importing Data for Excel - Slicing of data using Inbuilt data sets -Variables - Regression script - Rattle for R

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

Reference Books:

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Willims, IEssentials of Business Analytics, Cengage Learning
- Sandhya Kuruganti, Business AnalyticsL Applications to Consumer Marketing - McGraw Hill
- Bernard Marr, "Big Data: Using smart Big Data, Analytics and Metrics to make Better Decisions and Improve Performance", Wiley
- R for Dummies Paperback - 21 Jul 2015, Andric de Vries (Author), JorisMeys (Author).

4th Semester	MBITE05	Managing Software Projects	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objects

- To understand Software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage programmes.
- To know how to select projects and to carry out software effort estimation
- To know the Risk Management Process and how to allocate resources for Software Projects
- To know how to monitor and control Software Projects

Unit-I

[12 Hrs]

Introduction to Software Project Management : Introduction - Software Project - vs- other Projects, Activities covered by Software Project Management - Plans, Methods and methodologies, Some ways of categorizing software projects, Stakeholders - Project success and failure - Management Control

Unit- II

[12 Hrs]

Project Evaluation and Programme Management : Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise project planning

Unit-III

[12 Hrs]

Selection of an appropriate project approach and software Effort estimation : Build or buy Choosing methodologies and technologies, Choice of process models, structure -vs- speed of delivery, Waterfall model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference books:

- Bob Hughes, Mike Cotterell and Rajib Mall - Software Project Management - TMH - 2017
- Joel Henry, Software Project Management, Pearson, 2011
- Kathy Schwlbe, Project Management in IT, Cengage, 2011
- Sanjay Mohapatra - Software Project Management - Cengage, 2011

4th Semester	MBITE06	Decision Support System and MIS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To examine examples and case studies documenting computer support for organizational decision making, and various planning, analysis and control tasks.
- To discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems.
- To recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization.
- Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.

UNIT-I:

[12 Hrs]

Decision Making: Introduction and Definitions, Simons Decision Making Model, How Decisions are Supported, DSS Configurations, DSS Characteristics and Capabilities, Components of DSS, DSS Classifications DSS Modelling -Static and Dynamic Models, Certainty, Uncertainty, and Risk, Sensitivity Analysis, What-IF, and Goal Seeking,, Making Decisions in Groups: Group Decision Support System(GDSS),Characteristics, Process, Benefits, and Dysfunctions

UNIT-II:

[15 Hrs]

Knowledge Management System: Definition and types of Knowledge, Frame work for Knowledge Management, Introduction to Business Intelligence: Origins and Drivers of Business Intelligence, General Process of Intelligence Creation and Use, Characteristics of Business Intelligence,, Competitive Intelligence, Successful BI Implementation, Structure and Components of BI, Future trends., Data Warehousing Definitions and Concepts, Types of Data warehouse., Business Analytics -Online Analytical Processing (OLAP), Reporting and Queries, Multidimensionality

UNIT-III:

[11 Hrs]

Systems Concepts: Open System, Closed System; Information Systems and Systems Concept. Scope, Classification, Characteristics and Functions of Management Information Systems, Functional Information Systems like MMIS, HRIS, FMIS and IMIS, Identification , Feasibility and Planning of Information system, Building Information System: System Analysis and Design – Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design And Implementation), Prototyping

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

Reference Books

- Turban, Efrain : Decision Support & Business Intelligent Systems(8e)- Pearson Education
- Marakas, George.M. : Decision Support Systems in the 21st century – Pearson Education
- Mallach, Efrem G. : Decision Support & data Warehouse Systems – Tata McGraw-Hill
- Management Information system – Sahil Raj, Pearson

FUNCTIONAL AREA: DATA ANALYTICS

3 rd Semester	MBDAE01	DATA VISUALIZATION FOR MANAGERS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To integrate complex data analytics with decision making in learners learning system
- To effectively deliver design principles
- To provide exposure and detailed knowledge on visualizing complex data types

UNIT I

[12 Hrs]

Purpose of Visualization, Excellence and Integrity, Sources – Sophistication – forms; Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization

UNIT II

[12 Hrs]

Principles of decision making – Semiotics- use of data in aiding quality of decision making – theories of visual cues – color, Pattern, Space etc. Data characteristics – representation methods and techniques for different types of data– Visualization Process

UNIT III

[12 Hrs]

Decision Management Systems – Business Rules – Principles – Service Oriented Platform-Design and Implement Decision Services

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

REFERENCES

1. Stephen Few, Information Dashboard Design, Analytics Press, 2015
2. Wilkinson, L. (2006). 'The Grammar of Graphics'. Springer Science & Business Media.
3. Edward Tufte, Envisioning Information, Graphics Press

3rd Semester	MBDAE02	DATA SCIENCE USING R	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- Become acquainted with the use of R tool for Data Science applications.
- Acquire experience in analyzing data using R.
- Develop the skills to use the software for pre-analytic phase data handling operations.

UNIT I

[12 Hrs]

Introduction to Data Science – Basic concepts – Data – Nature – Process for Data Science – Handling Data R software – core and optional packages – Data science packages – Exploratory Analytics using R – Visualizing Data – Applications

UNIT II

[12 Hrs]

Pre-processing Data with R – Scrapping– sampling – munging – cleaning – data from multiple sources – extraction from data bases

UNIT III

[12 Hrs]

Handling Big Data in R – Hadoop and R – New frameworks – Mapreduce with R – Organizing Data Sources Automation of Data Analytics – considerations – organizing for Data Science – Interpreting and Decision making

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

1. Hadley Wickham, Garrett Golemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Oreilly, 2016.
2. Dan Toomey, R for Data Science, Packt Publishers, 2014
3. Thomas Mailund, Beginning Data Science in R: Data Analysis, Visualization, and Modeling for the Data Scientist, A press, 2017
4. Manas A. Pathak, Beginning Data Science with R, Springer, 2014

3rd Semester	MBDAE03	BUSINESS DATA MINING	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- Understand the data mining algorithms and their operations
- Application of these algorithms for different business decisions

UNIT I

[14 Hrs]

Business Data Mining – Applications of Data Mining – Basic concepts of algorithms – Selection of algorithms– Applications Data exploration with R – Basic statistics– Principal Component Analysis– Correlational analysis– Visualizing Data with R– Applications

UNIT II

[10 Hrs]

Predictive Modeling using Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications

UNIT III

[12 Hrs]

Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Big Data Analysis – Applications Text Mining – Web Mining – Best Practices in Data Analysis and BI

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:

1. Anil Maheshwari, Data Analytics. McGraw Hill , 2017.
2. Eric Siegel, Thomas H. Davenport, –Predictive Analytics: The Power
3. to Predict Who Will Click, Buy, Lie, or Die]], Willey, 2013
4. Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive
5. Analytics , , Willey,2015
6. Alberto Cordoba, –Understanding the Predictive Analytics Lifecycle]],
7. Willey, 2014.
8. Dean Abbott, Applied Predictive Analytics, Willey, 2014.

3rd Semester	MBDAE04	MARKETING ANALYTICS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

At the end of the course, the student will be able to understand the benefits and objectives of marketing analytics, Learn how to apply quantitative techniques to drive marketing results obtain hands-on experience through application of spreadsheet-based models.

UNIT I [10 Hrs]

Product Management – Marketing product selection – market insight – market sizing – strategic decision models

UNIT II [12 Hrs]

Product and service analytics – conjoint analysis – forecasting – inflection point – decision trees – product mix allocation Metrics– BSC – Dashboards –strategic metrics – pricing analytics – web analytics

UNIT III [12 Hrs]

Distribution analytics– sales analytics – Promotion analytics – allocating marketing budget Customer Management– Digital Marketing – concepts and applications

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:

- Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, 2014
- Sorger, Stephan. –Marketing Analytics: Strategic Models and Metrics. || Admiral Press/ Create Space, 2013
- Venkatesan, R., Farris, P., & Wilcox, R. T. Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
- Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers, 2015.

4th Semester	MBDAE05	PREDICTIVE ANALYTICS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- Become acquainted with the theoretical and practical elements of forecasting techniques and their applications.
- Acquire experience in analyzing a business problem using appropriate model for forecasting.
- Develop the skills to use the model for a problem solution and interpret for decision making.

UNIT I

[12 Hrs]

Overview of forecasting process – Deriving Value from forecasts – Applications – Basic concepts; Exploratory Data Analytics – Basic metrics– Correlation analysis– Visualizing ; Data – Principal Component Analysis for underlying trends – Analysis of seasonal and other variations.

UNIT II

[12 Hrs]

Time Series Modeling using Regression– Logistic Regression– Forecasting using models– Applications

UNIT III

[12 Hrs]

Life time Value models– Segmenting – Loss Forecasting Models –Applications Credit Scoring models – Managing Forecasting function – Imperatives –Measuring and organizing forecasting function

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

References:

- Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, Wiley 2015.
- Render, Quantitative Analysis For Management, Pearson Education,2008,
- John E. Hanke, Arthur G. Reitsch, Dean W. Wichern. Business Forecasting, Prentice Hall, 2001.
- Michael K. Evans (2002), Practical Business Forecasting, John Willey & Sons

4 th Semester	MBDAE06	BIG DATA AND CLUD COMPUTING	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- The challenges confronting the enterprises embracing big data
- Framework of Open source software Hadoop
- Hadoop Ecosystem
- Programming in Mapreduce and Hive
- Anatomy of Pig.
- Using Cloud Computing in Management

UNIT I - Introduction To Big Data

[12 Hrs]

Classification of Digital Data, Characteristics of Data, Evolution of Big Data, Definition of Big Data, Challenges with Big Data, What is Big Data?, Other Characteristics of Data, Traditional Business Intelligence versus Big Data, Data warehouse Environment, Hadoop Environment, What is new in Today? , What is changing in the Realms of Big Data?

UNIT II - Big Data Analytics And Big Data Technology Landscape [12 Hrs]

What is Big Data Analytics? What Big Data Analytics Isn't? Classification of Analytics, Challenges Facing Big Data, Why are Big Data Analytics Important? What kind of Technologies are we looking? Data Science, Terminologies Used in Big Data Environments, Basically available Soft State Eventual Consistency, Few Top Analytics Tools. NoSQL and Hadoop.

UNIT III - Hadoop Framework And Hive

[12 Hrs]

Introduction to Hadoop, Why Hadoop, Why not RDBMS? RDBMS versus Hadoop, Distributed Computing Challenges, History of Hadoop, Hadoop overview, Use case of Hadoop, Hadoop Distributors, Hadoop Distributed File System, Processing Data with Hadoop, Managing Resource and Applications with Hadoop YARN, Interacting with Hadoop Ecosystem. Hive: What is Hive?, Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language, RCFile Implementation, SerDe, User- Defined Function.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIESFROM EACH UNIT.

REFERENCES

- Boris lublinsky, Kevin t. Smith, Alexey Yakubovich, "Professional Hadoop Solutions", Wiley,
- Cloud Computing –Bible, Barrie Sosinsky, Wily India Pvt. Ltd., 2011
- Chris Eaton, Dirk deroos et al., "Understanding Big data", McGraw Hill, 2012.
- Tom White, "HADOOP: The definitive Guide", O Reilly, 2012.

FUNCTIONAL AREA: ENTREPRENEURSHIP

3rd Semester	MBEE01	Entrepreneurship an Overview	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:-

- To develop the basic understanding of Entrepreneurial Process, and its Importance
- To understand the traits of an Entrepreneur & develop them among the students
- To appraise the students about various aspects of Starting a business and the initial steps required for it.

Unit – I

[12hrs]

Entrepreneurship, Entrepreneur, his characteristics & traits, Entrepreneurial Persons, Communities, & Process. Entrepreneurship & economic development, Entrepreneurial Activities, Productivity, Job Creation, Innovation and transfer of technology, Entrepreneurial firms, Advantages of MSME, Indian MSME Sector. Entrepreneurial Environment, Social Factors, Education, Govt. policies, Infrastructure & changes

Unit – II

[12hrs]

Entrepreneurship as a career, Entrepreneurs' Profile, Understanding Self, Emotional Intelligence, Team Building and leadership, Goal setting, Systematic planning, Overcoming Failures, Personal assessment worksheet, Self rating Questionnaire. Business terminology, Small scale sector,, its contribution to export, Concessions and facilities. Steps in new business planning, Government formalities and procedures, Proprietorship, Partnership deed, Company-What is best, Search of location, Selection criteria, Types of finances required, Sources, Institutions, & Schemes. Institutional Networks.

Unit –III

[12hrs]

Options available, Sectors Sub-Sectors, & Industries., What suits you, Spring Board for business Ideas, Existing ideas and important considerations, Ideas from market place, Idea to detail- pooling the information, Business planning and viability check, Final decision, Common errors, idea path & journey

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

1. Dynamics of Entrepreneurial Development & Management- Vasant Desai
2. Entrepreneurs' Handbook - Harvard Business Review
3. Handbook of new Entrepreneurs – Oxford Publication

3rd Semester	MBEE02	Business Planning & Small Business Management	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:-

- To develop the understanding of Entrepreneurial Planning Process, and its Importance
- To understand the Managerial Skills required for an Entrepreneur & develop them among the students
- To appraise the students about various aspects of Production, Inventory management & Man Power Planning.

Unit- I

[12hrs]

Business plan and its features, Setting Goals, Business failures- Reasons and solutions, Preparing a business Plan, Business plan Outline, Formulating & Reformulating the business plan, Promoters , Constitution and statutory Compliances.

Industry Analysis, Demand Analysis, Marketing Plan, Technical Feasibility analysis Cost of project & Financial viability Analysis. Project Implementation and growth strategies.,

Unit-III

[12hrs]

Managerial skills, Managing various functions ,Managerial Task, Skills, & Functions. Organization Structure, Handling Ecosystem and Change.

Various types of Crisis (Starting Crisis, Cash Crisis, Delegation and leadership Crisis, Finance crisis, Communication Crisis etc.) Sources of Crisis & their solution, Communication, Negotiation & problem Solving process.

Unit-III

[12hrs]

Production Management, Inventory Control, Quality Management, Time planning and management, Self Management, Ethics and values.

Man power Planning, Work motivation, job satisfaction, Supervision, Performance appraisal, Training & Development

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books;

1. Dynamics of Entrepreneurial Development & Management- Vasant Desai
2. Entrepreneurs' Handbook - Harvard Business Review
3. Handbook of new Entrepreneurs – Oxford Publication

3rd Semester	MBEE03	Entrepreneurial Marketing & Financial Management	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:-

- To Understand the pricing Method for Products
- To Understand the Marketing Process & system for any Product
- To impart skills of Financial Planning and supervision required for an Entrepreneur.
- To appraise the students about various types of ratios used for analysis in Entrepreneurship.

Unit - I

[12hrs]

Pricing, & Pricing Policies, Product Types, Life cycle & developing new designs.

Channels of Distribution, Expenditure for establishing a Distribution System, Advertising & Promotion, Competition and selling, Rural Products in Urban Areas,

Unit - II

[12hrs]

Financial Management, Planning & Control, Financial Functions of an entrepreneur, Role of an Accountant, Types of accounting and their use,

Principal Financial Statement, Balance sheet, Trial Balance, Double entry Book Keeping, Profit & Loss Account, Various types of adjustments (Accruals, Trial Balance, Repayment & Depreciation).

Interpretation of financial statement, Current Ratio, Profitability Ratio, Turnover Ratio, (Inventory & Debtors, ROI Ratio. Funds Flow Analysis

Unit- III

[12hrs]

Cost & Pricing, Classification of Cost, Methods of Pricing, Operating Cycle, Working Capital, Cash Credit, Margin of safety, Debt Service coverage Ratio, Primary & collateral Security, Pledge, Hypothecation, Mortgage, Etc.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

1. Dynamics of Entrepreneurial Development & Management- Vasant Desai
2. Entrepreneurs' Handbook - Harvard Business Review
3. Handbook of new Entrepreneurs – Oxford Publication

3rd Semester	MBEE04	New Enterprise Creation	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:-

- To Understand the Steps involved in Launching a new Enterprise
- To develop an understanding of various Marketing Matrix & process of developing new Markets for the business.
- To understand various business strategy model through business simulation activities.

Unit - I

[12hrs]

Launching a new enterprise, Project formulation, Feasibility Analysis, Buying an existing Business, Strategic management & IPR, Financing business.

Unit- II

[12hrs]

Marketing Matrix and analytics of startups, Basics of Digital Marketing, & E-commerce, Scaling through innovation & incubation Opportunities in Emerging Markets (ASEAN, Africa, Latin America & CIS Countries.)

Unit – III

[12hrs]

Identifying Starting and growing a social venture, Dynamics of entrepreneurial strategy, Business model in new enterprise, Business Simulation.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books;

1. Dynamics of Entrepreneurial Development & Management- Vasant Desai
2. Entrepreneurs' Handbook - Harvard Business Review
3. Handbook of new Entrepreneurs – Oxford Publication

4th Semester	MBEE05	Statutory Requirements and Current Business Aspects	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objectives:-

- To understand the various regulations and laws governing various aspects of business
- To develop a detailed understanding of various documentation formalities and processes essential in business.
- To appraise the students with the franchising process and its outcomes
- To impart knowledge regarding Total Quality management in products or service delivery.

Unit-I

[12hrs]

Factories Act, Industrial Dispute act, Wage Legislation, Indian Contract act, Indian Negotiable Instruments Act, Indian Sale of Goods Act, Indian Partnership Act.

Social Legislations, Trade and merchandise act, Pollution control act, Drugs and Cosmetics act, Explosive license Act, Indian Boiler Act.

Unit -II

[12hrs]

Business Ethics, Stakeholder Analysis, Case studies, Export Environment, Procedures, Formalities, & Documentation. Export promoting Institutions. Franchise and franchising, Factors Influencing Franchising, Responsibilities, Advantages, & Disadvantages in Franchising. Tips on Franchising.

Unit -III

[12hrs]

TQM, & it's importance in Small Businesses. Concepts and applications of TQM, Process of TQM, & Issues in TQM. Service Sector, Its Importance, & characteristics, Developing a Service, Difference between Marketing of Goods and services, Selling of Services

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

1. Dynamics of Entrepreneurial Development & Management- Vasant Desai
2. Entrepreneurs' Handbook - Harvard Business Review
3. Handbook of new Entrepreneurs – Oxford Publication

4th Semester	MBEE06	Social Entrepreneurship	L-T-P 3-0-0	3 Credits	36 Hours
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Course Objectives

- To learn how social entrepreneurs have developed creative solutions to address social problems and transforming society to deliver social impact
- To deepen the theoretical and experiential understanding of concepts, strategies and tools of social entrepreneurship and social enterprises

UNIT – I

[12hrs]

Introduction: The Role of Social Entrepreneurship in Societies, Economies and Politics – Concept and typologies of social entrepreneurship – Social Entrepreneur – Social Enterprise – Drivers of Social Entrepreneurship – Size and Scope – Elements of Social Entrepreneurial personality – Five Dimensions of Social Entrepreneurship: Social Mission, Social Innovation, Social Change, Entrepreneurial spirit and personality.

UNIT – II

[12hrs]

Managing People & Collaborating Personnel Work in Social Enterprises – The Volunteer – Motivation of Volunteers – Theories of Altruism – Motives of Altruism – The Egoism Theories – Motives of Egoism – Implications for Volunteer Management. Collaborations and Partnerships – Reasons – Collaborating with Public/Private/Civil Sector – Designing a Collaboration – Dimensions of Collaborative Value Chain Integration – Specific Types of Collaborations – Potential Risks and Challenges – Guidelines to Establish collaboration.

UNIT – III

[12hrs]

Business Models & Marketing Social Enterprises Opportunities for Social Entrepreneurs – Nature – Opportunity Recognition – Business Models for Social Enterprises – Design principles for Business Models of Social Enterprises – Replication and Scaling up. Importance of marketing for Social Enterprise – Peculiarities – Elements of a Marketing Conception: Basic Framework – Market Analysis – Marketing Goals – Competitive Strategy – Planning & Implementation – Procurement-Fundraising – Sales Marketing to Beneficiaries

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Manual London and Richard G. Marfopoulos (2010) . Social Entrepreneurship: How to start Successful Corporate Social Responsibility and Community-Based initiatives for Advocacy and Change. Routedge, UK
- David Bornstein and Susan Davis (2010). Social Entrepreneurship: What Everyone needs to know. Oxford, USA
- Thomas S. Lyons (ed.) (2013). Social Entrepreneurship: How Businesses Can Transform Society vol2: Approaches to Financing Social Entrepreneurship, ABC-CLIO, USA.
- Ryszard Praszkier & Andrzej Nowak (2012). Social Entrepreneurship: Theory and practice. Cambridge, USA.

FUNCTIONAL AREA: DIGITAL MARKETING

3 rd Semester	MBDME01	Website Designing	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objectives:

- To lay the basic understanding of various types of websites and their importance among the students.
- To develop the understanding of various types of content management systems used for website designing their advantages and limitations.
- To demonstrate and develop the skills of developing a website using CMS with various features.
- To make the students understand about setting up Marketing Funnels in the website and making the website SEO friendly.

Unit - I

[8 hrs]

Introduction:- What is a website, Importance of website, Static Vs Dynamic Website, Website Classification, Use of each type of website, web designing Vs Web development, Various parts of website, Features & Essentials of a good website.

Unit - II

[12 hrs]

Content Management System (CMS):- What is CMS?, advantage of CMS against Coding, Characteristics of a good CMS, Various types of CMS & their comparison, Wordpress, It's advantage and disadvantages, Basic features of wordpress. Domain Name, Servers and hosting, Integration of domain name and hosting, Installing the Wordpress, Installing Themes, using various theme options

Unit - III

[16 hrs]

Website designing:- Creating various pages in website, Navigable VS non-Navigable pages, Customizing Home Page, Setting up Menus. Creating various types of tags. Use of various Plug-in, Setting up the contact form, setting up Pop-ups, Header and footer customization, Using various widgets, Site Identity creation, use of Plugins for SEO, Indexing of website, Solving Canonical Issues, Setting up Marketing Funnels in the website. Inserting Links and CTA buttons, Payment gateway integration.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

1. Wordpress-5 complete 7th edition by Karol Krol (Packt Publishing Limited)
2. Megabook on Website Designing by PM Mahinroop (Createspace Independent Pub)
3. Create your own website - the easy way by Alannah Moore (Ilex Press)
4. Digital Marketing by Puneet Singh Bhatia (Pearson)
5. Digital Marketing by Seema Gupta (Mcgrawhill HED)

3rd Semester	MBDME02	Search Engine Optimization & Marketing	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objectives:

- To lay the basic understanding of Search engines among the students
- To demonstrate various campaign designing and tools used for the same to the students
- To develop the understanding of Google Analytics, its working and use among the students

UNIT - I

[9 hrs]

Introduction:- What is Search Engine, Various search engines and their features, How search engines work, What is search Engine Optimization, Its Importance, What is search Engine Marketing (SEM), Importance of SEM, Search Engine Optimization Vs Search Engine Marketing,

UNIT - II

[12 Hrs]

Search Engine Optimization:- ON Page Optimization Techniques, Key word Planning, Key word Density, Key word Optimization, Domain Authority, Page Authority, use of Yoast SEO, Snippet designing, Slug, use of Alt text, Image optimization, Back linking, Inter-linking, Insights for SEO.

Off Page SEO, Creating Links, Q & As, Social Book Marking, Forums, Directory Submission, Social Networking, Guest Authors, Commenting, Influencers' Outreach, Broken Link Building, Social media Linking. Google algorithms for SEO, Crawl ability, Site Indexing, Site speed, Site maps, and other rules of Search engines.

UNIT - III

[15 hrs.]

Search Engine marketing:- Google Ads, Various types of Google ads, Video Ads, Conversion Ads, Search Ads, Display Ads, Remarketing Ads, Lead Generation Ads, Carousel ads, Shopping ads, Universal Ads, Ads optimization, Key word planning, Bidding Techniques, A/B Testing, Designing an campaign.

Google analytics, linking website to Analytics, creating & reading analytics report, Use of Google analytics.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

- Step by Step Guide to SEO by Upendra Rana (Prabhat Prakashan)
- Google Semantic Search by David Amerland (Pearson Education India)
- The Art of SEO by Spencer, Enge & Stricchiola (O'Reilly Publications)
- Digital Marketing by Puneet Singh Bhatia (Pearson)
- Digital Marketing by Seema Gupta (Mcgrawhill HED)

3rd Semester	MBDME03	Social Media Marketing	L-T-P 3-0-1	3 Credits	36 Hours
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Course objectives:

- To lay the basic understanding of Social Medias among the students
- To demonstrate various campaign designing and tools used for the same to the students
- To develop the understanding of Free Social Network, its working and use among the students

Unit-1

[12 hrs]

Introduction:- What is Social Media, Various Social Media Platforms and their features, How Social Media work, What is Social Media Optimization, Its Importance, What is Social Media Marketing (SMM), Importance of SMM, Social Media Optimization Vs Social Media Marketing,

Unit - 2

[12 hrs]

Social Media platforms: - facebook Marketing, FB Page creation, Event Creation, Post creation, Post optimization, Facebook Pixels, Facebook Ads, Linkedin, Profile & Page creation, Various types of Ads on linkedin, Twitter for marketing,

Unit - 3

[12 hrs]

Beyond Advertisement: - Growing Social Networks, Creating worthy networks, Managing various accounts, Social media reputation creation and management, Using hash Tags, Instagram for marketing, setting up a business profile on Instagram, Best Practices for creating a viral post.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books:

- The essentials of Social media marketing by Gail Z. Martin (Rupa Publications India)
- Social media and mobile marketing by Puneet singh Bhatia (Wiley Publications)
- Affiliate marketing for beginners by Brain conners (Createspace Independent Pub)
- Complete Guide to Affiliate Marketing on the Web: How to Use & Profit from Affiliate Marketing Programs by Bruce C. Brown (Atlantic Publishing Co)
- Digital Marketing by Puneet Singh Bhatia (Pearson)
- Digital Marketing by Seema Gupta (Mcgrawhill HED)

3rd Semester	MBDME04	Inbound & E-Mail Marketing	L-T-P 3-0-1	3 Credits	36 Hours
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Course objectives:

To lay the basic understanding of Inbound Marketing & E-mail Marketing their importance and working among the students.

To develop the understanding of various concepts of Inbound Marketing and E-mail Marketing among the students

To demonstrate the use of various tools used for inbound marketing and e-mail marketing to the students.

Unit:-1

[12 hrs]

Introduction:- What is Inbound Marketing, Various Inbound Marketing Platforms and their features, How Inbound Marketing work, Inbound Marketing Vs Content Marketing, Its Importance, Checking your basics and website readiness.

Unit: - 2

[12 hrs]

Reaching Prospects: Creating a remarkable content, Features of remarkable content, Starting a blog, Pushing your blog, Key word planning, Using Social media platform for inbound marketing, Using Google for Inbound Marketing, Creating Visual Content on various platforms, Using Software and tools, Cautions and benefits of tools and software. Attracting Visitors, Converting Visitors into leads, Landing Pages, Functional forms, Grading and scoring of leads, Nurturing your leads, Converting Leads into Customers, Tools to track competitors.

Unit:-3

[12 hrs]

E-mail Marketing: - What is it, Importance of E-mail Marketing, Choosing the right platform and Plan, Integrating the website with Email Marketing Platforms, Setting up opt-in methods, Single & double opt-in methods, Growing you e-mail list, Getting subscriptions, Principles Do's and don'ts of e-mail marketing, Templates in E-mail marketing, increasing CTR.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books:

- Inbound marketing by Chandrani, Abiresh, Ajit, (BPB Publications)
- The one page Content marketing blue print by Prafull Sharma (Axeman Publishing)
- E-mail persuasion by Ian Brodie (Rainmaker Publishing)
- E-mail Marketing Demystified by Matthew Paulson (American Consumer News, LLC.)
- Digital Marketing by Puneet Singh Bhatia (Pearson)
- Digital Marketing by Seema Gupta (Mcgrawhill HED)

4th Semester	MBDME05	Affiliate Marketing	L-T-P 3-0-1	3 Credits	36 Hours
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Course objectives:

- To lay the basic understanding of Affiliate Marketing among the students
- To demonstrate the entire process involved in Affiliate Marketing to the students
- To develop the understanding of competition and its handling in Affiliate Marketing, among the students

Unit - 1

[10 hrs]

Introduction:- What is Affiliate Marketing? Why Affiliate Marketing, Beginning of Affiliate Marketing. Process of Affiliate Marketing, Pros and cons of Affiliate Marketing, Precautions of Affiliate Marketing, Challenges in Affiliate Marketing. Changing Dimensions of Affiliate Marketing

Unit - 2

[10 hrs]

Becoming an Affiliate:- Introducing various Affiliate programs, Identification of best Affiliate programs, Selecting the niche for affiliate marketing, Setting up your rules, Starting a Website, Optimizing your website/ for affiliate program, Setting up an affiliate blog, Use of various tags, and keywords.

Unit: - 3

[10 hrs]

Competition Handling :- Keyword research and planning, Simple methods of beating competition in affiliate marketing, Use of affiliate marketing software, Their features, Spying on competitors. Combating affiliate frauds, Gaining trust, Do's and don'ts of affiliate marketing.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books:

- Affiliate marketing for beginners by Brain conners (Createspace Independent Pub)
- Complete Guide to Affiliate Marketing on the Web: How to Use & Profit from Affiliate Marketing Programs by Bruce C. Brown (Atlantic Publishing Co)
- Digital Marketing by Puneet Singh Bhatia (Pearson)
- Digital Marketing by Seema Gupta (Mcgraw hill HED)

4th Semester	MBDME06	E-Business	L-T-P 3-0-1	3 Credits	36 Hours
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Course objectives:

- To lay the basic understanding of E-business and its types
- To develop the understanding of various concepts of E-store setting and regulating
- To demonstrate the use of various tools used for online business promotion and sales

Unit:-1

[12hrs]

Introduction: - What is E-Business, Rise of E- Business, Various types of E-Businesses and their features, How E-Business work, E-Business Vs Traditional-Business, Its Importance, Checking your basics and website readiness.

Unit: - 2:-

[12hrs]

E-commerce: Setting up an E-store using Woo-commerce, Why Woo-commerce, Woo-Commerce vs Magento, Features of woo-commerce, uploading the Product Details, Setting a Checkout page, Payment Gateway Integration, Invoice Generation, setting up customer profile.

Unit:-3

[12hrs]

Product Promotion: Integration of woo-commerce with Google Ads, Integration of Woo-commerce with Facebook and various social Media Platform, Setting up Affiliate program, announcing coupon based sale. Deriving traffic, Seller management, Online Service marketing

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References:-

- The Everything Store: Jeff Bezos and the Age of Amazon- Brad Stone
- The Amazon Management System-Ram Charan
- E-commerce By Santosh Mehrotra
- E-Business and E-Commerce Management: Strategy, Implementation and Practice,-Chaffey
- Digital Marketing by Puneet Singh Bhatia (Pearson)
- Digital Marketing by Seema Gupta (Mcgrawhill HED)

OPEN ELECTIVES

NON FUNCTIONAL AREA: RURAL MANAGEMENT

4 th Semester	MBRO01	Strategies for sustainable Rural Development	L-T-P 3-0-1	3 Credits	36 Hours
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Course objective:

- To integrate of various concepts and disciplines studied to have a total view of organizational functioning.
- To understand overall management in reference to rural development.

Unit -1

[12 Hrs]

Overview of Strategic Management Concept of Strategy and Policy; Process of Strategic Management; Strategists and their roles/functions. Strategy Formulation Environmental Appraisal Techniques and Methods; Organizational Appraisal Techniques and Methods; Hierarchy of Strategies – Vision, Mission, Objectives and Goals.

Unit-II

[12 Hrs]

Strategic Option Corporate Level Strategies; SBU Level Strategies; Functional Strategies. Post Formulation Issues Tools for Strategic Analysis; Criteria and Methods of Evaluation; Implementation Issues; Evaluation and Control.

Unit-III

[12 Hrs]

Rural Strategists and their Functioning Roles and Functions; Community Leadership; Participative Management; Strategic Initiatives taken by Government of India

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Azhar Kzmi: Business Policy – Tata McGraw-Hill Publishing Co., New Delhi.
- Daniel J. McCarthy, Robert J. Minichiello and Joseph R. Curran: Business Policy and Strategy- Concepts and Readings. All India Traveller Bookseller, Delhi.
- John A. Pearce (II) & Richard B. Robinson, (Jr.): Strategic Management, Richard D Irwin Inc. Illinois.
- S.M. Hale: Decision Processes in Rural Development in India U.N.: Local Level Planning and Rural Development

4th Semester	MBRO02	Industry and Agri-Business	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To provide the students an understanding of the basic principles of agribusiness on one hand and operation of various rural enterprises on the other.
- To introduce students to the managerial problems encountered by the agro-based/rural based firms.

Unit-I

[12 Hrs]

Agri-Business Operations: Importance, Scopes, Issues and Options, Agri-business process, Agricultural Production System, Agricultural Diversification, Agriculture - Industry Linkages
Modern Agri-business System-input Supply Sector, Production Sector, Agro-Processing Agricultural Diversification and Structural Change Contract Farming

Unit- II

[12 Hrs]

Problems & Laws in Agri-business Management Challenges and constraints to agribusiness and Supply Chain Management Various laws related to agri-business - Intellectual Property Rights, FSSAI, Industrial Development and Regulation Act, Pollution Laws, Essential Commodities Act, Consumer Protection Laws, AGMARK

Unit-III

[12 Hrs]

Constraints in Rural Industrialisation Scale Constraints, Product Development, Input Marketing and Linkages, Inventory management quality control, Information and extension, upgradation and modernization of technology, Entrepreneurial Competence, Skill Development and Training Policies and Legal Provisions, Facilitating Institutions, Contracting and lease financing

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Baker, G. A., O. Grunewald & W. D. Gorman: Introduction of Food and Agri-business Management, Prentice Hall
- Rajgopal: Agri-business and Entrepreneurship
- B. B. Singh: Agro-Industrial Integration
- B. Mohanty: Economics of Small Scale Industries
- Bipin Behari: Rural Industrialization in India, Vikas Publishing House Publishing Limited, New Delhi.
- K. B. Suri ed.: Small Scale Enterprises in Industrial Development: The Indian Experiences, Sage Publication, New Delhi.
- Sib Nath Bhattacharya: Rural Industrialization in India (Its Nature and Problems) B. R. Publishing Corporation

4th Semester	MBRO03	Rural Infrastructure & Micro Enterprises	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:

- To equip students to understand the structure and processes of organizations working at different levels with a common objective of rural transformation.
- To strengthen the critical faculty of the students for evaluation of the effectiveness of such organizations.

Unit I

[12 Hrs]

Structures for Rural Development Organizations: Bureaucratic structure at union, state, district and block levels, Structure and Functions of DRDA. Panchayati Raj Institutions: Historical and conceptual background of PRIs in India, Structural framework of PRIs, 73rd Constitutional Amendment, Composition and functions of PRIs at village, block and district levels; Role of PRIs in rural development, Problems and constraints

Unit II

[12 Hrs]

Non-Government Organizations: Concept, Types and Scope, Advantages and disadvantages, Autonomy and accountability, Different emerging Public, Private and Partnership Models Co-operative Institutions: Concept, Types, Strengths and Weaknesses, Sugar, Milk, Cotton Cooperatives and Fertilizers

Unit III

[12 Hrs]

Community Organization: Concept, Types and tasks, Strengths and Weaknesses, Capacity building, Community participation. Facilitating Organizations: NABARD, KVIC, UNICEF, UNDP, OXFAM, CARE

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

References Books

- Riley, John M.: Stakeholders in Rural Development, Sage Publishers, New Delhi
- Emann & Uphoff: Local Organizations, Cornell University Press, London Roman Kranti: People's Participation and Voluntary Action, Kanishka Publishers, New Delhi
- Karmakar, K. G.: Rural Credit and Self-Help Groups, Sage Publication, New Delhi.
- Fisher & Sriram: Beyond Micro-Credit, Vistaar Publications, New Delhi.

4th Semester	MBRO04	Financial Inclusion & Micro Finance	L-T-P 3-0-1	3 Credits	36 Hours
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Course Objective:

- To gain an understanding on the use of basic micro finance concepts and tools of analysis. as a process of financial Inclusion.
- To have an understanding of Indian financial structure.
- To acquaint the students about key areas related to Investment.
- To gain an insight into various techniques of expansion of Microfinance.

Unit 1:

[12 Hrs]

Indian Financial System: Introduction-Meaning- Structure/components of Indian. Financial System- Financial Markets; Financial Institutions/Intermediaries; Financial Instruments. Financial Institutions in Rural India -Informal financial institutions–Inadequacy of bankers and money-lenders; Formal financial institutions – Cooperatives, commercial banks including regional rural banks.

Unit 2

[12 Hrs]

Micro-Credit and Enterprises: Concept and characteristics of rural credit; Formal and informal sources of credit; Meaning, Nature and Scope of Micro-credit and Microfinance; characteristics; Distinctive features; Advantages; Microfinance and socio-economic development; Micro finance environment in India and Abroad.

Micro-credit and Micro-finance models; Micro-Credit and Micro finance Vs micro trades and enterprises - Government and non-government organizations in the promotion of micro-finance and micro – enterprises-micro insurance.

Unit-3

[12 Hrs]

Micro Finance Institutions: Management of Micro finance Institutions: Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions. Development initiatives of the SHGs, Micro Finance Institutions (MFI). Promotion of Rural Finance, Ways and Means-Micro fiancé – Self-help groups and N.G.O.'s
District and Block level credit planning – Crop and livestock insurance. Microfinance models and Rural Financing in India, Role of NABARD,

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books

- Narayanasamy. N., (et.al.) Mangement of SHGs, Gandhigram Rural Institute, Gandhigram 2008.
- Mahewwari. S.N. and. Maheshwari .S.K, Fiancial Accounting, Vikas publishing house, New Delhi, 2002.
- Thomas Fisher and M.S. Sriram, REXONG Micro – Credit – putting Development Back into Mocro-finance, Vistar publications, New Delhi, 2006.
- Malcolm Harper, Practical Micro-finance – A training Guide for south Asia, Vistar publications, New Delhi.
- Microfinance Perspective and Operation: Macmillan 10. Direct Tax: V.K.Singhania, Taxman Publication

NON FUNCTIONAL AREA: E- COMMERCE

4 th Semester	MBECO01	FUNDAMENTALS OF E-COMMERCE	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- This course provides an introduction to information systems for business and management.
- It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems

Unit I

[10Hrs]

Introduction to Ecommerce, E-commerce: The revolution is just beginning, E commerce: A Brief History, Understanding E-commerce: organizing Themes, E-commerce business models and concepts, The internet and World Wide Web: Ecommerce Infrastructure E-commerce Business Models,

Unit-II

[10 Hrs]

Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web : Features

Unit III

[16 Hrs]

Building an ecommerce web site, Security and payment Building an E-commerce Web Site: A systematic Approach, The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment E-commerce marketing concepts,

Online retailing and services Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services

Social networks, auctions, and portals Social networks and online communities, Online auctions, E-commerce portals

Course outcome:

After Completion of the subject student should able to

- Understand the basic concepts and technologies used in the field of management information systems;
- Have the knowledge of the different types of management information systems;
- Understand the processes of developing and implementing information systems;
- Be aware of the ethical, social, and security issues of information systems;

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Reference Books:

1. WebCommerceTechnologyHandbook, byDanielMinoli, EmmaMinoli, McGraw-Hill
2. Frontiers of electronic commerce by Galgotia.
3. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley.
4. Kenneth C. Laudon, E-Commerce: Business, Technology, Society, 4th Edition, Pearson
5. S. J. Joseph, E-Commerce: an Indian perspective, PHI

4th Semester	MBECO02	ELECTRONIC STRATEGY	COMMERCE	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- Understand concepts and skills for the strategic use of e-commerce and related information technology from three perspectives: business to consumers, business-to-business, and intra-organizational.
- Understand e-commerce in altering the structure of entire industries, and how it affects business processes including electronic transactions, supply chains, decision making and organizational performance.

Unit-1

[10Hrs]

E-Commerce and E-Commerce Strategy, Fundamentals of E-Commerce, Strategy, Strategic Environment, E-Commerce Strategy, Research Methods for E-Commerce, India, Overview of India, Background to Indian E-Commerce Strategy, Orientation of E-Commerce Strategy in India, Details about India's E-Commerce Strategy, Implementation of E-Commerce Strategy.

Unit-2

[12 Hrs]

E-Commerce Strategy of Industries ,Construction Industry, Overview of the Construction Industry , Advantages of E-Commerce in the Construction Industry, Implementations of E-Commerce in U.S. Construction Industry , Construction Industry in China Needs E-Commerce , Transportation Industry, Impacts of E-Commerce on Transportation ,Emergence and Development of Transportation E-Commerce , Prospects for the Transport Industry , Financial Sector, Financial Industry ,Impact of E-Commerce in the Financial Industry

Unit-3

[14 Hrs]

e-Commerce Strategy in Enterprises, IBM: Are You Ready for E-Commerce? GE: Revolution in Traditional Industry, Googlism , Technical E-Commerce Strategy, E-Commerce Fundamental Technology, Web Technology ,Electronic Data Interchange, RFID, GPS, and GIS Technologies, Security and Other Implementation Issues , Mobile Communication Technology, Mobile Communication, Wireless Telecommunications Networks, E-Commerce Emerging Technology, IPTV, SNS (Social Network Service), Cloud Computing, The Internet of Things, Technology: Strategic Issue of E-Commerce

Course Outcomes

On completion of this course, the students will be able to:

- Demonstrate an understanding of the foundations and importance of E-commerce
- Demonstrate an understanding of retailing in E-commerce by:

- analyzing branding and pricing strategies,
- Analyze the impact of E-commerce on business models and strategy

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Recommended Book

Qin Z., Chang Y., Li S., Li F. (2014) E-Commerce and E-Commerce Strategy. In: E-Commerce Strategy. Springer, Berlin, Heidelberg

4th Semester	MBECO03	BUSINESS INTELLIGENCE AND ANALYTICS	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES:

- To understand principles and skills of economics, marketing, and decision making to contexts and environments in data science.
- To analyze the economic and marketing environment’s impact on business operations and objectives.

Unit I

[12 Hrs]

Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI
 Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

Unit-II

[12 Hrs]

Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues

Unit-III

[12 Hrs]

Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Korhonen’s Self-Organizing Maps, Genetic Algorithms, Applications of Genetic Algorithm

Course outcome:

On completion of this course, the students will be able to:

- Evaluate the impact of external market factors, including stakeholders and government’s function in market activity.
- Categorize and assess consumer behavior and its influence on firm and household decisions.
- Analyze the relationship between price and cost as determinants of supply and demand.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Books recommended

- Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics, publisher: Morgan Kaufmann; 1 edition (4 November 2014)

4th Semester	MBECO04	E- MARKETING RESEARCH	L-T-P 3-0-1	3 Credits	36 Hours
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COURSE OBJECTIVES

- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer research
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.

Unit-1

[12 Hrs]

Introduction, Meaning of Research, Research Design- Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design

Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types

Designing a Questionnaire- Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design, Information Required, Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

Unit -2

[14 Hrs]

Measurement and Scaling Techniques-Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative Scales, non – Comparative scale, Selecting an Appropriate Scale, Scale Evaluation.

Hypothesis Testing: Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Test of Significance of Difference between Two Sample Proportions, Student's T – Distribution, Parametric and Non-Parametric Tests

Unit-3

[10 Hrs]

Data Analysis Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis

Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis

Course Outcomes

On completion of this course, the students will be able to:

- Demonstrate how knowledge of consumer research can be applied to marketing.

- Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH UNIT.

Recommended Book

- Paul Hague , Nicholas Hague Market Research in Practice: A Guide to the Basics Kogan Page; 1 edition (26 March 2004)