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 दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग— २६०९०९४)  
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Ref../SU/BOS/Com & Mgmt./6490

Date : 26/06/2019

To,

The Principal  
 All Affiliated (Commerce & Management) Colleges/Institutions,  
 Shivaji University, Kolhapur

**Subject : Regarding Syllabi and Equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi and equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.


This syllabi and equivalence shall be implemented from the academic year 2019-2020 (i.e. from June, 2019) onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2019 & March / April, 2020. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

  
 Dr. Registrar

Encl : As above

Copy to,

- |   |   |                                       |
|---|---|---------------------------------------|
| 1. I/c Dean, Faculty of Commerce & Management           | } | for information                       |
| 2. Chairman, BOS under Faculty of Commerce & Management |   |                                       |
| 3. Director, BOEE                                       | } | for information and necessary action. |
| 4. Appointment Section                                  |   |                                       |
| 5. P. G. Admission Section                              |   |                                       |
| 6. O. E. I Section                                      |   |                                       |
| 7. Affiliation Section (U.G./P.G.)                      |   |                                       |
| 8. Computer Center/I.T.                                 |   |                                       |
| 9. Eligibility Section                                  |   |                                       |
| 10. Distance Education                                  |   |                                       |
| 11. P.G. Seminar Section                                |   |                                       |



# Shivaji University, Kolhapur

NAAC “A” Grade

Revised Syllabus For

**Master of Business Administration (MBA) (CBCS)**

**Part – I (Sem I & II)**

**Under the Faculty of Commerce and Management**

**(To be implemented from June 2019)**

## Syllabus For

### **Master of Business Administration (MBA) (CBCS)**

(Subject to the modifications will be made from time to time)

#### **Under the Faculty of Commerce and Management**

#### **Program to be implemented from June, 2019**

**A.** Ordinance and Regulations:-(as applicable to degree/programme)

**B.** Shivaji University, Kolhapur, New/Revised Syllabus for Master of Business Administration Part I and II

1. Title : Master of Business Administration (CBCS)
2. Faculty of Commerce & Management
3. Year of Implementation :- MBA-I Semester I and II - Academic Year 2019-20

#### **1. Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

#### **2. General Objectives of the Course/ Paper:**

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. Also to prepare students for taking start ups and self employment. The emphasis will therefore, be on developing a role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

#### **Program Educational Outcomes**

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline
2. Set up business enterprise and manage diversified growth of entrepreneurship.

**Program Outcomes:**

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding
5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.
7. Collaborate and lead terms across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of term members in the related context.

**3. Schedule of Teaching and Examination:** This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility criteria for Admission:** - In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria: • Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC. • Candidate should appear for the Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State for the MBA Admission.

**5.Intake of the Course:** As per AICTE approval

## **Present Syllabus**

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Efforts have been made to make learning enjoyable and even object oriented. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise. The syllabus also introduced dynamic online multiple choice objective type examination or written multiple choice objective type examination for all courses where university examination is to be held and open book examination at the MBA-II year optional courses only. The objective type examination expected to help student imbibe in depth knowledge of subject and imbibe employability skills. The open book examination in optional papers only is an effort to put student in the role of decision maker and to foster thinking and implementation of creative and innovative solutions to the various management issues before. To expand the horizon of electives in tune with contemporary business environment in India three optional subjects have been newly introduced in present program are International Business, Entrepreneurship Development and Hospitality Management.

**6.Duration:** Two-Year Full Time

**7.Pattern:** 60:20:20 with CBCS

**8. Fee Structure:** As per Fee Regulating Authority, Govt. of Maharashtra

**9. Medium of Instruction:** English

**10. Structure of MBA Course:** 60:20:20 with CBCS

### MBA Part -I Semester-I

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
1	CC 101	Indian Ethos & Management Concepts	4	20	60	20	100
2	CC102	Management Accounting	4	20	60	20	100
3	CC 103	Managerial Economics	4	20	60	20	100
4	CC 104	Information Technology for Management	4	20	60	20	100
5	CC 105	Legal and Business Environment	4	100	-	-	100
6	CC 106	Organizational Behaviour	4	20	60	20	100
7	SECC 107	Soft Skill Development (Internal)	4	20	60	20	100
8	SECC 108	Optional – A* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

### MBA Part-I Semester-II

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online/ Written MCQ	
9	CC 201	Marketing Management	4	20	60	20	100
10	CC 202	Financial Management	4	20	60	20	100
11	CC 203	Human Resource Management	4	20	60	20	100
12	CC 204	Operations Management	4	20	60	20	100
13	CC 205	Management Information System	4	20	60	20	100
14	CC 206	Research Methodology	4	20	60	20	100
15	AECC 207	Managerial Skills for Effectiveness (Internal)	4	100	-	-	100
16	SECC 208	Optional – B* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

### MBA. Part-II Semester-III

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online / Written MCQ	
17	CC 301	Strategic and Change Management	4	20	60	20	100
18	CC 302	Business Intelligence and Analytics	4	20	60	20	100
19	AECC 303	Project Report & Viva-Voce	4	50	50	--	100
20	DSC 304	Elective I- Paper-I	4	20	60	20	100
21	DSC 305	Elective-I Paper-II	4	20	60	20	100
22	DSC 306	Elective-II Paper-I	4	20	60	20	100
23	DSC 307	Elective-II Paper-II	4	20	60	20	100
24	SECC 308	Optional – C* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>230</b>	<b>350</b>	<b>120</b>	<b>700</b>

### MBA. Part-II Semester-IV

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online / Written MCQ	
25	CC 401	Innovation and Entrepreneurship	4	20	60	20	100
26	CC 402	Startups and New Venture (Internal)	4	100	-	-	100
27	SECC 403	Employability Skill (Internal)	4	100	-	-	100
28	DSE 404	Elective I- Paper-III	4	20	60	20	100
29	DSE 405	Elective-I Paper-IV	4	20	60	20	100
30	DSE 406	Elective II- Paper-III	4	20	60	20	100
31	DSE 407	Elective-II Paper-IV	4	20	60	20	100
32	SECC 408	Optional – D* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

28 Heads, Total Marks – 2800 One theory lecture duration is 60 minutes. 112 credits program.

7 full time faculties as per revised AICTE directions

Sr.	Existing Electives**	Sr.	Additional Electives Offered**
1	Marketing Management	8	Hospitality Management
2	Human Resource Management	9	Entrepreneurship Development
3	Financial Management	10	International Business
4	Production Management		
5	IT & System Management		
6	Agriculture Business Management		
7	Textile Management		

Sr.	Optional A Paper - VIII	Sr.	Optional B Paper - XVI
I	Chh. Shivaji Maharaj -The Management Guru	I	Total Quality Management
II	Computerized Accounting	II	Negotiation Skills
III	Personality Development	III	Taxation
IV	Business Models	IV	E-Business
V	Constitution of India	V	Computer Applications for Business
VI	Creativity and Innovation	VI	Behavioural Finance
Sr.	Optional C Paper - XXIV	Sr.	Optional D Paper - XXXII
I	Corporate Social Responsibility	I	Corporate Finance
II	ERP/SAP	II	B2B Marketing
III	Business Analytics	III	Econometrics
IV	Labour Laws	IV	Organizational Development
V	Marketing Research	V	Sports Management
VI	Customer Relationship Management	VI	Logistic and Supply Chain Management

\* Optional papers are **TWO** unit credit courses which are assessed internally by respective institute. Optional courses are to be imparted by industrial experts, practitioners, consultants and professionals from business. Student has to opt for any one optional course offered per internal course and no university examination would be held for the same. **THIRTY** (30) hours of pedagogy excluding tutorials and examination would be the duration of one optional course. The evaluation of optional course is to be done by institute. Optional course is natured as internal course and no university examination would be held for the same. Institute has to design the examination of optional papers. The performance of student in optional course out of 50 marks has to be send to university with rest internal marks.

\*\*The electives selected by minimum 15 students will be taught by a faculty in a class. Rest of the students will prepare themselves for their selected module. However faculty will counsel them and complete their internal work as per module requirement. In case of electives selected less than 15 students, it is at the discretion of Head of the Institution to decide on the teaching and practical instructions.



Note: Bifurcation of 100 marks at University exam marks and Internal Marks:

Internal - Mid – term test*	10 Marks
Internal - Four (4 ) practical assignments given in syllabus ( 2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments. Submission of practical assignments is mandatory.	10 Marks
University Objective type examination:	20 Marks
University Theory Examination (2 hours duration)	60 marks
Total	100 Marks

Faculty should motivate students for Seminars/Group Discussion/Mini Projects/Research work/Consultation along with Faculty.

**Conduct of Mid-term test:**

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test OPEN BOOK examination is proposed.
3. The examination would be of three hours for every course.
4. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve.
5. Students are allowed to refer the books which are mentioned in the reference section of syllabus only of respective course. No other text material or book than mentioned in reference section is allowed.
6. Use of internet is strictly prohibited.
7. Use of any other resources apart from books mentioned in the reference section is strictly not allowed.

Open book examination is expected to foster reference taking, reasoning, thinking, decision making, problem solving, creativity and innovation. Applications of concepts in to problem solving, develop models, develop solutions, critical thinking, evaluate the situation, compute and interpret, plan for decisions and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

**11. Scheme of Teaching and Examination:**

**a) Scheme of Teaching**

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15 th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks).

There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**b) Scheme of Examination and Evaluation** Proposed from Academic Year 2019-2020

University written examination:	<b>60 Marks</b>
University Objective type examination:	<b>20 Marks</b>
Concurrent Institutional Evaluation:	<b>20 Marks</b>
a. Practical:	10 marks
b. Midterm open book examination:	10 marks

Question papers and answer papers should be only in English language.

1. University examination shall be of 60 marks written and 20 marks online/written examination multiple choice objective type, for each subject.
2. The nature of university examination question paper shall be as follows.

Nature of Question paper and Scheme of marking

**Nature of Question Paper: 60 Marks (For MBA-I and MBA II for compulsory papers only)**

**(Note- Question No. 1 and 4 are compulsory. Attempt any one from Question No 2 and 3)**

Q.1 Case Study	20 marks
Case Study, Exercise example, quantitative problems.	
Q.2 Decision making related Question/exercise/problem/case let/ etc.	20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.	
Q.3 a) } Descriptive answer question	
b) } Descriptive answer question	20 marks
Q.4 Short notes (any four out of six)	20 marks

**Online/written Objective type examination: 20 Marks**

20 objective type multiple answer would be asked to students online/written. Every question would have four multiple choice answers of which one answer is to be marked.

In the paper of Managerial Economics, Financial Management, Operations Management, Management Accounting, Research Methodology, Business Intelligence and Analytics, exercise example will also be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will also be asked.

AND

**OPEN BOOK Examination from Academic Year 2020-2021**

**Nature of Question Paper: 60 Marks (Only For MBA-II Sem –III and MBA-II Sem-IV Elective papers.)**

(Note- Question number one is compulsory and Attempt any two questions from Q.No. 2 to Q.No. 4 )

Q.1 Case Study	20 marks
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Case Study, Exercise example, quantitative problems.

Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.

Q.3 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Q.4 Decision making related Question/exercise/problem/case let/ etc. 20 marks

The objective type multiple choice online/written examinations of courses and the project Viva-Voce would be undertaken before the written final examination of Shivaji University, Kolhapur.

## 12. Standard of Passing:

There would be single head of passing. For university written examination, university online /written objective type examination and institution internal evaluation 50% of total marks have to be secured by student per course.

b. No class will be awarded to any part of examination.

## 13. Passing Rules:

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of Sem-I and Sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.
3. Students have to complete MBA program within 2+4 years from the date of admission.

## 14. Project Report:

Every student should go for in-plant training after the Semester- II examination. In -Plant training duration is of 50 days. The detailed description to undergo the project report is given in syllabus.

## 15. Credit system implementation: As per the University norms

### Credit Grade Points:

SR.No.	Marks Obtained out of 100	Numerical Grade (grade Point)	CGPA	Letter Grade
1	Absent	0 (Zero)	-----	-----
2	0-49	0 (Zero)	0.0 - 4.99	F(Fail)
3	50-55	5	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained  $\geq 0.5$  shall be rounded off to next higher digit.

2. The SGPA & CGPA shall be rounded off to 2 decimal points.

## 16. Teacher Qualification: As per AICTE norms prescribed time to time.

### 1. Equivalence in Accordance with Titles and contents of papers

	Existing Subject	Equivalent Subjects
	MBA. Part-I Semester-I	MBA. Part-I Semester-I

1	Principles & Practices of Management	Indian Ethos & Management Concepts
2	Management Accounting	-----
3	Quantitative Techniques for Management	Business Intelligence and Analytics
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Business Communication	-----
7	Organizational Behaviour	Organizational Behaviour
8	Legal Framework of Business	Legal and Business Environment
9		Optional – A*
	MBA. Part-I Semester-II	MBA. Part-I Semester-II
10	Marketing Management	-----
11	Financial Management	Financial Management
12	Human Resource Management	Human Resource Management
13	Operations Management	Operations Management
14	Management Information System	Management Information System
15	Operation Research Techniques	Business Intelligence and Analytics
16	Research Methodology	Research Methodology
17	Business Environment	Legal and Business Environment
18		Optional – B*

w.e.f. Academic Year 2020-21 and onwards.

	Existing Subject	Equivalent Subjects
	MBA. Part-II Semester-III.	MBA. Part-II Semester-III.
19	Corporate Planning & Strategic Management	Strategic and Change Management
20	Project Report & Viva-Voce	Project Report & Viva-Voce
21	Elective I- Paper-I	
22	Elective-I Paper-II	Elective I- Paper-I
23	Elective-I Paper-III	Elective-I Paper-II
24	Elective-II Paper-I	Elective-II Paper-I
25	Elective-II Paper-II	Elective-II Paper-II
26	Elective-II Paper-III	-----
27		Optional – C*
	MBA. Part-II Semester-IV	MBA. Part-II Semester-III.
28	Entrepreneurship Development	Innovation and Entrepreneurship
29	Management Control System	Startups and New Venture
30	Global Quality System	-----
31	International Business	Elective I- Paper-IV
32	Elective I- Paper-IV	Elective-I Paper-V
33	Elective-I Paper-V	Elective II- Paper-IV
34	Elective II- Paper-IV	Elective-II Paper-V
35	Elective-II Paper-V	-----
36		Optional – D*
	Total	

## 18. Staffing Pattern\*:

Staff Pattern:

Sr.	Posts	Subject Designated In	Number of Posts 60 Intake	Number of Posts 120 Intake	Number of Posts 180 Intake
1	Director	General Management	1	1	1
2	Professor	General Management	1	1	1
3	Associate Professor	Any Subject/Elective/Specialization	1	3	4
4	Assistant Professor	Any Subject/Elective/Specialization	4	8	12
	Totals Posts		7	13	18

**Recommended Cadre Ratio shall be 1:2:6 or better.**

(AICTE Approval Process Handbook 2018-2019 Page no. 112)

\* Staffing pattern is as per AICTE norms. Refer AICTE approval process handbook.

### Note:

1. Senior faculty of Professor Grade should be appointed in General Management area. Post of Associate Professor and Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture Business Management, Hospitality Management, Entrepreneurship Development and International Business as per the requirement of institute.
2. If college/Institute wants to provide additional electives then additional faculty in respective area should be appointed for each additional elective before commencement of academic year, on the basis of recommended Cadre ratio of AICTE i.e. 1:2:6 or better. The university approval of appointment of such additional faculty should be taken.
3. The local enquiry committee has to examine the number of electives offered by the institute and the availability of approved teaching staff with respect to electives offered.
4. For fulfilling the workload as per norms of a faculty; concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

Division of Workload as per the revised syllabus of MBA

Sr.	Subjects	Workload
01	General Management	
	Indian Ethos & Management Concepts	4
	Managerial Economics	4
	Soft Skill Development (Internal)	4
	Legal and Business Environment	4
	Workload for Sem I	16
	Research Methodology	4
	Managerial Skills for Effectiveness (Internal)	4
	Workload for Sem II	8

	Strategic and Change Management	4
	Business Intelligence and Analytics	4
	Workload for Sem III	8
	Employability Skill (Internal)	4
	Workload for Sem IV	12
02	Marketing Management	
	Marketing Management	4
	Workload for Sem I	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
03	Human Resource Management	
	Organizational Behaviour	4
	Workload for Sem I	4
	Human Resource Management	4
	Workload for Sem II	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
04	Financial Management	
	Financial Management	
	Management Accounting	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
05	Production Management	
	Operations Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
06	IT & System Management	
	Information Technology for Management	
	Management Information System	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4

	Elective-I Paper-V	4
	Workload for Sem IV	8
07	Agriculture Business Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
08	Textile Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
09	Hospitality Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
10	Entrepreneurship Development	
	Innovation and Entrepreneurship	4
	Startups and New Venture	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
11	International Business	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8

19. Special Instructions, if any.

**Additional Electives:** Additional Electives may be offered to the student successfully completed the MBA program of Shivaji University, Kolhapur only. The single additional elective or dual additional electives may be offered. Student has to appear only for offered elective papers and be exempted from the compulsory papers to take the instructions and for examination. Student has to attend regular classes to take instructions of additional offered elective by taking formal



admission to the institute paying prescribed tuition fees. Institute has to comply the formal eligibility process of the University. Attendance of student has to be observed as per university norms. Student has to submit the assignments and appear for midterm test as per university norms to secure internal credits and has to appear for university examination. The mark sheet of examination is to be offered by the university.

### C. Other Features:

#### Teacher's Training Program (MBA)

The faculty dealing with MBA program is from either of following,

1. Fresh MBA graduates from recognized management institute and continuing teaching to MBA program.
2. Senior faculty having some industrial background (presently not concerned with industry since last five years)
3. Senior faculty without any industrial exposure (faculty started their academic career and continuing till time.)
4. Person from industry joined academics after a break in carrier owing to personal issues.
5. Person from industry worked at senior level joined academics.

In aforementioned scenario only the last scenario has relatively good knowledge of contemporary industry otherwise rest first three categories presently does not have any industrial relevance. Scenario first and third creates worried picture.

Why the students of MBA does not imbibed with required skills which hinders employability, amongst many; one reason is their mentors lagging in skills. Why mentors lagging in skills, amongst many; one reason is they do not have industrial exposure.

The worried part of management education is; the person without business exposure teaches as to how to manage business.

Teachers' training is an effort to bridge this gap.

Every faculty dealing with MBA in Shivaji University, Kolhapur jurisdiction is appointed to teach for a specific functional area of management though it is general management, marketing management, financial management, human resource management, production management and the like.

Faculty irrespective of experience and educational qualification expected to undergo the teachers' training program of **10 days duration**. Once in every two years the training has to be taken in respective field of functional area of management in an industry especially the unit where educational institution has signed a MoU. The unit where the training is to be imparted must be a medium scale unit (medium scale unit defined by Ministry of Industry, Government of India). The report appending certificate from the unit is to be submitted to the Director of the institute and the said would be forwarded to the university with due attestations of Director of the Institute.

Institute has to extent the duty leave for teacher's training and help teacher to find an organization to undergo training.

How teacher's training would help:

1. Helps to find the gaps between what one teaches and what industry expects.
2. Hands on experience in the field – it would help to relate theoretical concepts to observed phenomenon.
3. ASK – helps to build attitude, skills and enhances knowledge since theory fuses with practice.
4. Case study – faculty gets an opportunity to conduct a case study research and expected to publish a case study of the concern unit. (With prior permission of authorities of unit).

5. Wisdom – it would help to transform knowledge easily to the students.
6. Update with recent trends in respective functional area of management.

1. Library and Laboratory equipments  
As per AICTE norms prescribed time to time.

**D. General Guidelines:**

**MOOCs and Swayam courses:**

1. Any courses offered on MOOCs and Swayam of two credits are considered to be optional to two credit courses offered in the said syllabus under the heading Optional A, Optional B, Optional C and Optional D. The candidate has to intimate university through institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
2. The courses notified by the Board of Studies in Management time to time, offered on MOOCs and Swayam of four credits are considered to be optional to four credit internal courses offered in the said syllabus. The candidate has to intimate university through institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
3. The rules and regulations regarding Swayam and MOOCs courses extended by university authority time to time are to be applicable.

<b>MBA -I SEM-I</b> <b>Indian Ethos and Management</b> <b>(Choice-Based Credit System)</b> <b>Paper - I</b>			
Course Outcomes	Students of this course will able to do: <ul style="list-style-type: none"> <li>• understand sources of organizational ethical culture and different behavior</li> <li>• Understand the way of righteousness in the Gita</li> <li>• Identify the features of Indian ethos</li> <li>• Analyze Principles of Management</li> <li>• Understand dynamics of ethics in management.</li> </ul>		
Expected Skills Implementation (Through theory and Practical's)	<ul style="list-style-type: none"> <li>• Philosophical approach</li> <li>• Recognizing and analyzing ethical issues</li> <li>• Understandings of Cultural Variation</li> </ul>		
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
<b>Syllabus Contents:</b>			
Unit 1: a) Theory	A) <b>Introduction and Evolution of Management:</b> Definition-Scope of management. Classical Approach-Scientific Management Approach- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach, B) <b>Levels of Management:</b> Different levels of Management and skills required. Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process.		10 Hours
b) Practical	Visit local organization and study different levels of management.		5 Hours
Unit 2: a) Theory	A) <b>Planning and Organizing:</b> Planning-nature, types and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure. B) <b>Staffing, Directing and Controlling:</b> Staffing- concept, need and importance. Directing- concept, need and principles of directing. Controlling - Steps in Control Process-Need-Types of control Method- Techniques of Controlling-Benefits.		10 Hours
b) Practical	Visit local organization and study Organization structure along with duties and responsibility.		5 Hours

Unit 3: a) Theory	<p><b>A) Indian Ethos:</b> Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p><b>B) Management Lessons from Religion Scriptures:</b> Management Lessons from Vedas, Management Lessons from Mahabharata. Management Lessons from Bible, Management Lessons from Quran Management Lessons from Kautilla's Arthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos</p>	10 Hours
b) Practical	<p>a. Study awareness of Indian Ethos in local Industries.</p> <p>b. Study the success stories of Family business</p>	5 Hours
Unit 4: a) Theory	<p><b>Business Ethics</b></p> <p><b>A) Business Ethics</b> – Definition and its relevance to Business, Historical Perspective of Ethics, Global perspectives on business ethics. Approaches to managerial ethics.</p> <p><b>B) Trusteeship Management</b>-Gandhi and Philosophy of Wealth Management. G.D. Birla and J.R.D Tata policies and practices of business Ethics</p>	10 Hours
b) Practical	<p>a) Present seminar on best ethical practices in business.</p> <p>b) Prepare a report on Infosys Foundation.</p>	5 Hours
<b>Note:</b> Relevant case studies based on the above units should be discussed in the class.		
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Koontz and Weihrich-Essentials of Management, McGraw-Hill</li> <li>2. Peter Drucker- Essentials of management</li> <li>3. Robbins Stephen P. and Decenzo David- Fundamentals of Management</li> <li>4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House</li> <li>5. L.M. Prasad-Principles of Management</li> <li>6. R.M. Srivastara-Principles of Management</li> <li>7. M. K. Gandhi, Trusteeship</li> <li>8. Indian Ethos in Management :Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House</li> <li>9. Business Ethics and Value System: H.C.Mrutunjaya; PHL Learning.</li> </ol> <p><b>Suggested Research Journal :</b></p> <ul style="list-style-type: none"> <li>• Vikalp-IIM Ahamdabad</li> <li>• Visison-MDI, Gurgaon</li> </ul>		

**MBA –I, SEM-I,  
PAPER II  
Management Accounting  
(Choice-Based Credit System)**

<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Describe concepts in management accounting.</li> <li>2. Prepare final account of a company</li> <li>3. Prepare cost sheet of a company</li> <li>4. Produce CVP analysis.</li> </ol>		
Expected Skills Implementation (Through theory and Practical's) :		
Reading the balance sheet of a company		
Analysis of accounting and cost figures.		
<b>Marks : 80 Total Hours of Teaching: 60 Theory: 40 Practical: 20</b>		
<b>Unit 1:</b>	<b>Financial Accounting:</b>	<b>(10 Hours)</b>
<b>a) Theory</b>	Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting cycle and System: Nature of accounting transactions., Depreciation Methods	
<b>b) Practical</b>	i) Enlist internal and external users of accounting information. Visit any business organization to identify how accounting information is used at different levels of management. ii) Develop specimen vouchers iii) Identify any fixed asset and apply appropriate method of charging depreciation.	<b>(5 Hours)</b>
<b>Unit 2:</b>	<b>Final Account:</b>	<b>(10 Hours)</b>
<b>a) Theory</b>	Preparation of Final Account, Computerized Accounting - Role of computerized accounting, Tally package - features and application.	
<b>b) Practical</b>	Develop specimen vouchers, form a company in tally package and make entries for the transactions accordingly to come out with income statement and balance sheet.	<b>(5 Hours)</b>
<b>Unit 3:</b>	<b>Cost Accounting:</b>	<b>(10 Hours)</b>
<b>a) Theory</b>	Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads; Preparation of cost sheet, Inventory valuation methods (FIFO, LIFO, Simple Average and weighted Average)	
<b>b) Practical</b>	i) Visit any manufacturing unit to identify elements of cost and to learn inventory valuation method what they adopted. Prepare cost sheet to calculate cost of production.	<b>(5 Hours)</b>
<b>Unit 4:</b>	<b>Management Accounting:</b>	<b>(10 Hours)</b>
<b>a) Theory</b>	Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis – Make or Buy decision- shutdown – dropping the plant – sale or process	
<b>b) Practical</b>	i) Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s. also learn how financial decisions are taken with the help of Breakeven analysis and CVP analysis.	<b>(5 Hours)</b>
<b>Note:</b>	Every institute must have licensed copy of Tally Package for	

	the laboratory practical. Minimum 5 hours practical on Tally Package should be conducted to teach accounting process.	
	<b>Practical problems would be asked on Unit 2, Unit 3 and Unit 4.</b>	
<b>Reference Books</b>	Advanced Accountancy- Arulnandan and Raman Advanced Accountancy- Gupta R.L. and Radhaswamy Advanced Accountancy - Shukla M.C. and Grewal T.S. Cost Accounting - Jawahar Lal Advanced Cost Accounting - Jain S.C. and Narang K.L. Cost and Management Accounting - M.E. Thukaram Rao Management Accounting- I. M. Pandey Principles and Practice of Management Accounting - Manmohan Goel Management Accounting - Sharma and Gupta Cost Accounting - Arora M.N.	
<b>Web Sites:</b>	1. Future Accountant <a href="http://www.futureaccountant.com">www.futureaccountant.com</a> 2. Google Scholar - <a href="https://scholar.google.co.in/">https://scholar.google.co.in/</a>	
<b>Suggested Research Journal :</b>	1. Chartered Accountant 2. Indian Journal of Accounting 3. Management Accountant 4. The Accounting Review	

MBA – I SEM – I PAPER – III Managerial Economics (Choice-Based Credit system)			
<b>Course Objectives:</b> 1. To introduce the students about managerial economics and its practices 2. To learn the production function and pricing practices 3. To aware about market structure and price determination under different market situations 4. To aware the students about capital budgeting and business cycles			
<b>Expected Skills Impartation (Through theory and Practical's):</b> 1. Ability to measure and apply concept of elasticity of demand and demand forecasting 2. Ability to measure production cost and revenue of the business organization 3. Ability to explain and asses the product pricing system in different markets 4. Analytical skills about investment appraisal and capital budgeting			
Marks : 80	Total Hours of Teaching :60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1 : a) Theory	<b>Introduction to Managerial Economics</b> Meaning, features and Scope of Managerial Economics – types and determinants of Demand – Law of Demand –Elasticity of Demand – Price, Income and Cross elasticity of demand – Concept and methods of demand forecasting		10 Hours
b) Practical	Numerical problems on elasticity and case studies		5 Hours
Unit 2: a) Theory	<b>Production, Cost and Revenue Analysis</b> Nature and features of production function – Cobb Douglas Production function and its features – Law of variable proportion and Returns to Scale – Least cost factor combination – Cost concepts and its types – Short run and Long run cost curves – Revenue curves under different market structure		10 Hours
b)Practical	Numerical problems on production, costs and revenue. Decision making problems. Drafting costs curves under different markets and economic circumstances.		5 Hours
Unit 3 : a) Theory	<b>Market Structure and Pricing Practices</b> Classification of Market Structure – Price and Output determination under Monopolistic competition – Characteristics of Oligopoly – Kinked Demand curve – Price Leadership - Pricing Practices: Cost Plus Pricing-Multi Product Pricing - Dumping		10 Hours
b) Practical	Numerical problems on price output determinations, pricing. Diagrams of price and output determinations under different market structures. Case studies.		5 Hours
Unit 4 : a) Theory	<b>Capital Budgeting Business Cycles and Asymmetric Information</b> Concept and significance of capital budgeting – Methods of capital budgeting: NPV – IRR – ARR Concept and phrases of Business cycle: Hicks theory – Schumpeter's theory Asymmetric Information: Moral Hazards and Adverse Selection		10 Hours
b) Practical	Numerical Problems on capital budgeting. Diagrams on business cycle. Case studies		5 Hours
<b>Reference Books:</b> 1. Mehata P. L. (2010) Managerial Economics- Analysis and Problems, Himalaya Publishing House, Mumbai			

2. Gupta G. S (2017). Managerial Economics, McGraw Hill Education , New York, NY USA
3. Paul Keat, Philip K Young, Steve Erfle ,(2014) , Managerial Economics, 7th Edition,, Pearson publication
4. Dominick Salvatore (2016) Managerial Economics Principles and Worldwide Applications Eighth Edition © Oxford University Press
5. Nick Wilkinson (2005) Managerial Economics A Problem Solving Approach, Cambridge University Press, New York
6. Varian, H.R. (1992) Microeconomic Analysis, WW Norton & Co. New York,
7. Michael R. Baye (2010) Managerial Economics and Business Strategy, McGraw-Hill Irwin, New York, NY USA
8. Varshney R. L. and Maheshwari K.L. (2005), Managerial economics text, Problem and Cases, Sultan Chand and Sons, Educational Publishers, New Delhi
9. Dwivedi D. N. (2002) Managerial Economics, 6<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd. New Delhi

**Suggested Additional Readings:**

National Council of Applied Economics Research

[EBSCO Discovery Service](#)

[ProQuest](#)

**Suggested Research Journal :**

Economic and Political Weekly

Finance and Development

IUP Journal of Managerial Economics

	<b>Master of Business Administration</b> <b>M.B.A. Part-I Semester-I</b> <b>Choice Based Credit System – (CBCS)</b> <b>Paper-IV</b> <b>Information Technology for Management</b>		
Course Outcome:	After completion of course students will be able to - 1. Recognize different components of Information Technology. 2. Understand E-commerce models used in a business. 3. Analyze impact of E-banking on the business. 4. Design a database.		
Expected Skill Impartion	1. Technical Skills regarding IT infrastructure 2. Employability Skills regarding thorough knowledge of IT infrastructure		
Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical:20
<b>Syllabus contents</b>			
Unit 1: a) Theory	<b>Information Technology</b> Definition, Components: Hardware, Software, Network: Types, Topology, Communication media, Overview of Internet, Intranet, Extranet, Need of website for organization, Applications of Internet for Management: E-CRM, E-SCM. Introduction to search engine,		10 Hours
b) Practical	Visit any organization and study their IT infrastructure along with different applications used by organization.		5 Hours
Unit 2: a) Theory	<b>E-Commerce</b> Introduction to E-Commerce: Defining Commerce; Benefits of E-Commerce; Components of E-Commerce; Types of E-Commerce; Role		10 Hours



	of Internet and Web in E-Commerce; Technologies Used; Pre-requisites of E-Commerce; Scope of E-Commerce; Mobile Commerce: Overview of M-Commerce – Introduction to Protocol , Components of Mobile Commerce	
b) Practical	Compare different features of E-Commerce and M-Commerce applications of any popular organization (Amazon, Flipkart, Myntra etc.)	5 Hours
Unit 3: a) Theory	<b>E-Banking</b> Electronic Banking: Introduction, Traditional Banking v/s E-Banking; Models for E-banking- Core Banking Solution (CBS), Features and subsystems of CBS; Advantages of E-Banking; Delivery channels, Limitations of E-Banking; Electronic Payment Systems: Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash),; National Payments Corporation of India; Services of NPCI.	10 Hours
b) Practical	Identify how to send and receive money over UPI through any Mobile payment Systems like Google Pay, PayTm etc.	5 Hours
Unit 4: a) Theory	<b>Database Management System</b> Database Management Systems (DBMS): Definition, Need, Features, Components, Component Architecture of database system, Data dictionary; Database schema, Data models- Relational Model, Network Model, Hierarchical Model; Normalization; Data Warehousing: Concept, Definition, Architecture of Datawarehouse. Data Mining: Definition, Introduction to Data Mining Tools, KDD process	10 Hours
b) Practical	Design a Database for Bank Deposit System..	5 Hours
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Introduction to Information Technology Turban, Rainer and Potter John Wiley &amp; Sons, Inc. 2005</li> <li>2. Introduction to Database System by Date, Eighth Edition, Pearson Education</li> <li>3. E-Commerce Fundamentals and Applications - Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley &amp; Sons, Inc. 2001</li> <li>4. E-Commerce (concepts - Models – Strategies), C. S. V. Murthy, Himalaya Publishing House, 2002</li> <li>5. Computer Fundamentals. B. Ram, New Age Publications, 2003</li> <li>6. Data Mining Techniques, Arun K. Pujari, Universities Press, 2001</li> </ol>		
<b>Suggested Additional Reading</b> ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: P-12 Web technology URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=7">https://epgp.inflibnet.ac.in/ahl.php?csrno=7</a>  ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: P-04Database Management System URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=7">https://epgp.inflibnet.ac.in/ahl.php?csrno=7</a>		
<b>Suggested Research Journal</b> Journal of Internet Banking and CommerceISSN: 1204-5357 <a href="http://www.icommercecetral.com/">http://www.icommercecetral.com/</a>  Journal of Internet Banking and Commerce An open access Internet journal ( <a href="http://www.arraydev.com/commerce/jibc/">http://www.arraydev.com/commerce/jibc/</a> )		

<b>(Choice Based Credit System)</b> <b>MBA-1 SEM-I</b> <b>PAPER V</b> <b>Legal And Business Environment</b>			
Course Outcome	At the end of the course student should be able to 1. Understand Legal Aspects of Business with respect to Indian economy. 2. Relate various legal provisions to relevant business aspects and situations. 3. Assess Business Environment in India. 4. Appraise Globalization trends a, challenges and environment for foreign trade and investments.		
Expected Skills Imparted through Theory and Practical	1. Skill to understand the legal existence of any business. 2. Legal skills pertaining to business decisions and situations. 3. Analytical skill for economic environment and changes occurring there in. 4. Skill of interpreting the changes in business environment through observations about daily updates on the national and world economy.		
Marks: 100	Total Hours of Teaching 60	Theory 40	Practical 20
	Syllabus Content:		
Unit 1 a) Theory b) Practical	<ul style="list-style-type: none"> <li>• Introduction to Business Law and Mercantile Law</li> <li>• Importance of legal knowledge to managerial personnel and Entrepreneurs.</li> <li>• Structure of Indian Legal system.</li> <li>• Fundamentals of Indian Contract Act 1872</li> <li>• General rules relating to formulation of contract, Performance and discharge of contract.</li> <li>• Breach of contract and remedies for Breach of contract,</li> <li>• Quasi contracts,</li> <li>• Various special contracts like Bailment, agency, indemnity and guarantee</li> <li>• General principles of sale of goods Act</li> </ul>		10 Hours 5 hours
Unit 2. a) Theory b) Practical	Principles of Laws relating to Business organizations. <ul style="list-style-type: none"> <li>• Formation of partnership firms and company</li> <li>• Protecting Company/ Business Property.</li> <li>• Dissolution of partnership and winding up of company</li> <li>• Intellectual Property Rights Copy right, Trademarks, Patents etc Registration and protect of IPRs Remedies for infringement of IPRs.</li> </ul>		10 Hours 5 hours
Unit 3. a) Theory b) Practical	<ul style="list-style-type: none"> <li>• Macro and Micro Indicators of Business environment, Growth Indicators and Development Indicators.</li> <li>• Sectors of Indian economy and Emerging sectors during last 20 years.</li> <li>• Relative Size and growth of Public and Private Sectors.</li> </ul>		10 Hours 5 hours

Unit 4. a) Theory b) Practical	<ul style="list-style-type: none"> <li>Globalization trends and challenges,</li> <li>Development of Rural sector since globalization, Environment for Foreign Trade and foreign investment. Exchange rate movements and its impact on economy.</li> <li>India's competitiveness in the world economy and ease of doing business in India.</li> </ul>	10 Hours 5 hours
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Pathak, Legal Aspects Of Business, Tata Mcgraw- Hill Publishing Company Limited, New Delhi, 2010. Keith-davis &amp; William Frederick, Business And Society, McgrawHill, Tokyo.</li> <li>2. M.M. Sulphery &amp; Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011</li> <li>3. Maheswari &amp; Maheswari, Mercantile Law, Himalaya Publishing House. Mumbai</li> <li>4. Rudder dutt &amp; Sundaram, Indian Economy, Vikas Publishing House, New Delhi.</li> </ol> <p>Economic Environment of Business by Veena Keshav Pailwar Publisher: PHI learning Pvt. Ltd. New Delhi.</p>		
<b>Additional reading website URL</b> <a href="http://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Economics">http://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Economics</a> <a href="https://www.focus-economics.com/countries/india">https://www.focus-economics.com/countries/india</a> <a href="https://www.indiastat.com/economy-data/8/stats.aspx">https://www.indiastat.com/economy-data/8/stats.aspx</a> <a href="https://www.scribd.com/doc/38327363/Business-Law-Contracts-Notes">https://www.scribd.com/doc/38327363/Business-Law-Contracts-Notes</a> <a href="http://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research%20Papers/Intellectual_Property_Law_in_India.pdf">http://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research%20Papers/Intellectual_Property_Law_in_India.pdf</a>		
<b>Suggested Journals:</b> <ol style="list-style-type: none"> <li>1. The Indian economic journal - <a href="https://journals.sagepub.com/home/iej">https://journals.sagepub.com/home/iej</a>  <a href="http://indianjournalofeconomicsandresearch.com/">http://indianjournalofeconomicsandresearch.com/</a></li> </ol>		

<b>MBA -I SEM-I</b> <b>Organizational Behaviour</b> <b>(Choice-Based Credit System)</b> <b>PAPER-VI</b>	
<b>Course Outcomes:</b> CO1 Relate with the historical growth, factors and model of Organizational Behavior. CO2 Understand the determinants and various theories of personality development. CO3 Understand the concept of perception and the process. CO4 Understand the concept of attitude and values. Elaborate the sources and types of values. CO5 Relate different theories of motivation and Leadership with current situation and know the roles and activities of leadership CO6 Understand the various strategies for managing conflicts in organization . CO7 Understand the concept of organizational culture, organizational change and Development.	
<b>Expected Skills Implementation (Through theory and Practical's) :</b> Reading, Understanding, predicting individual behavior. Predicting behavior of individual in the group.	

Marks : 100	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to OB : Definition, Nature, : Evolution of Organizational Behaviour Approach – Historical perspective – from Robert Owen(1825) to Elton Mayo(1925), Disciplines contributing to OB – Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science; Approaches to the study of OB -Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach.	10 Hours	
b) Practical	Identify the factors influencing individual desirable and undesirable behavior (individual behavior is influenced by number of factors viz. working conditions, leadership, colleagues, social factors and the like) and present them before class for its validity.	5 Hours	
Unit 2: a) Theory	Micro Perspectives of OB : Individual behaviour: Personal factors- Biographical characteristics & Learned characteristics, Environmental factor & Organizational factors. Personality- concept, determinants of personality Personality theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B Learning & Perception- meaning, nature & process. Learning- meaning, theories & principles; Attitude-concept, components of attitude, formation of attitude, Values- concept, types of values, sources of values.	10 Hours	
b) Practical	Individual introspection to know personality traits negative – positive, study its consequences. Suggest remedial measures to transform negative traits to positive. Present the same before class for its validity.	5 Hours	
Unit 3: a) Theory	Micro & Macro Dynamics of OB: Motivation-concept, types of motives, theories of motivation A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z ; Individual conflict & group interpersonal conflict, conflict resolution. Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Behavioural Problems in group communication process. Stress–Causes effect & coping strategy, Leadership styles – Autocratic, Democratic, laissez-fair; theories of leadership- Behavioural- Managerial Grid , Situational- Harsey Blanchard, Fiedler’s LPC contingency theory , Contemporary issues in leadership- Transactional and transformational , Roles & activities of leadership	10 Hours	
b) Practical	Visit an organization to know motivational technique so as to find out its correlation with individual productivity. Discuss theoretical motivational techniques with decision maker in respective unit for its Possible consequences on individual behavior and productivity.	5 Hours	
Unit 4: a) Theory	Macro Perspective of OB: Organizational Culture- meaning, impact of organizational culture, Organizational Change- process, resistance to change, how to overcome resistance to change. Organizational Development- OD techniques- sensitivity training, Survey feedback, process consultation, team building.	10 Hours	

b) Practical	Visit an organization to study its vision, mission and objective to crystallize organizational culture. Study organizational development techniques implemented in the same organization.	5 Hours
<p>Reference Books:</p> <p>Organizational behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8<sup>th</sup> revised edition);</p> <p>Business, Psychology and Organizational Behaviour – Eugene McKenna.</p> <p>Understanding Organizational behaviour - Udai Pareek,</p> <p>Theories of Personality – Calvin Hall, Gardner Lindzey and John Campbell;</p> <p>Personality and Motivation – A.H.Maslow.</p> <p>Organizational Behaviour – Dr. C.B.Gupta</p> <p>Organizational Behaviour A Strategic Approach – Hitt, Miller, Colella</p>		

	<p align="center"><b>(Choice Based Credit System)</b>  <b>MBA-I SEM-I (Internal)</b>  <b>Soft Skills Development</b>  <b>Paper - VII</b></p>		
Course outcomes	<p>After the completion of the course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. understand the soft skills</li> <li>2. Develop professional etiquettes and manners</li> <li>3. Develop effective communication skills</li> </ol>		
Expected Skills Impartation	<ol style="list-style-type: none"> <li>1. Decision making</li> <li>2. Effective presentations</li> <li>3. Time and emotion management</li> <li>4. Effective communication skills</li> </ol>		
Marks : 80	Total Hours of teaching:60	Theory: 40	Practical:20
Syllabus Contents:			
Unit 1: a)Theory	<p><b>Basics of soft skills:</b>  Introduction to soft skills, importance , understanding oneself, innovative thinking, problem management, stress and emotional management, leadership, team work</p>		10 Hours
b) Practical	<ul style="list-style-type: none"> <li>• Ice breaking activities</li> <li>• Role play activities</li> <li>• Team work activities</li> </ul>		05 Hours
Unit 2: a)Theory	<p><b>Critical thinking Skills</b>  Introduction, Definition, importance of critical thinking, Critical thinking process- identification, research, identifying biases, inference, determining relevance, curiosity, Critical thinking habits, How to improve critical thinking skills</p>		10 Hours
b) Practical	<ul style="list-style-type: none"> <li>• Critical thinking tests</li> <li>• Critical thinking activities such as Jigsaw- developing community and disseminating knowledge</li> <li>• Videos on critical thinking skills followed by discussion on it.</li> </ul>		05 Hours
Unit 3: a)Theory	<p><b>Effective Communication Skills</b>  Introduction, understanding communication, the Communication process, Types of communication, Barriers to effective</p>		10 Hours

	<p>communication, 7 C's of communication,</p> <p><b>A. Listening Skills:</b> Listening, Active listening and Passive listening, Blocks to effective listening, Guidelines for Effective listening, importance of silence in communication</p> <p><b>B. Speaking Skills</b> Process of speaking-Pronunciation, Speech mechanism ,aspects of effective speaking- accents, intonation, pitch, etc. Greetings, Apology, Permission,</p> <p><b>C. Reading Skills:</b> Introduction, what is reading? Types of reading- slow, fast, silent, SQ3R technique of reading. <b>Reading skills in business-</b> diagrams, directories, correspondence, manuals, records, charts, graphs and tables.</p> <p><b>D. Writing Effective English</b> Word formulations- Prefixes , suffixes, , vocabulary development, basic sentence patterns, types of sentences- Simple, complex, compound</p>	
b) Practical	<p>One minute speech, Role play Poetry recitation Seminar presentation</p> <ul style="list-style-type: none"> <li>• <b>Reading comprehension:</b> <ol style="list-style-type: none"> <li>1. On the education of a Man of Business- Arthur Helps</li> <li>2. Good Manners –J.G. Hill</li> </ol> </li> <li>• <b>Listening activities:</b> Listen to the audios and script down the audio.</li> </ul>	05 Hours
Unit 4: a)Theory	<p><b>A) Problem Management:</b> Process activities, methods and techniques, Reactive problem management , proactive problem management Identification and classification of problems, problem resolution</p>	10 Hours
b) Practical	<ul style="list-style-type: none"> <li>• Problem management activities</li> <li>• Videos on problems followed by discussion on how to solve them.</li> <li>• Problem management exercises</li> </ul>	05 Hours
Suggested Activity	<ul style="list-style-type: none"> <li>• Students should take critical thinking, creative thinking, and Communication Skills tests.</li> </ul>	
<p>Reference Books :</p> <ol style="list-style-type: none"> <li>1 Communication :Skills and Soft Skills Avani Sharma, Yking Books, Jaipur2017</li> <li>2 Linguistics and the process of communication, , Dr. Vipul V. Makodia</li> <li>3 Communicative Spoken English , Rajneesh Nayar, Mark Publishers, Jaipur</li> <li>4 Enriching your competence in English, A. R. Thorat, B. S. Valke, S. B. Gokhale, Orient Longman, Hyderabad</li> <li>5 Essential Communication Skills, Shalini Aggarwal , Ane Books Pvt. Ltd., New Delhi</li> <li>6 Business Communication, Urmila Rai, S. M. Rai, Himalaya Publishing House , Mumbai.</li> </ol>		
Suggested additional reading:		
Suggested Research journal:		

1. European Journal of Personality,  
<https://onlinelibrary.wiley.com/journal/10990984>
2. Journal of Personality and Individual Differences  
<https://www.journals.elsevier.com/personality-and-individual-differences>
3. Personality and Social Psychology Bulletin  
<https://journals.sagepub.com/home/psp>
4. Journal of Personality Assessment  
<http://www.personality.org/publications/journal-of-personality-assessment/>
5. Journal of Management Development  
<https://www.emeraldinsight.com/loi/jmd>

<b>MBA-I Sem-I (CBCS)</b> <b>Optional Group A</b> <b>Paper - VIII (I)</b> <b>Chh. Shivaji Maharaj – The Management Guru</b>			
<b>Course Outcomes:</b> Describe functions of management. Relate contemporary management with the management by Chh. Shivaji Maharaj. Evaluate the planning and strategic options. Design the planning and strategic options.			
<b>Course Objectives:</b> 1. To expose students towards different perspectives and concepts of Swarajya in the field of strategic Management. 2. To understand different strategies followed by Chatrapati <i>Shivaji Maharaj</i> in corporate world. 3. To equip the students with requisite Administration system knowledge, skills & right attitude necessary to provide effective leadership in a global environment.			
Expected Skills Implementation (Through theory and Practical's) : 1. Strategic Analysis 2. Establishing relations of modern management with historical events.			
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Unit 1: a) Theory	<b>Administration and Management of Chhatrapati Shivaji Maharaj:</b> a. Concept of Swarajya, Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue b. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management c. Ashta Pradhan Mandal Administration, Secretariat and Judicial Machinery  <b>Leadership Traits.</b> <i>Chatrapati Shivaji Maharaj and Henry Fayol's 14 principles</i>		<b>10</b>
b) Practical	Compare the HR skills of Chatrapati <i>Shivaji Maharaj</i> with those of today's local companies; for following traits. 1. Leadership 2. Flawless planning 3. Policy making 4. Training & Development 5. Retention 6. Rewards & Punishments.		<b>5</b>
Unit 2: a) Theory	<b>Administration system and Strategies of Chhatrapati Shivaji Maharaj relevance in modern management practices.</b> <ul style="list-style-type: none"> <li>Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj</li> <li>Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique.</li> <li>Planning and Decision Making, Organization, Human Resource Development, Co-ordination, Motivation, Leadership, Communication, Control</li> <li>Management of Change</li> </ul>		<b>10</b>



	<ul style="list-style-type: none"> <li>Timeless Techniques, Relevance to Modern Management</li> </ul>	
b) Practical	Visit any organization and study Strategies used by Chhatrapati Shivaji Maharaj Guerrilla technique adopted by organization and submit the report.	5
	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr. Kedar Phlke, Publisher; Shri Shivaji Raigad Smarak Mandal, Pune.</li> <li>Raja Shiv Chatrapati - B. M. Purandare</li> <li>Shrimanyogi - by Ranjeet Desai</li> <li>Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar</li> </ol>	

	<b>MBA I Sem I, Optional A Computerized Accounting Paper – VIII (II)</b>	
	<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>Create an Account of Unit</li> <li>Prepare financial statements with the help of computerized accounting system.</li> </ol>	
	<b>Expected Skills Implementation (Through theory and Practical's):</b> <ol style="list-style-type: none"> <li>Perform accounting with the help of computer system.</li> <li>System generated report taking.</li> </ol>	
Unit-1.	<b>NON TRADING and trading ORGANIZATION</b>	
	<b>Business Organization:</b> Service organization, Trading organization and Manufacturing organization <b>Accounting on Computers:</b> Basic of accounting concept, Rules of Accounts, Basic Journal Entries, Benefit on A/C of Computer Transaction in Tally ERP 9 <b>Tally Fundamentals:</b> Features of Tally ERP 9, Configuration of Tally ERP 9, Creation/Setting up Company, Use of vouchers, Ledgers & Groups <b>Service Organization:</b> Structure of Service Organization, GST for services, GST for Expenses, GST Adjustment & Payment, GST Report  <b>Inward &amp; Outward Supply with GST:</b> Cash & Credit Purchase, Cash & Credit Sales, Invoicing, Inventory creation with HSN, Inventory Transaction with GST <b>Overview of Tally ERP 9:</b> Features of Tally ERP 9, Advanced Accounting & Inventory Features, F11 Features, F 12 Features, GST Activation.  <b>Advanced GST Features:</b> Bill wise Details with GST, Voucher Class for GST, Cost Center for GST, Purchase from URD, Bank Reconciliation, Zero Valued Entries, Backup & Restore, Additional cost on Purchases, E-way Bill, Interest Calculation	15 Hours

	<p><b>Advanced Inventory Features:</b> Actual &amp; Billed Quantity, Separate Discount Column, Multiple Price Levels, Point of Sale (POS).</p> <p><b>GSTR, Accounting &amp; Inventory Reports:</b> Accounting Reports, GSTR 1 Report, Inventory Report, GSTR 2 Report, GSTR 3B Report, B2B Invoice Report, B2C (Large) Invoice Report.</p>	
Unit-2	<b>MANUFACTURING ORGANIZATION</b>	
	<p><b>Purchase &amp; Sales with GST:</b> Purchase of Raw Material, Storage of Goods, Production Process, Processing in Manufacturing, Maintenance of Locations</p> <p><b>Functions with Tally ERP 9:</b> Recording Transactions, Adv. Accounting Vouchers, Adv. Inventory Vouchers, Manufacturing Voucher</p> <p><b>Adv. Stock Transactions:</b> Order Processing, Tracking numbers, Rejection Notes, Invoicing &amp; Billing, Cost Categories</p> <p><b>Statutory Features:</b> TDS, TCS, Payroll</p> <p><b>Technical Features:</b> Multi-Currency, Predefined Cost Centres, Batch Wise Details, Consolidation of Accounts, Bill of Material</p> <p><b>DISPLAY &amp; REPORTING</b></p> <p><b>Management &amp; Control System:</b> Budget &amp; Control, Scenario Management, Variances Analysis</p> <p><b>Report Generation:</b> Sales Register, Purchase Register, Re-Order Levels, Optional Voucher, Credit Limits</p> <p><b>System Administration:</b> Consolidation of Accounts, Split Company Data, Export &amp; Import of Data, ODBC Compliance</p> <p><b>Technical Advantages:</b> Multi Lingual, Security Control, Audit in Tally ERP 9, Key points of Display.</p> <p><b>Printing in Tally ERP 9:</b> Cheque Printing, Voucher Printing, Company Logo Printing, Receipt Printing</p> <p><b>Finalization of Accounts:</b> Closing Entries, Adjustment Entries, Profit Screening.</p>	15 Hrs.
	<p><b>Reference Books Recommended:</b></p> <p><a href="#">Tally Education (2018)</a>. Official Guide to Financial Accounting Using Tally. ERP 9 with GST (Release 6.4), Bengaluru: Tally Education Pvt. Ltd.</p> <p><a href="#">Tally Education (2017)</a>. GST Using Tally.ERP9, Bengaluru: Tally Education Pvt. Ltd.</p> <p>Tally Education (2018). Tally Guru Vol. 1, Bengaluru: Tally Education Pvt. Ltd.</p> <p>Tally Education (2018). Tally Guru Vol. 1, Bengaluru: Tally Education Pvt. Ltd.</p> <p>Singh, Shraddha and Mehra, Navneet (2014). Tally ERP 9 (Power of Simplilcity), New Delhi: V &amp; S Publishers.</p> <p>Nadhani, Ashok K. (2018). GST Accounting with Tally ERP 9, New Delhi: BPB Publications.</p> <p><a href="#">Chedha, Rajesh (2018)</a>. Learn Tally.ERP 9 with GST and E-Way Bill</p>	

	Chougule,Rajan (2018). Computerized Accounting, Kolhapur.	
	Note – Entire Syllabus should be taught with pragmatic approach. Questions should be asked both on theory and practical.	

MBA I Sem I, Optional A Personality Development Paper – VIII (III)			
Course Outcomes	1. Students will be able to develop professional personality, positive attitude towards everything. 2. Students will be able to develop good interpersonal relations with other individuals at work place. 3. Students will learn the time management and professional manners and etiquettes.		
Expected Skills Impartation	1. Self management skills 2. Interpersonal skills 3. Etiquette and Manners		
Marks 50	Total Hours of Teaching : 30	Theory:20	Practical :10
Unit 1 : a)Theory	a)Introduction to different personality traits. b)Self Management --- Self Evaluation, Self discipline, Self criticism, Recognition of one’s own strengths and weaknesses, Self-Discovery and Goal Setting d)Positive Thinking and Attitude- Development of Positive thinking and attitude. e)Interpersonal Relations- Sensitivity Training.		10 Hrs
b)Practical	a)Meditation session(Students should write their experience about meditation and submit it.) b)Sessions on interpersonal relations, e.g. How to introduce oneself, style of greeting, introducing others to third parties. (Videos of students during practical session to be recorded and preserved for evaluation)		5 Hrs.
Unit 2 : a)Theory	a)Etiquette and Manners----Professional Etiquette---Technology Etiquette-- Table Manners b)Time Management c)Grooming-Dressing, Postures, Gestures, e)email and telephone communication f)Physical Fitness- Importance and ways of achieving it., Healthy eating habits.		10 Hrs
b)Practical	a) Practical session on table manners. b) Practical session on Dressing, Postures, Gestures		5 Hrs.
(All the practicals to be conducted by experts ) (Videos of students during practical session to be recorded and preserved for evaluation)			
Reference Books: a) Managing Soft Skills For Personality Development---B.N. Ghosh---- McGraw Hill Education b) Personality Development, Interpersonal Skills and Career Management---Dr. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan ---- Himalaya Publishing House Pvt.Ltd. c) Personality Development –R.C. Bhatia--- Ane Books Pvt.Ltd. d) Soft Skills: An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher			

<b>Suggested Additional Readings: (Web source URL)</b>
<b>Suggested Research Journal:</b>
<ul style="list-style-type: none"> <li><b>Suggested Case studies:</b> Caselet 1: Harsha Real Estates--- Soft Skills: Caselet 2: TSMPL Steel, Caselet 3: IBM India Pvt. Limited -----An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher</li> </ul>

(Choice-Based Credit System) MBA -I SEM-I Optional Group A Paper – VIII ( IV) Business Models			
Course Outcomes	1. The students learn how innovative business models of companies in diverse industries operate. 2. The students understand the components of the business model through various conceptual frameworks. 3. The students apply these frameworks in the analysis of specific company business model cases.		
Expected Skills Impartation(Through theory and Practical's)	1. To develop the business model. 2. Understand the business model and operate it effectively. 3. Innovate and redesign new business models.		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents:			
Unit 1: a) Theory	Concept of Business, Definition, Meaning, Evolution of business, Role of business in economic development, Development of business Idea, sources of business ideas, Factors affecting on business, Business Sickness, causes of sickness, remedies for sickness, Financial institutions for business development support.		10 Hours
b) Practical	Visit any business unit and study the sources of idea. Find out the most affecting factors to the business.		5 Hours
Unit 2: a) Theory	Business Model, concept, meaning, History of models of business, Framework of business model, Types of business models, Elements of Business Model, Designing business model, Selection of business Model, Business model cycle, redesigning business model, Sustainable Business Model Innovation. Success stories of business models.		10 Hours
b) Practical	Study the types of business models and give the examples of existing businesses by online search.		5 Hours
Note:	Discuss on the current successful business models. Take brainstorming session on changing trends of business.		
Reference Books:			
<ul style="list-style-type: none"><li>• Entrepreneurial Development by S.S. Khanka. Published by S. Chand and Company Ltd. New Delhi</li><li>• Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi</li><li>• The Origin and Evolution of New Businesses by Amar V. Bhide, published by oxford university press New York.</li><li>• The Business Model Book: Design, build and adapt business ideas that drive By Adam J. Bock, Gerard George, Published by Pearson Education Ltd.UK</li><li>• Business Model Design and Learning: A Strategic Guide, by Barbara Spencer Business Expert Press</li><li>• Business Model Design Compass By JinHyo Joseph Yun Published by Springer, Daegu, Korea</li></ul>			

<ul style="list-style-type: none"> <li>• RESTART Sustainable Business Model Innovation By Sveinung Jørgensen, Lars Jacob Tynes Pedersen, Published by Springer, Lillhammer, Norway</li> </ul>
<p>Suggested Additional Readings: (if web source then provide url) Read the biography of successful businessmen.</p>
<p>Suggested Research Journal :</p>
<p>Suggested Case Studies: Case studies must be discussed and solved in classroom. NPTL Videos can be displayed on related topics.</p>

(Choice-Based Credit System) MBA -I SEM-I Optional Group A Paper – VIII ( V) Constitution of India			
Course Outcomes	1. Memorize and describe the articles in constitution. 2. Explain the meaning of different articles in constitution. 3. Summarize the different article in constitution.		
Expected Skills Impartation	1. Understanding and elaborations 2. Synthesis and summarize.		
<b>Objectives of the course:</b> India is a democracy and its Constitution embodies the main principles of the democratic government-how it comes into being. What are its powers, functions, responsibilities and obligations-how power is limited and distributed. Whatever might have been the original power base of the Constitution, today it seems to have acquired legitimacy as a highest norm of public law. A good understanding of the Constitution and the law, which has developed through constitutional amendments, judicial decisions, constitutional practice and conventions is therefore, absolutely necessary for a student of law. He must also know the genesis, nature and special features and be aware of the social, political and economic influence on the Constitution. The purpose of teaching constitutional law is to highlight its never-ending growth. Constitutional interpretation is bound to be influenced by one’s social, economic or political predilections. A student must, therefore, learn how various interpretations of the constitution are possible and why a significant interpretation was adopted in a particular situation. Such a critical approach is necessary requirement in the study of constitutional law. Law is important to maintain peace, order and justice in society.			
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents:			
Unit 1: a) Theory	1. General The Nature of the Constitution, Salient features of the Constitution, Preamble of the Constitution, Citizenship (Articles 5-11) 2. Definitions a. General - Article 12- Definition of State, Article 13 law 3. Right to Equality - Articles 14-18 i. Equality before Law - Article 14 ii. Prohibition of Discrimination on Grounds of Religion, Race, Caste, Sex		10 Hours

	or Place of Birth - Article 15 iii. Equality of Opportunity in matters of Public Employment - Article 16 iv. Abolition of Untouchability - Article 17 v. Abolition of Titles - Article 18 <b>4. Right to Freedom - Articles 19-22</b> i. Protection of Certain Rights regarding Freedom of Speech, etc. - Article 19 ii. Protection in respect of Conviction for Offences - Article 20 iii. Protection in Life and Personal Liberty - Article 21 iv. Protection against Arrest and Definition in certain cases - Article 22 <b>5. Right against Exploitation - Article 23-24</b> i. Prohibition of Traffic in Human Beings and Forced Labour - Article 23 ii. Prohibition of Employment of Children in Factories etc. - Article 24	
b) Practical	PPT presentations and group discussions.	5 Hours
Unit 2: a) Theory	<b>6. Right to Freedom of Religion - Articles 25-28</b> Cultural and Educational Rights - Articles 29-30 <b>7. Right to Constitutional Remedies - Articles 32 and 226</b> <b>8. Fundamental Rights , Directive Principles of State Policy and Fundamental Duties –</b> 1. Articles 36-51 Relation between Directive Principles of State Policy and Fundamental Rights. 2. Fundamental Duties - Article 51-A <b>10. The Union Executive –</b> The President, Vice President, Council of Ministers 52-78 & 129 The Parliament – Articles 79-122 The Union Judiciary –Articles 124-147 <b>11. Introduction and concept of Federalism, Developments of Federation</b> <b>5. The Panchayats- Articles 243, The Municipalities - Articles 243 P-243 ZG</b> <b>6. Relations between the Union and State Articles 245- 293</b> a. Legislative Relations b. Administrative Relations c. Financial Relations <b>9. Freedom of Trade, Commerce and Intercourse - Articles 301-307</b> <b>10. Services under the Union and States - Articles 308-323</b> <b>11. Emergency (352,256,360),</b> <b>12. Amendment article 368 of the Indian constitution and basic structure</b>	10 Hours
b) Practical	PPT presentations and group discussions.	5 Hours
Note:	Constitution day should be celebrated in the institute.	
Suggested Additional Readings: (if web source then provide url) 1. Basu Durga Das, Introduction to the Constitution of India 2. Basu Durga Das, Shorter Constitution of India 3. Dr. Pandey J.N., Constitutional Law of India 36 4. Jain M.P., Indian Constitutional Law 5. Seervai H.M., Constitutional Law of India 6. Dr. Shukla V.N., The Constitution of India 7. Tope T.K., Constitutional Law of India 8. S.R.Menany constitutional law I,II		

(Choice-Based Credit System) MBA -I SEM-I Optional Group A PAPER- <b>VIII</b> (VI) <b>Creativity and Innovation</b>			
Course Outcomes	1. Understand building blocks of innovation. 2. Be familiar with processes and methods of creative problem solving. 3. Enhance their creative and innovative thinking skills 4. Be familiar with creative and innovative thinking styles		
Expected Skills Impartation(Through theory and Practical's)	1. Entrepreneurial Skills 2. Leadership Skills 3. Organizational Skills		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents:			
Unit 1: a) Theory	• <b>Innovation</b> Innovation- Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation, Innovation and entrepreneurship, Sustainability and Innovation, Innovation Management Strategies.		10 Hours
b) Practical	1. Exercise on idea generation using brain storming exercise within the class room. 2. To visit any organization and study their innovative business practices.		5 Hours
Unit 2: a) Theory	• <b>Creativity</b> What is Creativity, Components of Creativity, Creativity Process and Techniques for improving creativity process, Mechanism of Thinking. Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.		10 Hours
b) Practical	Visit to any creative entrepreneur and understand his/her creativity and also study the impact of his/her creativity on his/her business.		5 Hours
<b>Reference Books:</b> 1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGraw-Hill 2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley 3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston 4. De Bono, Edward (2008). Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas, 2/e; Amorata Press 5. De Bono, Edward (2015). Lateral Thinking: Creativity Step by Step, International Edition; Harper Perennial Publishers 6. Business Innovation in the 21st Century, Praveen Gupta, S Chand. 7. Entrepreneurship & Innovation Management ( An Industry Perspective) by R. Gopal and Pradip Manjrekar, Excel Books. 8. Creativity, Innovation and Entrepreneurship by U. Jerinabi and P. Santhi Allied Publishers Pvt. Ltd.			

<p>9. Innovation Management, Allan Afuah, Oxford Indian Edition.</p> <p>10. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.</p>
<p>Suggested Additional Readings:</p> <p><a href="http://www.innovationmanagement.se">http://www.innovationmanagement.se</a></p> <p><a href="https://www.entrepreneur.com/topic/innovation">https://www.entrepreneur.com/topic/innovation</a></p> <p><a href="https://www.innovationinpractice.com/">https://www.innovationinpractice.com/</a></p> <p><a href="https://keithsawyer.wordpress.com/">https://keithsawyer.wordpress.com/</a></p> <p><a href="https://www.innov8social.com/blog">https://www.innov8social.com/blog</a></p>
<p>Suggested Research Journal :</p> <ol style="list-style-type: none"> <li>1. Journal of creativity and Business Innovation</li> <li>2. Journal of Knowledge, Creativity and Innovation</li> <li>3. International Journal of Business Innovation and Research</li> <li>4. International Journal of Entrepreneurship and Innovation</li> <li>5. International Journal of Entrepreneurship and Innovation Management</li> <li>6. International Journal of Innovation Management</li> </ol>
<p>Suggested Case Studies:</p> <p>Innovative Business Idea :Amazo.com</p>



	<b>Master of Business Administration</b> <b>M.B.A. Part-I Semester-II</b> <b>Choice Based Credit System – (CBCS)</b> <b>Paper-IX</b> <b>Marketing Management</b>		
Course Outcome:	1. To familiarize students with marketing, and its concepts. 2. To acquaint with new marketing trends and the marketing environment. <b>3.</b> To study the components of the marketing mix; identify how the firms marketing strategy, marketing mix evolve and adapt to match consumer behavior and perceptions of the product		
Expected Skill Impartion	1. Marketing & Selling skills 2. Segmentation, Targeting & Positioning skills <b>3.</b> Developing marketing mix for products, services.		
Marks: 100	Total Hours of Teaching: 60	Theory: 40	Practical:20
<b>Syllabus contents</b>			
Unit 1: a) Theory	Basics of Marketing: Introduction, Nature & scope of marketing, the core concepts of marketing, marketing in 21 <sup>st</sup> century, marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing. Introduction to Services marketing.		10 Hours
b) Practical	Identify different types of services available In your Area / locality and describe those services and submit a report.		5 Hours
Unit 2: a) Theory	A. Market segmentation-Meaning and concept, benefits of segmentation, Bases for market segmentation-consumer goods market segmentation; industrial goods market segmentation, Market targeting-Selection of segments, Product positioning. B. Consumer Behaviour-Meaning and definition of Consumer behaviour, importance, Different buying roles, Consumer buying decision process, factors influencing consumer behaviour.		10 Hours
b) Practical	Select any product along with its competitor and study Segmentation, Targeting, and Differentiation and Positioning. Submit a report.		5 Hours
Unit 3: a) Theory	Marketing Mix- Introduction, Meaning, Scope and importance, 4P's to 4 C's . A. Product Mix: concept of product, product characteristics, intrinsic and extrinsic, product life cycle (PLC) concept, product elimination, product diversification, new product development. B. Branding and packaging, decisions – concept of branding and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. C. Price mix: Meaning, elements, importance of price mix, Factors influencing pricing, pricing methods and recent trends, price determination policies.		10 Hours

b) Practical	Online exercise: visit any website of FMCG organization, study its marketing mix with respect to product or price and submit a report.	5 Hours
Unit 4: a) Theory	<p>A. Place mix: meaning and concept of channel of distribution. Types of channel of distribution or intermediaries, factors influencing selection of channels, types of distribution strategies, intensive, selective and extensive, recent changes in terms of logistics and supply chain management.</p> <p>B. Promotion mix: meaning, elements of promotion mix, advertising: definition, importance, limitations, types of media, 5 M's of advertising. Distinction between advertising and publicity.</p>	10 Hours
b) Practical	<p>a. In the same organization visited online, study its marketing mix with respect to place and promotion and submit a presentation on any one mix (Place/promotion) in the class.</p> <p>b. Select any organization and study its supply chain management.</p>	5 Hours
<b>Note: Relevant audio, video CD's and case lets should be discussed. Emphasis should be given to field assignments.</b>		
<b>Reference Books:</b> Marketing Management-a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar, Pearson.  Marketing Management: A South Asian Perspective-Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall.  Marketing Management-Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd.  Marketing Management-Rajan Saxena, Tata McGraw-Hill.  Marketing Management: Text and Cases-Tapan Panda, Excel Books.  Marketing-Etzel, Walker B., Stanton W., Pandit A., Tata McGraw-Hill.  Marketing Management- Karunakarn K-Himalaya Publication, New Delhi.		
<b>Suggested Additional Reading</b> American Marketing Association: <a href="https://www.ama.org/pages/default.aspx">https://www.ama.org/pages/default.aspx</a> .		
Suggested Research Journal Indian Journal of Marketing Journal of Marketing – American Marketing Research. Journal of Marketing Research – American Marketing Research.		

<b>M. B. A. Part-I Semester-II</b> <b>Paper-X</b> <b>Financial Management</b> <b>(Choice-Based Credit System)</b>			
<b>Course Outcome:</b> <ol style="list-style-type: none"> <li>1. Describe strategic financial planning and models.</li> <li>2. Describe working capital management.</li> <li>3. Estimate time value of money</li> <li>4. Analyze statements of accounts.</li> </ol>			
<b>Expected Skills Implementation (Through theory and Practical's) :</b> <ol style="list-style-type: none"> <li>1. Reading and understanding financial strategies.</li> <li>2. Reading the financial statements viz. funds flow statement, cash flow.</li> <li>3. Understanding capital structure formations and the logic behind the same.</li> </ol>			
<b>Marks: 80</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents:</b>			
<b>Unit-1:</b>	<b>Financial Management:</b>		
a) Theory	Introduction, Meaning, Objectives- Profit Maximization and Wealth Maximization approach, Scope of financial management, Functions of Financial Management, Structure of Finance Department, Financial Planning and Strategy, Strategic Decision Making and Planning, Strategic Financial Planning-Steps in Financial Planning, Financial Planning Models– Components and Constructing of Financial Planning Models.		10 Hours
b) Practical	i) Take interview of Finance Manager of any business enterprise to understand his functions, role in the organization, Process of Financial Planning and components of Financial Planning.		5 Hours
<b>Unit-2:a)</b> Theory	<b>Time Value of Money:</b>		
	Time Lines and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of an Annuity, Term Loan, Intra-Year Compounding and Discounting, Multi period compounding,		10 Hours
b) Practical	i) Take simulation exercise of the effect of change in value of money on bank deposits.		5 Hours
<b>Unit-3:</b>	<b>Working Capital Management:</b>		
a) Theory	Concept of Gross and Net Working Capital, Use and Importance of Working Capital, Working Capital Cycle, Influencing Factors, Preparation of Schedule of Changes in Working Capital. Funds Flow Statement-Meaning, sources and application of fund, funds from operation, Preparation of Funds Flow Statement. Cash Flow Statement: Meaning of Cash Flow Statement, Meaning of Cash fund and Cash Flow, Classification of Cash Flow, Treatment of items, Preparation of Cash Flow Statement and its analysis, Operating, Investing and Financing Activity (As per AS-3).		10 Hours
b) Practical	i) Make group discussion on Business need of working capital and its finance. ii) Download the Cash Flow Statement (As per AS-3) of any company and make its critical analysis.		05 Hours

<b>Unit-4:</b>	<b>Financial Decision:</b>	10 Hours
a) Theory	Cost of Capital, Significance of Cost of Capital, Determining of Component of Cost of Capital, Cost of Debt, Cost of Preference Capital, Cost of Preference Capital, Cost of Equity Capital, Cost of Equity and the Capital Asset Pricing Model (CAPM), Weighted Average Cost of Capital. Capital Structure- Relevance of Capital Structure-Net Income and Traditional Views, Irrelevance of Capital Structure, Relevance of Capital Structure.	
b) Practical	i) Collect or Download annual report of any company to analyze its capital structure and cost of capital. ii) Group discussion on capital structure.	5 Hours
<p>Note:</p> <p>1) Minimum 5 hours practical on MS-Excel should be conducted to teach various techniques of financial management.</p> <p>2) Students should be motivated to analyze financial performance and capital structure.</p> <p>3) Practical Problems would be asked on Unit-1, Unit-2, Unit-3 and Unit-4.</p>		
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Pandey, I M (2018). Essentials of Financial Management, Vikas Publishing House Pvt. Ltd. Noida.</li> <li>2. VanHorne, James C. (2001). Financial Management and Policy, Prentice Hall.</li> <li>3. Seeba Kapil (2015). Fundamental of Financial Management, Wiley India, New Delhi.</li> <li>5. Khan, M. Y. and Jain, P. K. ( - Financial Management (Tata McGraw Hill)</li> <li>6. Prasanna Chandra - Fundamentals of Financial Management (Tata McGraw Hill)</li> <li>7. Knott G - Financial Management (Palgrave)</li> <li>8. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education)</li> <li>9. R P Rustagi - Financial Management (Galgotia)</li> </ol>		
<p><b>Web Sites:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://education.svtuition.org/">https://education.svtuition.org/</a></li> <li>2. <a href="https://www.scribd.com">https://www.scribd.com</a></li> <li>3. <a href="https://www.freemba.in">https://www.freemba.in</a></li> <li>4. <a href="http://www.docsity.com">http://www.docsity.com</a></li> <li>5. Google Scholar – <a href="https://scholar.google.co.in">https://scholar.google.co.in</a></li> </ol>		
<p><b>Suggested Research Journals</b></p> <ol style="list-style-type: none"> <li>1. Indian Journal of Commerce</li> <li>2. Finance India</li> <li>3. The Journal of Finance</li> <li>4. Indian Journal of Finance</li> <li>5. International Journal of Financial Management</li> <li>6. The Management Accountant</li> </ol>		

<b>MBA - I SEM- II</b> <b>PAPER- XI</b> <b>Human Resource Management</b> <b>(Choice-Based Credit System)</b>			
<b>Course Outcome:</b> <ul style="list-style-type: none"> <li>• CO1 Understand the concept, objectives and changing role of HRM</li> <li>• CO2 Describe the objectives, benefits and process of HRD</li> <li>• CO3 Understand procurement process that includes; HRP, factors affecting Recruitment sources, selection process and placement</li> <li>• CO4 Differentiate training and development and understand methods of training</li> <li>• CO5 Analyze the need and problems of performance appraisal</li> <li>• CO6 Understand factors affecting wage and salary administration and principles of employee benefit programme</li> </ul>			
<b>Expected Skills Implementation (Through theory and Practical's) :</b> 1. Interpersonal communication.			
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
<b>Syllabus Contents:</b>			
Unit 1: a) Theory	Introduction to Human Resource Management - Definition, Scope, Objectives, Importance, Functions of HRM- Managerial & operative, Qualities of HR Manager. Personnel Management Vs. Human Resource Management, HRM and HRD, Traditional Vs. Strategic Human Resource; HRM in Indian context. Human Resource Development: Concept, Objectives, Significance, Benefits, Subsystems, HRD Process.	10 Hours	
b) Practical	Study HRM & HRD practices in any organization and present in the class.	5 Hours	
Unit 2: a) Theory	HRP- Objectives and Process, Job Analysis- Uses and Process, job description and job specification, Recruitment- sources of recruitment, Selection- Selection Process. Placement – process, Induction of new employees.	10 Hours	
b) Practical	Visit any organization & study of recruitment & selection practices followed by the organization.	5 Hours	
Unit 3: a) Theory	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training, Career Planning:- Meaning, use of career planning, Mobility of employees:- Internal and External, Succession Management Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits- Principles of employee benefit programme.	10 Hours	

b) Practical	Visit any manufacturing and or service organization to study a process of Human Resource Planning, recruitment, and selection, prepare a report and submit.	5 Hours
Unit 4: a) Theory	HR in new era :-HR in Virtual organisation, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees, International HRM and Cross Culture. (only conceptual knowledge) Emerging concepts like Employee Engagement & Employer Branding. Green HRM, HR Capital, Talent Management, HR Metrics	10 Hours
b) Practical	Present seminars and group discussions on these concepts	5 Hours
<b>References:-</b> <ul style="list-style-type: none"> <li>• Edwin Flippo, Personnel Management</li> <li>• Gary Dessler- Human Resource Management,</li> <li>• K. Aswathappa- Human Resource Management- Text and Cases,.</li> <li>• P.SubbaRao - Human Resource Management</li> <li>• VSP Rao - Human Resource Management: Text and Cases</li> <li>• P.Subba Rao - Personnel &amp; Human Resource Management.</li> </ul>		
<b>Suggested Research Journal :</b>		
ICFAI – HRM Review		

<b>(Choice-Based Credit System)</b> <b>MBA -I SEM-II</b> <b>PAPER-XII</b> <b>Operations Management</b>			
Course Outcomes	<b>Course Outcomes (COs):</b> 1. To help student learn operations management system and issues pertaining to management of productivity, manufacturing technology and facilities. 2. To provide students with various elements underline the basic functions of operations management. 3. To familiarize the students with various techniques of inventory control. 4. To familiarize the students with various aspects of quality management.		
	Expected Skills Implementation (Through theory and Practical's) : 1. Designing systems 2. Analysis of operations related quantities.		
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
<b>Syllabus Contents:</b>			
Unit 1: a) Theory	<b>Introduction to Operations Management:-</b> Introduction to the Operations management, operations functions, operations objectives – operations management decisions, significance of operations management in manufacturing & service environment, Interface of operations function with other functional areas- Productivity, factors affecting productivity, types of		10 Hours

	productivity. Future challenges in operations management.	
b) Practical	Visit an organization and study its operations management, type of manufacturing system, types of production systems. Submit a report.	5 Hours
Unit 2: a) Theory	<b>Facilities &amp; Technology Management:-</b> Facilities management (location of facilities, layout of facilities, maintenance of facilities) plant layout & materials handling - Manufacturing technology management emerging technology options- automation & flexible automation, CAD/CAM, Group Technology, Just-in-time, flexible Manufacturing system, lean manufacturing system.	10 Hours
b) Practical	Visit an organization and enlist various factors considered for finalizing its location and Layout. Submit a report and give presentations on the same.	5 Hours
Unit 3: a) Theory	<b>Production Planning and Materials Management:-</b> Objectives of PPC, functions of PPC, aggregate planning, planning for batch production, job production, continuous production – project scheduling- introduction to PERT/CPM -Introduction to materials management, objectives, scope and activities of materials management, procedures for inventory management, Selective Inventory Controlling techniques and Problems on basic model of EOQ and ABC Analysis. Supply chain management.	10 Hours
b) Practical	Visit an organization and study inventory management techniques used in it. And highlighting scope of implementing inventory control techniques in it with details. Submit a report.	5 Hours
Unit 4: a) Theory	<b>Quality Management System:</b> Quality concept, Introduction to Quality dimensions, Quality philosophies, Quality Assurance, Quality Control, Inspection, Cost of Quality, Quality Circle, TQM, ISO Certifications.	10 Hours
b) Practical	Visit an organization, study existing quality management initiatives, quality system. Undertake a group discussion on the same in the class room.	5 Hours
<b>Reference Books:</b> Chunawala, S. A., Patel, D. R. “Production & Operations Management”, Himalaya Publishing House, Mumbai. R. Pannerselvam. “Production & Operations management”, Eastern Economy Edition, New Delhi. Buffa, E.S. “Operations management”, Wiley India Private Limited, New Delhi. Aswathappa K. Bhat , K. Sridhara. “Production & Operations Management”, Himalaya Publishing House, Mumbai, Cherry, S. M., Production and Operations Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi.		

**Master of Business Administration**  
**M.B.A. Part-I Semester-II**  
**Choice Based Credit System – (CBCS)**  
**Paper-XIII**  
**Management Information System**

Course Outcome:	After completion of course students will be able to - <ol style="list-style-type: none"> <li>1. Identify the process of decision making at different management levels in an organization.</li> <li>2. Understand importance and need of Management Information System in monitoring and controlling the business transactions.</li> <li>3. Examine the role of different decision support systems in achieving strategic advantage.</li> <li>4. Recommend different SAP modules applicable for various types of business.</li> </ol>		
Expected Skill Impartion	1. Technical Skills regarding Enterprise Planning and Management. 2. Decision Making Skills at different levels of Management.		
Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical:20
<b>Syllabus contents</b>			
Unit 1: a) Theory	<b>Information System</b> <b>Introduction to Information:</b> Types, Characteristics, Value of Information, Need of information at different management levels; <b>Introduction to system:</b> Elements, Characteristics of system, <b>System Development Life Cycle:</b> System Analysis, System Design. Introduction to Information System, <b>Introduction to Decision Making-</b> Concept, Types of decisions, Managers and decision making, phases in decision making;		10 Hours
b) Practical	Prepare report on Information System components based on Industry Visit.		5 Hours
Unit 2: a) Theory	<b>Types of Information System</b> Major types of information systems in Organization: <b>TPS-</b> Introduction, need and significance, <b>KWS:</b> Introduction, need and significance, <b>OAS-</b> Introduction, need and significance, <b>MIS</b> – Definition, Scope, Objectives, Characteristics, Applications of MIS in functional Areas: Financial Accounting, Human Resource, Manufacturing, Marketing; Benefits and Limitations MIS		10 Hours
b) Practical	Study implementation of different information systems in any organization		5 Hours
Unit 3: a) Theory	<b>Decision Support System and Executive Support System</b> <b>Decision Support System-</b> Definition, Characteristics, Components of DSS; <b>Group decision support systems</b> - Definition, Need, Components, Characteristics and significance; <b>Executive Support System:</b> Definition, Scope, Functions of an Executive, Significance of Executive Support System. Introduction to <b>GDSS</b>		10 Hours
b) Practical	To study any Decision Support System/ Executive Support System using internet and prepare report on it.		5 Hours
Unit 4: a) Theory	<b>Enterprise Resource Planning</b> <b>Introduction to ERP</b> - Overview of Enterprise, Integrated Management Information System, Overview of ERP, Integrating ERP into Organization, ERP Implementation, advantages and disadvantages of ERP,		10 Hours



	ERP Models, <b>Introduction to SAP:</b> SAP Modules, SAP advantages, carriers in SAP.	
b) Practical	Study of ERP implementation in any business organization and prepare a report on it.	5 Hours
<b>References:</b> <ol style="list-style-type: none"> <li>1. Management Information Systems – Managing the Digital Firm, 9th Edition, K C Laudon, J P Laudon, PHI / Pearson</li> <li>2. Management Information System, Hitesh Gupta, International Book House PVT. LTD</li> <li>3. Decision Support Systems and Data Warehouse, B. Ravinath, New Age International Publishers</li> <li>4. Information systems management in practice – Ralph H. Sprague Jr. &amp; Barbara C. McNurlin</li> <li>5. Information system concepts for management – 4th edition Lucas</li> <li>6. Enterprise Resource Planning, Alex Leon</li> </ol>		
<b>Suggested Additional Reading</b> ePGPathshala: Engineering and technology Subject: Management Paper Name: P-06Management Information System URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=23">https://epgp.inflibnet.ac.in/ahl.php?csrno=23</a>  ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: P-05Principles and Practices of Management. URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=7">https://epgp.inflibnet.ac.in/ahl.php?csrno=7</a>  ERP system implementation in large enterprises – a systematic literature review <a href="https://www.emeraldinsight.com/doi/full/10.1108/JEIM-07-2014-0071">https://www.emeraldinsight.com/doi/full/10.1108/JEIM-07-2014-0071</a>		
<b>Suggested Research Journal</b> IBIMA publishing Journal of Enterprise Resource Planning StudiesISSN : 2155-4781 <a href="https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/">https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/</a>		
<b>Suggested Case Studies</b> SAPPHIRE Case Studies <a href="https://www.sapphiresystems.com/en-in/company/resources/case-studies?gclid=EAIAIqObChMI0ouI4ODK3wIVASQrCh2mLwfoEAAYASACEgIv3_D_BwE">https://www.sapphiresystems.com/en-in/company/resources/case-studies?gclid=EAIAIqObChMI0ouI4ODK3wIVASQrCh2mLwfoEAAYASACEgIv3_D_BwE</a>		

<p style="text-align: center;"><b>MBA -I SEM-II</b>  <b>PAPER-XIV</b>  <b>Research Methodology</b>  <b>(Choice-Based Credit System)</b></p>			
<b>Course Outcomes:</b> <b>CO 1:</b> Define various terms used in research process <b>CO 2:</b> Describe research design, sample design and sampling methods <b>CO 3:</b> Apply appropriate methods for data collection for research work <b>CO4:</b> Use appropriate statistical tools for data analysis and interpretation			
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20

<b>Syllabus Contents:</b>		
Unit 1: a) Theory	<b>Research Fundamentals: (a)</b> Meaning, objectives & Motivation in Research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, statement of a research problem), Distinction between management problem and managerial research problems - relevance & scope of research in management.	10 Hours
b) Practical	(b) Enlist number of contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Discuss the research issues/problems in class for better comprehension. Prepare statement of a research problem for every social and managerial problems enlisted.	5 Hours
Unit 2: a) Theory	<b>Research Design- (a)</b> Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & nonrandom sampling Design, determining size of sample. Statistical design. Measurement & scaling techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hours
b) Practical	(b) Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size.	5 Hours
Unit 3: a) Theory	<b>Data Collection and Analysis: (a)</b> Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10 Hours
b) Practical	(b) Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives.	5 Hours
Unit 4: a) Theory	<b>Interpretation and Report Writing: (a)</b> Interpretation of data, Techniques of Interpretation, report writing, layout of a project report.	10 Hours
b) Practical	(b) Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.	5 Hours

**Note:** Every institute must have licensed copy of SPSS for the laboratory practical's. Minimum 5 hours

practicals on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing. Students should be motivated to analyze project data with the help of SPSS. Practical problems would be asked on hypothesis testing, statistical analysis.

**Reference Books:**

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub. Jaipur
9. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

**Web Sites:**

1. National Council of Applied Economic Research (NCAER) -  
[http://www.thinktankinitiative.org/think\\_tanks/NCAER](http://www.thinktankinitiative.org/think_tanks/NCAER)
2. IMRB - International - <http://www.imrbint.com/>
3. Google Scholar - <https://scholar.google.co.in/>

**Suggested Research Journal :**

1. Indian Journal of Marketing
2. Finance India
3. ICFAI Journal of Organistional Behaviour
4. Vision
5. Economic and Political Weekly

**MBA – 1 SEM II (Internal)**  
**PAPER – XV**  
**Managerial Skills For Effectiveness**

<b>Course Outcomes</b>	1. Enable the students to learn the art of getting things done in the modern business world. 2. This course will enable Students to maintain efficiency in the way how employers are performing the working tasks. 3. Will enable skills to manage people and technology with the purpose of effective and efficient fulfillment of their tasks.		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	1. Develop lateral thinking and decision making ability 2. Strategic thinking & formulating Strategies 3. Balancing work and life 4. Develop Personal, Individual & Group Skills		
<b>Marks 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory:40</b>	<b>Practical :20</b>
<b>Unit 1 : a)Theory</b>	<b>Introduction &amp; Personal Skills for Managers</b> a) Skills of effective managers – Essential management skills – what are management skills – Different methods of Improving management skills – An approach to skill development - leadership & management. b) Personal Skills (Skill Learning) Developing Self-Awareness, Managing Personal Stress, Solving Problems Analytically and Creatively		<b>10 Hrs</b>
<b>b)Practical</b>	Write a letter to the Institute Director suggesting the creative solutions to the given problem within or outside the organisation (Problem statement be decided by faculty members. Group of students should be formed and different problems to be distributed among the groups)		<b>5 Hrs.</b>
<b>Unit 2 : a)Theory</b>	<b>Interpersonal Skills for Managers</b> a) Methods of Building Relationships by Communicating Supportively- Skill Assessment; Skill learning; Skill Analysis; Skill practice and skill application. b) Gaining Power and Influence: Meaning; difference between power and influence c) Motivational tools d) Conflict Management- Meaning; style; process		<b>10 Hrs</b>
<b>b)Practical</b>	Case Studies on different Skill sets required for the managers should be discussed in the class including motivational and conflict management techniques.		<b>5 Hrs.</b>
<b>Unit 3 : a)Theory</b>	<b>Group Skills for Managers</b> a) Empowering and Delegating b) Building Effective Teams and Teamwork		<b>10 Hrs</b>

	c) Leading Positive Change	
<b>b)Practical</b>	Class be divided into group of 5 and be given a corporate world problem statement (Difference problems for each team) Each Team to prepare a PPT Presentation focusing on 2 points:- 1)Analysis of Problem and 2) Solution to the Problem. Analyze the outcomes.	<b>5 Hrs.</b>
<b>Unit 4 : a)Theory</b>	<b>Specific Communication Skills for Manager</b> a) Making Oral and Written Presentations b) Conducting Interviews c) Conducting Meetings	<b>10 Hrs</b>
<b>b)Practical</b>	1. Exercises for Making Effective Oral and Written Presentations – Assignment :Speaking as a Leader 2. Exercises for Conducting Special-Purpose Interviews. Evaluating the New Employee-Orientation Program (Role Play – Interviewer & Interviewee) 3. Skill Practice Exercises For Conducting Meetings Role Play - Preparing and Conducting a Team Meeting.	<b>5 Hrs.</b>
<b>Note: Students are required to keep a separate Journal for all practical</b>		
<b>Reference Books:</b> Developing Management Skills Eighth Edition, David A. Whetten, Kim S. Cameron, Prentice Hall (Pearson)		
<b>Suggested Additional Readings: (Web source URL)</b> Managerial Leadership :- <a href="https://www.researchgate.net/profile/Gary_Yukl/publication/237935280_Management_of_Leadership_A_Review_of_Theory_and_Research/links/56eeac3708aed17d09f8201b/Management-of-Leadership-A-Review-of-Theory-and-Research.pdf">https://www.researchgate.net/profile/Gary_Yukl/publication/237935280_Management_of_Leadership_A_Review_of_Theory_and_Research/links/56eeac3708aed17d09f8201b/Management-of-Leadership-A-Review-of-Theory-and-Research.pdf</a> The impact of managerial skills on employee outcomes: A cross cultural study <a href="https://www.researchgate.net/publication/233242456_The_impact_of_managerial_skills_on_employee_outcomes_A_cross_cultural_study">https://www.researchgate.net/publication/233242456_The_impact_of_managerial_skills_on_employee_outcomes_A_cross_cultural_study</a>		
<b>Suggested Research Journal:</b> <a href="http://www.researchgate.net">www.researchgate.net</a>		
<b>Suggested Case studies:</b> i) Skill Analysis – Cases involving self awareness Case – Decision Dilemmas i) Skill Analysis –Cases Involving Building Positive Relationships Case - Find somebody else i) Skill Analysis – Cases involving Empowerment & Delegation Case – Changing the Portfolio.		

<b>MBA I Sem II</b> <b>Option B</b> <b>Total Quality Management</b> <b>Paper – XVI ( I)</b>	
<b>Course Outcomes</b>	1. Describe principles of business and social excellence. 2. Illustrate models and quality management methodology for the

	<p>implementation of total quality management in any sphere of business and public sector.</p> <ol style="list-style-type: none"> <li>Describe various principles and core concepts of Total Quality Management.</li> <li>Describe principles of total quality management and peculiarities of their implementation.</li> <li>Understand the part Total Quality Management play in management to understand the essential steps for the successful implementation of Total Quality Management.</li> <li>Analyzing and solving problems of organization using quality management systems.</li> </ol>
<b>Expected Skills Impartation</b>	1. Analysis and synthesis.
<b>Marks 50</b>	<b>Total Hours of Teaching : 30      Theory:20      Practical :10</b>
<b>Unit 1 : a)Theory</b>	<p><b>Introduction to Quality Management:</b></p> <p>Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs – Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Quality in Manufacturing and Service Systems, Economic Issues - Quality and Price – Quality and Market Share – Quality and Cost, Quality Council, Quality Statements, Barriers to TQM Implementation. Elements of Total Quality Management– A Customer Focus – Fact-Based Management – Continuous Improvement – Teamwork and Participation. Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement, Benefits of Total Quality Management. The Deming Management Philosophy – Profound Knowledge – The Impact of Profound Knowledge – Deming's 14 Points for Management- PDCA Cycle, The Juran Philosophy – The Juran Quality Trilogy. The Crosby Philosophy. The Taguchi Loss Function, 5S, Kaizen, Performance Measures</p> <p><b>10 Hrs</b></p>
<b>b)Practical</b>	<p>Seminar presentation and group discussions on the concepts and cases referred.</p> <p><b>5 Hrs.</b></p>
(Videos of students during practical session to be recorded and preserved for evaluation )	
<b>Unit 2 : a)Theory</b>	<p><b>Total Quality Management:</b></p> <p>Ishikawas Seven Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept, Improvement Needs, FMEA, Stages of FMEA, Cybernetic Analysis. Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability – Weibull Distribution (Bath Tub curve), Comparison with reliability ,MTBF, MTTF and FMEA. The ISO 9001:2000 Quality Management System Standard - The ISO 14001:2004 Environmental Management System Standard - ISO 27001:2005 Information Security Management System - ISO / TS16949:2002 for Automobile Industry - CMMI Fundamentals and Concepts</p> <p><b>10 Hrs</b></p>

<b>b)Practical</b>	Visit a mid cap organization and observe the total quality management systems implemented. Prepare a report and submit.	<b>5 Hrs.</b>
(All the practical's to be conducted under the supervision of experts )		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education</li> <li>Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.</li> </ol>		

<b>MBA I Sem II</b> <b>Option B</b> <b>Negotiation Skills</b> <b>Paper - XVI (II)</b>		
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Students will learn interview skill.</li> <li>2. Students will be able to develop confidence in participating in group discussions.</li> <li>3. Students will able to deal with problematic people.</li> <li>4. Students will learn negotiation and decision making techniques.</li> </ol>	
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>2. People Skill</li> <li>3. Negotiation Skill</li> <li>4. Decision Making Skill</li> </ol>	
<b>Marks 50</b>	<b>Total Hours of Teaching : 30      Theory:20      Practical :10</b>	
<b>Unit 1 : a)Theory</b>	a)Interview Skill--Preparation for interview, how to answer the questions at interview, b)Group Discussion-- Prerequisites of a Group Discussion--Benefits of Group --Do's and Don'ts in Group Discussion----Accept criticism	<b>10 Hrs</b>
<b>b)Practical</b>	a)Mock interview of each student to be conducted and suggestions to be given for improvement. b)Group discussion to be conducted on relevant topic.	<b>5 Hrs.</b>
(Videos of students during practical session to be recorded and preserved for evaluation )		
<b>Unit 2 : a)Theory</b>	a)People Skill --- Calming angry customers ---Handling annoying subordinates, co-workers and bosses ---Dealing with sarcasm and the 'silent treatment' ---Preventing abusive language and behavior ---Recognizing and circumventing office politics b)Negotiation Skill ---Negotiation Fundamentals ---Negotiation Styles ---Major Negotiation Concepts c)Decision Making Skill ---What is Decision Making? ---Steps for Decision Making ---Decision Making Techniques.	<b>10 Hrs</b>
<b>b)Practical</b>	a) Role play on handling difficult people. b) Role play of negotiation at the time of interview, at the time of	<b>5 Hrs.</b>

	buying. c) Role play to check the decision making ability.	
(All the practicals to be conducted by experts ) (Videos of students during practical session to be recorded and preserved for evaluation )		
<b>Reference Books:</b> a) How to Deal With People Problems & Problem People ----Ken Lloyd ----Jaico Publishing House b) Dealing with Difficult People ----Roberta Cava ----Jaico Publishing House e) Soft Skills: An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher		
<b>Suggested Additional Readings: (Web source URL)</b>		
<b>Suggested Research Journal:</b>		
<ul style="list-style-type: none"> <li>• <b>Suggested Case studies:</b> Caselet 1: Negotiating During Interview</li> <li>• Caselet 2: Decision Making at Swift Technologies-----An Integrated Approach to Maximise Personality ---Gajendra Singh Chauhan---Wiley Publisher</li> </ul>		

	<b>MBA- I Sem-II</b> <b>Option B</b> <b>Taxation</b> <b>Paper - XVI ( III)</b>	
	<b>Course Outcomes:</b> 1. Explain the terms of GST 2. Compute GST for a given case 3. Understand the process of online submission and documentations.	
	Expected Skills Implementation (Through theory and Practical's ) : Calculation of GST for given case. Online filing of GST for a given case with documentation.	
Unit-1.	<b>Introduction overview, evaluation and registration under GST</b>	
	Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST: Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format.	15 hours
Unit-2	<b>GST Implementation</b>	
	Supply under GST and Valuation of Supply: Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax.  Input Tax Credit under GST & Returns: Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. Custom Duty and Indirect Taxation: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Indirect taxation applicable to few commodities levied by either Central or	15 hours



	State Government.	
Practical	Visit a GST practitioner nearby and understand the process of GST, GST calculations, Submission of GST to tax department, online process and the like.	
	References: Indirect Taxes : V. S. Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta	
	Websites: Website of Custom Department, Website of Excise Department, Website of Sales Tax Department	

**MBA- I Sem-II**  
**Option B**  
**E-Business**  
**Paper - XVI ( IV)**

	Journals: The Chartered Accountant The Management Accountant	
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<p>Course Outcomes: After completion of course students will be able to -</p> <ol style="list-style-type: none"> <li>1) Understand the concept, need and e-Business components</li> <li>2) Recognize different Information Technology components required for implementation of e-business.</li> <li>3) Analyze impact of e-business on the performance of organization.</li> </ol>		
	Expected Skills Implementation (Through theory and Practical's) : 1. Designing prototype of e-business model.	
Unit No.	Contents	Number of Sessions
I	<b>e- Business :</b> Introduction to e-business e-business models and applications, e-business architecture. Managing Security threats in e-Business. Development and the economic influence of the e-business. Issues in e-business Impact of e- business on business organizations Basic element of e-business: ICT Infrastructure , m-Commerce	10
	Practical: Application of e-business in various sectors Case study based on practicing e-business in the organizations	05
II	<b>E-Business Applications</b> E-Products and E-Services Classification of business webs: agora, aggregation, value chain, alliance, e-SCM and e-services, e-procurement, e-contracting, e-tendering, Government Electronic Market Portal	10
	Practical : Process of e-tendering	05
<p>References:</p> <ol style="list-style-type: none"> <li>1. Gary Schneider, Electronic Commerce, Sixth Edition, Course Technologies, 2006, ISBN: 0-619-21704-9</li> <li>2. Management Information Systems –Text and Cases- Waman Jawadekar, McGraw Hill</li> <li>3. Management Information Systems-Managing a Digital Firm by Kenneth C Laudon, Jane P Laudon. PHI</li> <li>4. E-Commerce by Murthy</li> <li>5. Management Information System by Dr. V. D. Nandavadekar , Success Publication, Pune</li> <li>6. Information Technology and E Business by Dr. S. Victor Anandkumar</li> <li>7. e Commerce and e Business by Zorayda Ruth B. Andam</li> <li>8. Government of India e- Market website: <a href="http://www.gem.gov.in">www.gem.gov.in</a></li> </ol>		

<b>MBA Part-I Semester-II</b> <b>Computer Applications for Business</b> <b>(Choice Based Credit System)</b> <b>[Optional B]</b> <b>Paper – XVI ( V)</b>				
<b>Course Outcomes:</b>	Students who complete this course should be able to: 1. Make use of Ms-Office for business applications. 2. Create interactive presentations and documents. 3. Analyze and Visualize business data using Ms-Excel.			
<b>Expected Skills Implementation</b>	1. Business document development skill 2. Presentation Skill 3. Data Analysis Skill			
<b>Marks:50</b>	<b>Hours of Teaching:30</b>	<b>Theory:10</b>	<b>Practical:20</b>	<b>Credit Points:02</b>
<b>Syllabus Contents:</b>				
<b>Unit I:</b>	<b>MS-Word and PowerPoint:</b>			05
<b>a) Theory</b>	MS-Word-Word Processing: Introduction to MS Office components, Introduction and working with MS Word, Word basic commands <b>Formatting Documents-</b> Setting Font style, alignment, Indent, paragraph setting, page setting, and document style. <b>Tables-</b> Creating and formatting table, Border setting, Merging, Splitting, Sorting, Insertion and deletion of row column. <b>Tools:</b> Word completion, spell check, Mail merge, Macros, Templates, using wizards document security, <b>Drawing:</b> Inserting picture, drawing, formatting picture, grouping, ordering, and rotatating picture. ----- <b>Ms-PowerPoint:</b> Creating presentation, using templates, setting presentation layout. <b>Formatting Presentation:</b> Adding style, management objet, header & footer, slide background, slide layout. <b>Graphics and Effects:</b> Inserting, drawing pictures, setting animation & transition effect, Adding multimedia files to presentation.			
<b>b)Practical</b>	Creating resume using Ms-Word. Create job application and send to different companies using mail merge. Create interactive power point presentation on any topic.			10
<b>Unit II:</b>	<b>Ms-Excel:</b>			05
<b>a) Theory</b>	Introduction to spreadsheet, sorting, filtering of data, Relative reference, absolute reference and mixed reference formula, editing formula, Naming cell and range. <b>Formatting Worksheet:</b> Assigning and removing formats, using auto formats, custom formats, custom borders, controlling column height and width. Analyzing Data: Entering Functions in worksheet, Mathematical functions, text functions, logical functions, and financial functions. <b>Statistical Analysis:</b> Average, Median, Min, Max, Median, Mode, Standard deviation, variance, percentile function,			

	quartile function COUNT, COUNTA, COUNTIF, COUNTBLANK, SUM, SUMIF. What-If-Analysis, Goal Seek, Solver, Scenario Manager, Pivot table, Pivot Chart. <b>Data Visualization:</b> Introduction to data visualization, Basic Charts in Excel, Creating Embedded charts, Creating charts and chart sheet. Different types of charts.	
<b>b) Practical</b>	Implementation of functions, charts, statistical analysis	10
<b>Reference Books :</b>	1. Fundamentals of Computer by P.K.Sinha 2. Computer Today – Basundara 3. Fundamentals of Computer – V.Rajaraman 4. 2 MS – OFFICE -97 By Gini Courter and Annette Marquis, BCB publication 5. Foundations of Information Technology Coursebook 9: Windows 7 and MS Office 2007 (With MS Office 2010 Updates)- Sangeeta Panchal, Alka Sabharwal	
<b>Additional Readings:</b>	<a href="https://www.tutorialspoint.com/excel/">https://www.tutorialspoint.com/excel/</a> <b>How to give Citation to research Document in Ms-Word:</b> <a href="https://nptel.ac.in/courses/121106007/12">https://nptel.ac.in/courses/121106007/12</a> <b>Introduction to Data Analytics:</b> <a href="https://nptel.ac.in/courses/110106064/20">https://nptel.ac.in/courses/110106064/20</a>	
<b>Suggested Journals:</b>	Microsoft-office-training-manuals Microsoft Office 2016- Joan Lambert Curtis Frye	
<b>Suggested Case Studies:</b>	1. Region wise product sale analysis 2. Gender-wise Comparative study of result of your college. 3. Case Study on stock market analysis.	

<b>MBA Part-I Semester-II</b> <b>Behavioral Finance</b> <b>(Choice Based Credit System)</b> <b>[Optional B]</b> <b>Paper – XVI ( VI)</b>				
<b>Course Outcomes:</b>	Understand the concepts of Behavioural Finance. Construct behavioral measurement instrument. Analyze behavior with respect to financial decisions			
<b>Expected Skills Implementation</b>	Analytical skills			
<b>Marks:50</b>	<b>Hours of Teaching:30</b>	<b>Theory:10</b>	<b>Practical:20</b>	<b>Credit Points:02</b>
<b>Syllabus Contents:</b>				
<b>Unit I:</b> <b>a) Theory</b>	<b>Behavioral finance: introduction.</b> Psychology and market people. Investors, portfolio managers, analysts: are they rational? Bounded rationality in real market conditions. Decision-making process and behavioral biases. <b>Utility/ Preference Functions:</b> Expected Utility Theory [EUT] and			10

	<p>Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decision making in historical perspective - Allais and Elsberg’s Paradoxes - Rationality from an economics and evolutionary perspective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency</p> <p><b>Behavioral Factors and Financial Markets:</b> The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental Information, Technical Analysis, and Behavioral Factors</p>	
<b>b) Practical</b>	Interview 30 samples investors on the basis of scheduled develop containing aspects of behavioral finance and analyze the data.	05
<b>Unit II:</b> <b>a) Theory</b>	<p><b>External Factors and Investor Behavior:</b> Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management</p> <p><b>Behavioral Corporate Finance:</b> The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing.</p> <p>Second level: less than rational managers. Behavioral biases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and M&amp;A deals.</p> <p><b>Emotions and Decision</b> – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains - Evolutionary perspective and emotions. Proximal and ultimate mechanisms framework – Making decisions with “play” and real money.</p>	10
<b>b) Practical</b>	Visit the profit making organization nearby and study their investment patters. Also discuss the impact of concept behavioral finance on the decision making of a company.	5
<b>Reference Books :</b>	<p>References:-</p> <p>Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.</p> <p>Behavioural Finance by Prasanna <a href="#">Chandra</a></p> <p>Behavioural Finance by <a href="#">Shuchita Singh</a> , <a href="#">ShilpaBahi</a></p> <p>Understanding Behavioral Finance by Ackert</p> <p>Behavioural Finance by <a href="#">Sulphrey M.M</a></p>	

	Handbook of Behavioral Finance – Brian R. Bruce Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch	
<b>Additional Readings:</b>	<a href="https://www.investopedia.com/university/behavioral_finance/">https://www.investopedia.com/university/behavioral_finance/</a> <a href="https://www.genesiswealthmanagement.com/behavioral-finance">https://www.genesiswealthmanagement.com/behavioral-finance</a>	
<b>Suggested Journals:</b>	IUP Journal of Behavioural Finance	

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SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर – 416004.

दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

Ref../SU/BOS/Com & Mgmt./

Date : 23/06/2020

To,

The Principal  
All Affiliated (Commerce & Management) Colleges/Institutions,  
Shivaji University, Kolhapur

No 1297

**Subject : Regarding Syllabi and Equivalence of MBA Part-II (Sem-III/IV) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi and equivalence of MBA Part-II (Sem-III/IV) Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year 2020-2021 onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Student - Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2020 & March / April, 2021. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

  
Dr. Registrar

**Encl : As above**

**Copy to,**

- |   |   |                                       |
|---|---|---------------------------------------|
| 1. I/c Dean, Faculty of Commerce & Management | } | for information                       |
| 2. Chairman, Board of Studies                 |   |                                       |
| 3. Director, BOEE                             | } | for information and necessary action. |
| 4. Appointment Section                        |   |                                       |
| 5. P. G. Admission Section                    |   |                                       |
| 6. O. E. 1 Section                            |   |                                       |
| 7. Affiliation Section (U.G./P.G.)            |   |                                       |
| 8. Computer Center/I.T.                       |   |                                       |
| 9. Eligibility Section                        |   |                                       |
| 10. Distance Education                        |   |                                       |
| 11. P.G. Seminar Section                      |   |                                       |

# **SHIVAJI UNIVERSITY, KOLHAPUR.**



**Estd. 1962**

**NAAC 'A' Grade**

**Faculty of Commerce and Management**

**Syllabus For**

**MBA Part – II (Sem III & IV) (CBCS)**

**(To be implemented from June 2020 onwards)**

**(Subject to the modifications that will be made from time to time)**



**Shivaji University, Kolhapur**  
Revised Syllabus For  
**Master of Business Administration (MBA)**  
(Subject to the modifications will be made from time to time)  
**New structure for the Master of Business Administration (MBA) (CBCS)**  
**Program to be implemented from June, 2019.**  
**MBA-II Sem-III and IV to be implemented from June 2020**

**MBA. Part-II Semester-III**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online/Written MCQ	
17	CC 301	Strategic and Change Management	4	20	60	20	100
18	CC 302	Business Intelligence and Analytics	4	20	60	20	100
19	AECC 303	Project Report & Viva-Voce	4	50	50	--	100
20	DSC 304	Elective I- Paper-I	4	20	60	20	100
21	DSC 305	Elective-I Paper-II	4	20	60	20	100
22	DSC 306	Elective-II Paper-I	4	20	60	20	100
23	DSC 307	Elective-II Paper-II	4	20	60	20	100
24	SECC 308	Optional – C* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>230</b>	<b>350</b>	<b>120</b>	<b>700</b>

**MBA. Part-II Semester-IV**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online/Written MCQ	
25	CC 401	Innovation and Entrepreneurship	4	20	60	20	100
26	CC 402	Startups and New Venture (Internal)	4	100	-	-	100
27	SECC 403	Employability Skill (Internal)	4	100	-	-	100
28	DSE 404	Elective I- Paper-III	4	20	60	20	100
29	DSE 405	Elective-I Paper-IV	4	20	60	20	100
30	DSE 406	Elective II- Paper-III	4	20	60	20	100

31	DSE 407	Elective-II Paper-IV	4	20	60	20	100
32	SECC 408	Optional – D* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

**Electives:**

Sr.	Existing Electives**	Sr.	Additional Electives Offered**
1	Marketing Management	8	Hospitality Management
2	Human Resource Management	9	Entrepreneurship Development
3	Financial Management	10	International Business
4	Production Management	11	Business Analytics
5	IT & System Management		
6	Agriculture Business Manageme		
7	Textile Management		

**Optional Papers:**

Sr.	Optional A Paper - VIII	Sr.	Optional B Paper - XVI
I	Chh. Shivaji Maharaj -The Management Guru	I	Total Quality Management
II	Computerized Accounting	II	Negotiation Skills
III	Personality Development	III	Taxation
IV	Business Models	IV	E-Business
V	Constitution of India	V	Computer Applications for Business
VI	Creativity and Innovation	VI	Behavioural Finance
Sr.	Optional C Paper - XXIV	Sr.	Optional D Paper - XXXII
I	Corporate Social Responsibility	I	Corporate Finance
II	ERP/SAP	II	B2B Marketing
III	Business Analytics	III	Econometrics
IV	Labour Laws	IV	Organizational Development
V	Marketing Research	V	Sports Management
VI	Customer Relationship Management	VI	Logistic and Supply Chain Management

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER-III</b> <b>PAPER-XVII</b> <b>STRATEGIC AND CHANGE MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Understand the concept and process of strategic management 2. Evaluate external and internal business environment 3. Analyze situational SWOT 4. Understand various tools used for strategic choice 5. Understand the concept of Corporate Governance and CSR		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Analytical Skills 2. Decision making skills 3. Leadership skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	A. <b>Strategic Management</b> - Meaning, Characteristics of strategic management. Over view of strategic management process. B. <b>Strategic Vocabulary</b> -Vision, Mission, goal, objectives, strategists, business models. C. <b>SWOT Analysis</b> : External and internal Business environment appraisal, SWOT Matrix, Introduction of VUCA.		<b>10 Hours</b>
<b>b) Practical</b>	1. Impact of changing Government policies on Indian retail industry. 2. SWOT Analysis of any Retail industry in India.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	A. <b>Corporate-Level Strategy</b> - Expansion, Stability, Retrenchment and combination B. <b>Business Level Strategy</b> -Generic business strategies; Survival and Growth strategies. C. <b>Strategic Choice Models</b> - BCG Matrix, Porter's 5 force model, Gap analysis D. <b>Tailoring strategy to fit specific industry</b> - strategies for competing in emerging and growing market.		<b>10 Hours</b>
<b>b) Practical</b>	1. Select a MNC/Unicorn and study strategies adopted by the company 2. Arrange guest lecture of CEO/ MD/ Owner of a company to discuss on business level strategies.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	a. Strategy Implementation: Inter-relationship of formulation and implementation, Project Implementation, Procedural implementation, Resource Allocation, Behavioural implementation, Structural implementation, Functional implementation. b. Strategy Evaluation & Control - Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, Operational Control, techniques of strategic evaluation and control		<b>10 Hours</b>
<b>b) Practical</b>	Visit any large or medium scale organization and study their functional plans and policies.		<b>5 Hours</b>

<b>Unit 4: a) Theory</b>	<p>A. <b>Change Management:</b> Meaning Principles of change management, Models, Process,</p> <p>B. <b>Leading Changes;</b> Visionary Leadership, Leadership Framework, McKinsey's 7 S framework</p> <p>A. <b>Change Agents;</b> Meaning and types</p>	<b>10 Hours</b>
<b>b) Practical</b>	Study of change management at suitable companies.	<b>5 Hours</b>
<b>Note:</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Crafting and Executing Strategy; Arthur A. Thompson, A. J. Strickland, John E. Gamble, Arun K. Jain; The Mc. Graw Hill companies</li> <li>2. Exploring Corporate Strategy; Gerry Johnson, Kevan Scholes, Richard Whittington; Pearson</li> <li>3. Strategic Management and Business Policy; AzharKazmi; The Mc. Graw Hill companies</li> <li>4. Business Policy and Strategic Management; P. SubbaRao; Himalaya Publishing House</li> <li>5. Cummings, T.G. &amp; Worley, C.G. (2015). Organization Development &amp; Change. US: Cengage Learning.</li> <li>6. McMillan, E. (2008). Complexity Management and the Dynamics of Change. Howick place, UK: Routledge</li> </ol>		
Suggested Additional Readings: (if web source then provide url) Change Management by Sumantra Ghoshal.		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Business Policy; ICFAI</li> <li>2. Harvard Business Review</li> </ol>		
<b>Suggested Case Studies:</b> Tata's corporate level strategy, Failure of Corporate Governance at Satyam Computers (Ramlingam Raju), YES Bank. Change Management: RISE Initiative at Mahindra.		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>PAPER-XVIII</b> <b>BUSINESS INTELLIGENCE &amp; ANALYTICS</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the business intelligence essentials</li> <li>2. Explain various descriptive statistical tools for proper inferences.</li> <li>3. Generate assignment and transportation models for any organization.</li> <li>4. Develop Queuing model, Game theory, network analysis for any organization</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Computing Skills</li> <li>2. Analytical Skills</li> <li>3. Problem Solving</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Business Intelligence-</b> Introduction, History and Evolution, Business Intelligen segments, difference between information and Intelligen defining business intelligence value chain, factors of busin		<b>10 Hours</b>

	intelligence system, Real Time business intelligence. Business intelligence Essentials- Introduction, creating business intelligence Environment, business intelligence landscape, Type business intelligence, business intelligence platform, Dynamic roles in business intelligence, Roles in business intelligence modern business, Challenges of business intelligence.	
<b>b) Practical</b>	Cases on business intelligence application.	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Business intelligence types- Introduction, Multiplicity of business intelligence tools, types of business intelligence tools, modern business intelligence, the Enterprise business intelligence information workers. Business Intelligence Life Cycle- Introduction, business intelligence lifecycle, Enterprise Performance Life Cycle(EPLC), Framework elements, Life cycle phases, Human factors in business intelligence implementation, business intelligence strategy. business revolution.	<b>10 Hours</b>
<b>b) Practical</b>	Business intelligence issue and challenges, critical Challenges business intelligence success,	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Assignment &amp; Transportation Problems (AP &amp; TP) –</b> Concepts, Formulation Of Model-Hungarian –Method Of Solution. Maximization, /Minimization.- Balanced/ Unbalanced –Problems. Transportation Problems (TP)- Concepts, Formulation Of Model-Solution Procedure For Initial Feasible Solution & Optimality Check- Balanced/ Unbalanced- Max./ Min	<b>10 Hours</b>
<b>b) Practical</b>	Practical on – Assignment problem and transportation problem from local medium or large scale units or any data bank.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Queuing (WAITING LINE), Game theory and PERT/CPM-</b> Concepts, Types Of Queuing System Characteristics Of Queuing Model Problem Based On The Results Of (M/M/1) Model. Game theory-Introduction, terminology, Pure strategy games, limitations of game theory. Project Planning & Control By Use of CPM/PERT Concepts.	<b>10 Hours</b>
<b>b) Practical</b>	Practical on – M/M/1 queuing model, Pure strategy game theory problems, CPM and PERT..	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. The Profit Impact of Business Intelligence, Steve Williams , Nancy Williams</li> <li>2. Operation Research –S.D. Sharma</li> <li>3. Operation Research- An introduction- Taha.</li> <li>4. Operation management- Kanti Swaroop &amp; others</li> <li>5. Operation Research –P.K. Gupta &amp;D.S. Hira</li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. International Journal of Business Communication</li> <li>2. Journal of Management Analytics</li> </ol>		
Suggested Case Studies:		

**MBA-II SEM-III PAPER XIX**  
**PROJECT REPORT AND VIVA VOCE**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal guide appointed by concerned unit.

Since the practical has been introduced in the curriculum every institution affiliated to Shivaji University, Kolhapur is expected to sign Memorandum of Understanding (MoU) with industrial units and business houses nearby. The summer in-plant training projects are also expected to be offered with the help of preferably these units which would facilitate better control over project work undertaken by student.

A viva- voce examination will be conducted before the university examination for Semester III. A viva-voce committee will be appointed by the university. A committee will consist of 3 members.

Constituent of the committee for viva voce

1. Chairman of the committee – Doctorate in the concern faculty
2. Member of the committee - Doctorate in the concern faculty
3. Member of the committee - Doctorate in the concern faculty

Examiners are expected to undertake viva-voce examination with the help of following points:

1. Appropriateness of the title of study with respect to management or research problem under study.
2. Appropriateness of research methodology adopted for study.
3. Appropriateness of sample design i.e. sample size and sampling method compared to population for the study.
4. In case sample study appropriateness of analysis, tools used for analysis.
5. In case of study based on secondary data, scope and depth of analysis.
6. Findings drawn on the basis of analysis.
7. Suggestions with its plan of implementation in the organization in given business environment/situation.
8. Referencing and relevancy of annexure.
9. Required certifications, company certificate, joining report, progress reports etc.
10. A one page report prepared by internal guide and HOD of MBA program and verified by the university project report viva voce committee stating strengths and weaknesses of project work done by students of the institute should be addressed to the Director, Examination and Evaluation, Shivaji University, Kolhapur. The copy of which also has to handover to the head of the institute.

In case of unsatisfactory project work and performance in the viva voce of the said candidate's project is to be rejected with written justification in the following format.

<b>SHIVAJI UNIVERSITY, KOLHAPUR</b> <b>Master of Business Administration (MBA)</b> <b>Part – II (Sem- III )</b>		
Examination Center:		
Name of the Candidate:		
Title of Project:		
Name of the Guide:		
The committee undersigned unanimously reject the project due to following reasons. 1. The performance of candidate is unsatisfactory hence rejected: 2. The project is found to be copied hence rejected*:		
Sr.	Particulars	Description
1	Title:	

2	Research problem	
3	Research Methodology Research Method: Sampling: Instrument Analysis Tools	
4	Data Analysis	
5	Inferences	
6	Suggestions and implementation plan	
7	References	
8	Additional Comments	
<div>Member 1</div> <div>Member 2</div> <div>Chairman</div>		

\*In case of copied project the formal process of reporting copy to the university is to be followed with the said profarma duly filled and signed by members of committee.

Candidate in consultation with internal project guide has to work on the comments given in the report and resubmit the project in the fourth semester for the university examination viva voce. University reserve right to decide on the examination center for project viva voce of students appeared in the fourth semester. The nature of examination panel would be same discussed above and the same evaluation methodology is to be followed for viva voce examination.

#### UNIVERSITY GUIDELINES FOR PROJECT WORK:

A student has to take project work at the end of first year (second semester) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Three copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Company where project is done and institute library).
4. Besides hard bound copies of project work four copies of synopsis has to be submitted with institute while submitting the hard bound project report.
5. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
6. The internal committee of minimum three regular approved faculty of MBA would conduct internal viva voce in the form of ppt presentation for the allotment of marks out of 50. Candidate has to prepare ppt of project work done and present it before the committee and audience consists at least MBA-I and MBA-II year students of institute. The invitees are welcome to attend the presentation by students. After presentation participant audience are free to ask the questions followed by the questions by the committee members. The committee should chaired by senior faculty preferably having doctorate as an educational qualification. The record of said internal viva-voce should be shown to the chairman of university viva-voce committee.
7. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director of institute to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.

8. The project work will carry 50 internal marks and 50 marks for external viva. The external viva shall be conducted by a minimum of three external examiners.
9. Student should not use any logos on the project report.
10. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
11. Use of colours in text matter, graphs and diagrams should be avoided.
12. Layout of the project is- Paper A4 size, Font – Times New Roman, Font Size for regular text is 12, for headings 14 font size is allowed, for title of chapters upto 28 font size. Printing is to be done on both sides of pages. Margin 1.5 inches at the left, mirror margin and 1 inch at rest sides. Chapter pages should not carry borders.

#### Dates of Project Report Submission:

1. For regular students, the last date of project report hard bound copies with synopsis submission to the institute is 15<sup>th</sup> October of every year. In case 15<sup>th</sup> October is holiday then the next working day is the last date of project report submission. No project submission is to be accepted after 15<sup>th</sup> October every academic year.
2. For repeater students the last date of submission of project report to the institute is 31<sup>st</sup> March. In case 31<sup>st</sup> March is holiday then the next working day is the last date of project report submission. No project submission is to be accepted after 31<sup>st</sup> March of every academic year.

#### DETAILS OF PROJECT REPORT

##### TITLE

Title of research should be specific in nature, it should be short, and should reflect management problem.

##### CONTENTS

The contents should be given in the following manner in tabular form.

Sr. No.	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

#### IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

##### Preface

Mandatory Documents: Declaration of Students, Certificate by Guide, Recommendation by Head of the institution.

**Certificate by Company:** This certificate must be on the company letter head, signed by designated authority of company, and must have seal of company (round stamp). Certificate must have date of issue and outward number of document. The certificate should clearly mention of Name of candidate, brief title of project carried and duration be specifically mentioned. The said certificate only has to consider as valid certificate.

##### Acknowledgements.



Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction to the study & Methodology

1. Introduction
2. Management Problem
3. Statement of research problem
4. Hypothesis of the study (Optional)
5. Objectives of the study
6. Scope of the study
7. Importance of the study
8. Research Methodology  
(includes, data required, data sources, sampling design, instrument design, analytical design etc.)
9. Presentation of project.
10. Related points on methodology

Chapter II – Theoretical Background

Chapter III – Company Profile

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Strategic Intend of company
- e. Milestones achieved by company, awards, certifications etc.
- f. Marketing Scenario
- g. Human Resource Scenario of company
- h. Operations management of company
- i. Financial position of company with its analysis.
- j. future plans of company
- k. Organization Chart

Chapter IV – Analysis and Interpretation of Data

Chapter V – Findings and Suggestions

Appendices

Bibliography:

APPENDICES

The document charts, questionnaires, tables, schedules etc. which are actually referred to in the body of the project report (this consists of chapters I to V) are to be included under appendix or appendices. So, the appendices may include.

Questionnaires used for collecting information.

Schedules used for collecting information. c.

Tables formed for presenting the data.

Documents/forms etc., referred to in the body of the project report.

Diagram, graphs etc. referred to in the body of the project report. Guide student meeting record form.

Joining letter of industry

Progress reports duly signed

Performance appraisal report duly signed by industry authority.

BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner.

## JOINING REPORT

Date:

To,  
The Director,  
.....  
.....  
.....

Sub: Joining Report

Respected Sir,

I, ..... Shri/Ms. .... have joined ..... for the summer in-plant training from ..... for the Project Work to be carried out.

I would be carrying out project work under the guidance and supervision of Shri. /Ms.

..... (designation)

..... in ..... area. The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1<sup>st</sup> August 20 without fail.

(Name & signature of the Student)  
Industry Guide)

(Name and Signature of the

Seal of Organization

## WEEKLY PROGRESS REPORT

Progress Report No. \_\_\_\_\_

Name of Student	
Title of the Study	
Name of Guide	

Organisation	
Date of Joining Organisation	
Date of Progress Report	
Period Of Progress Report	
Progress:	

Signature  
**Student**

Signature  
**Industry Guide**

### GUIDE STUDENT MEETING RECORD

Student:

Contact

Contact No. Topic

Organization

Person.

No.

Guide:

Contact

Designation

Contact No.

Sr.	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Ppt Presentation of Project work before committee and students		
6		Submission of Final Draft of project report.		

Sr. No.	Date	Description of Discussion	Signature of Guide	Signature of Student
1				

2				
3				
4				
5				
6				
7				
8				

Director

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE – I MARKETING MANAGEMENT</b> <b>PAPER - I BUYING BEHAVIOUR AND BRAND MANAGEMENT</b> <b>PAPER-XX</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Compare consumer behaviour and its effect on buying decision 2. Demonstrate consumer behaviour and buying decision process 3. Application of effective marketing program by understanding buyer behaviour 4. Develop brand building abilities		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Marketing skill 2. Analytical skill 3. Branding skill		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>A. Introduction to consumer Behaviour:</b> Concept and Definition, need and significance for studying consumer behaviour, Factors influencing buying behaviour, consumer buying behaviour process, Participants in buying behaviour. <b>B. Consumer modelling:</b> - The economic model – Learning model - psychoanalytic model – The sociological model- The Howard Sheth model of buying behaviour – The Nicosia model The Engel –Kollat-Blackwell Model.		<b>10 Hours</b>
<b>b) Practical</b>	Students will select any product/service and study factors influencing buyer behaviour and purchase decision and Submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>A. Individual Relational importance:</b> Consumer behaviour and Perception, Learning, Personality, Attitude, Motivation. Social class and group: Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes Social influence on consumer behaviour. Definition and Meaning of Group - Reasons For formation of group –Types of Groups relevant to consumer behaviour – Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group. <b>B. Industrial buying behaviour:</b> process, factors influencing industrial buying behaviour, marketing mix for industrial buying behaviour		<b>10 Hours</b>
<b>b) Practical</b>	Consumer Decision Making Interview – Students will conduct a customer interview to explore the “live customer experience” . focus is on a purchase of a specific product/service. Students will analyze and study purchase experience, and make presentation. (2 pages maximum)		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Brand management:</b> Brand name and trademark, branding Decisions, advantages and disadvantages of branding, brand equity, brand image, brand personality, brand identity system, brand strategies, brand extension.		<b>10 Hours</b>
<b>b) Practical</b>	study top 5 brands and bottom 5 brands analyse brand positioning and submit report		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Brand Development:</b> Brand Rejuvenation, Rebranding, Celebrity		<b>10 Hours</b>

	endorsements, brand positioning and brand building. Co-Branding	
<b>b) Practical</b>	Study 5 brands where celebrity endorsements made brand successful and 5 brands where celebrity endorsements were unsuccessful	<b>5 Hours</b>
<b>Note: Relevant case studies based on the above units should be discussed in the class</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Leon Schiffman, Leslie Lazar Kanuk, 'Consumer Behaviour'.</li> <li>2. Suja Nair, Consumer Behaviour, Himalay publishing house Pvt Ltd.</li> <li>3. Michael Solomon, "Consumer behaviour</li> <li>4. 'Brand Management the Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.</li> <li>5. Keller, Kevin Lane, 'Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall. 1998.</li> <li>6. Moorthy, Y.L.R., 'Brand Management the Indian Context: Vikas Publishing House Pvt, Ltd., 2003.</li> <li>7. Mathur, U.C., 'Brand Management: Macmillan India Ltd., Delhi. 2006.</li> <li>8. David.A.Aaker, 'Managing brand equity.</li> <li>9. Al Ries &amp; Jack Trout Immutable Laws of Branding"</li> <li>10. Subroto Sengupta "Brand Positioning"</li> </ol>		
Suggested Additional Readings:		
<b>Suggested Research Journal:</b> <ol style="list-style-type: none"> <li>1. Vikalp – IIM Ahmedabad</li> <li>2. Fournier, Susan (1998), "Consumers and Their Brands: Developing Relationship Theory in Consumer Research," Journal of Consumer Research, 24(4), 343-73.</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE - I MARKETING MANAGEMENT</b> <b>PAPER – II ADVERTISING AND SALES MANAGEMENT</b> <b>PAPER-XXI</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To develop the understanding of advertising management.</li> <li>2. To help students analyze different Medias and execute media plan.</li> <li>3. To develop the understanding of various sales forecasting methods and to know the application of it.</li> <li>4. To understand and learn the process of Personal Selling.</li> <li>5. To understand the Logistics &amp; Supply Chain Management practices and its application.</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>1. Advertising Skills.</li> <li>2. Personal selling Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			

<b>Unit 1 : a)Theory</b>	<p>A. Advertising Management- Role &amp; Importance of advertising, 5 M's of advertising, setting advertising objectives, Types of advertising, Advertising Budget - methods, factors influencing on budget.</p> <p>B. Media planning strategy- Types of media, Advantages &amp; disadvantages of different Medias, Media planning process, Factors in media selection. Designing media plan. Message design &amp; development- Types of message appeals, Creative Process in visualization.</p> <p>C. Advertising Effectiveness –Types of Advertising evaluation, Pre testing and post testing techniques of ads.</p> <p>D. Advertising Business and Advertising Agency – Functions of Advertising Agency, working of agency.</p> <p>E. Online advertisement and Google AdWords.</p>	<b>10 Hours</b>
<b>b)Practical</b>	Select any product of your choice, set budget for its advertisement and prepare media plan.	<b>5 Hours</b>
<b>Unit 2 : a)Theory</b>	<p>A. Sales Management – Evolution, Definition, sales management functions, place &amp; importance of sales management in the organization.</p> <p>B. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits &amp; demerits of various methods.</p> <p>C. Sales related marketing policies.</p>	<b>10 Hours</b>
<b>b)Practical</b>	Select an authorized dealer/distributor or company branch office preferably dealing in consumer products and study sales organization, the way they forecast the sales and their sales policies.	<b>5 Hours</b>
<b>Unit 3 : a)Theory</b>	<p>A. Sales Force Management –Determining size of sales force, determining kind of sales personnel, Selection of a Sales Person. Controlling sales personnel, evaluating and supervising ,</p> <p>B. Sales Meeting &amp; Sales Contests, Sales Quota, sales Territory,</p> <p>C. Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis</p> <p>D. Personal Selling –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation.</p> <p>E. Introduction to B2B2C Selling.</p>	<b>10 Hours</b>
<b>b)Practical</b>	<p>a) In the same organization study sales force management, sales meetings, sales contests. Study sales control analysis in the organization. Study sales personnel reporting system. Collect formats of different reports.</p> <p>b) Visit any organization of your choice and sell the organization's product or service and submit a report on personal selling process.</p>	<b>5 Hours</b>
<b>Unit 4 : a)Theory</b>	<p>A. Logistics &amp; Supply Chain Management - Definition &amp; scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics.</p> <p>B. Concept of supply chain management, need for SCM, advances in SCM. Distribution: 6 C's of distribution. Selection and appointing distributors.</p>	<b>10 Hours</b>
<b>b)Practical</b>	Study the logistic and supply chain management of the company/dealer. Prepare a report and share in the class.	<b>5 Hours</b>
<b>Reference Books:</b>		

1. Advertising Management - David A. Aaker & John G. Myers, Prentice Hall
2. Foundations of advertising: Theory & Practice - S.A. Chunawala & K.C.Sethia, Himalaya Publishing House
3. Sales Management: Decision, Strategies and Cases- R.R.Still , E.W.Cundiff , N.A.P.Govani, Pearson Education
4. Sales and Distribution Management – K.K. Havaladar, V.M. Cavale, Tata McGraw Hill Company
5. Professional Sales Management -Anderson, Hair and Bush, McGraw Hill Company
6. Effective Salesmanship – Richard T. Hise
7. Sales Management – Rustom Davar
8. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall.
9. Marketing Management - Ramaswamy, Namakumari, McGraw Hill Education

**Suggested Additional Readings: (Web source URL)**

American Marketing Association: <https://www.ama.org/Pages/default.aspx>

Advertising Agencies Association of India(AAAI):<http://www.aaaindia.org/>

**Suggested Research Journal:**

1. Indian Journal of Marketing
2. The IUP Journal of Marketing Management
3. IUP Marketing Mastermind.
4. IUP Advertising Express
5. Advertising Age
6. Brand Reporter
7. Brand Equity (Economic Times)
8. Campaign
9. International Journal of Advertising
10. Pitch

**Suggested Case studies:** Case studies should be discussed on topics given in syllabi.

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER –III**  
**ELECTIVE -II HUMAN RESOURCEMANAGEMENT**  
**PAPER – I COMPENSATION MANAGEMENT**  
**PAPER-XXII**

<b>Course Outcomes</b>	<p>Students of this course will be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the theories, philosophies, techniques and approaches to manage the pay systems.</li> <li>2. Gain the insight of Compensation management concepts and practices to design pay structure and benefits for better management of human resources.</li> <li>3. Develop an understanding of various legislations to design the pay systems.</li> <li>4. Develop the knowledge related to Policy issues of employee benefits in India, voluntary and Government mandated benefits.</li> <li>5. Enhance necessary critical thinking skills in order to evaluate different jobs and design salary structure</li> <li>6. Apply the legal aspects in wide range of issues related to Compensation</li> </ol>
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	management.		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	1. Awareness of various Acts and their applications. 2. Knowledge of designing pay plans.		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a)Theory</b>	Introduction to Pay Systems Compensation – Meaning, Philosophies, types compensation tools- Job based approaches & skill based approaches, challenges and theories – reinforcement, expectancy, equity & agency. Factors influencing employee compensation, pay policies – wage policies in India. Concept of Minimum wage, Fair wage and living wage.		<b>10 Hours</b>
<b>b)Practical</b>	Visit local organizations & check compensation methods and tools applied.		<b>5 Hours</b>
<b>Unit 2 : a)Theory</b>	Designing & Pricing pay plans Job Evaluation: Meaning, objectives, principles, procedure, methods/ techniques of job evaluation – non quantitative (Ranking, job classification), jobs with point Quantitative (points rating, factors comparison). Problems of job evaluation. 16 steps in designing market competitive pay plan, pricing managerial & professional jobs, contemporary aspects- competency based pay, broad banding, flexible/ cafeteria style compensation, wage differentials, components of pay structures in India ( basic wage, DA, HRA, Conveyance, LTA, medical reimbursement, bonus, special allowances, indirect compensation)		<b>10 Hours</b>
<b>b)Practical</b>	Study components of pay structures for different jobs (Manager, CEO and executives) Job evaluation exercises - for different types of jobs.		<b>5 Hours</b>
<b>Unit 3 : a)Theory</b>	Incentives, Benefits & Services Motivation & Incentives: Pay for performance – concept, types of pay for performance- individual, team & plant wide plans – gain sharing, profit sharing, ESOP. Employee benefits in India, policy issues in benefits, Benefits – Voluntary & Government mandated benefits – Security, health care, Financial, retirement, personal services & family – friend time off & other.		<b>10 Hours</b>
<b>b)Practical</b>	Study pay for performance plans for executives and sales people, study the benefit plans of any Industry		<b>5 Hours</b>
<b>Unit 4 : a)Theory</b>	Wage fixation & legislation, Workmen Compensation Act, Employee State Insurance Act, PF Act, Employee Gratuity & Payment of Bonus Act, Minimum Wages Act, and Equal Remuneration Act. Wage boards & pay commissions.		<b>10 Hours</b>
<b>b)Practical</b>	Study cases of violation of compensation legislation		<b>5 Hours</b>
<b>Reference Books:</b>			
1. Human Resource Management – A South- Asian Perspective by Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy.			

<ol style="list-style-type: none"> <li>Human Resource Management by Garry Dessler, Biju Varkkey, 14<sup>th</sup> edition</li> <li>Managing Human Resources by Luis R. Gomez -Mejia, David Balkin, Robert L. Cardy, Seventh Edition.</li> <li>Human Resource Management an experiential approach – H John Bernardin – 4th edition.</li> <li>Managing Human Resources Wayne F. Cascio, Ranjeet Nambudiri – 8th edition.</li> <li>Human Resource Management Text &amp; Cases – K Aswathappa.</li> <li>Compensation Management – Dr. Kanchan Bhatia.</li> <li>Personnel &amp; Human Resource Management text &amp; cases – P. Subba Rao</li> </ol>
<b>Suggested Additional Readings: (Web source URL)</b>
<b>Suggested Research Journal:</b> <ol style="list-style-type: none"> <li>Law and Society Review</li> <li>Advances in Industrial and Labor Relations</li> <li>Labour Studies Journal</li> <li>Human Resource Management Review</li> </ol>
<b>Suggested Case studies:</b> Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE-II HUMAN RESOURCE MANAGEMENT</b> <b>PAPER - II HUMAN RESOURCE DEVELOPMENT</b> <b>PAPER-XXIII</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>It will help the students to learn the conceptual theme of HRD.</li> <li>Empower the students to design and develop the training modules.</li> <li>It will help students to know how to retain the top talent in the organization.</li> <li>Incorporate students in performance appraisal, career planning and employee engagement.</li> <li>Apply the right evaluation framework of HR.</li> <li>Demonstrate the ability to carry out competency mapping.</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>Students of HRM will be able to possess the skill set required by today's HR professionals.</li> <li>Students will be able to design, implement and evaluate training programmes.</li> <li>Students will be empowered to understand PMS and talent management.</li> <li>They will be able to apply HR Accounting and Auditing in the organizations effectively.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			

<b>Unit 1 : a)Theory</b>	<b>Introduction to Human Resource Development</b> - Concept of HRD, Objectives of HRD, Process of HRD, Functions of HRD, HRD Goals, Challenges in HRD, The training process, Roles and competencies of HRD Professionals, writing HRD report, HRD Climate, Ethical issues in HRD.	<b>10 Hours</b>
<b>b)Practical</b>	Visit manufacturing and or service organization to study various HRD Activities. Prepare a report featuring outcome of these activities in respective organization	<b>5 Hours</b>
<b>Unit 2 : a)Theory</b>	<b>Training and Development</b> – Concept, Principles of training, Difference between training and development, methods of training (on the job and off the job) and Executive Development Methods (Methods to develop managerial skills- decision making skills, interpersonal skills, organization knowledge, job knowledge etc.) Talent Management: Definition, Process and Initiatives, Role of- development officers, administrators, consultants, designers and instructors in determining training needs, Training Evaluation Model (Kirk Patrick Model).	<b>10 Hours</b>
<b>b)Practical</b>	Study the training and development system by visiting manufacturing and or service organization prepare a report comprising entire process, methodology and training programme imparted to employee in the preceding financial year.	<b>5 Hours</b>
<b>Unit 3 : a)Theory</b>	<b>Performance Appraisal, Career Planning &amp; Employee Engagement</b> – Performance appraisal– Concept, Process, Methods of performance appraisal, Performance Management System, Career Planning- Career anchor, Career development programme:- Career need assessment, Designing career path. Employee Engagement: Definition, Nature and Benefits of Employee Engagement.	<b>10 Hours</b>
<b>b)Practical</b>	Visit manufacturing and or service organization to do the micro analysis of performance appraisal system. Prepare a report contain methods of performance appraisal used in respective organization, problems encountered and criterion used to appraise performance.	<b>5 Hours</b>
<b>Unit 4 : a)Theory</b>	<b>Auditing and Evaluating HRD-</b> Nature and Need for HR Evaluation, Evaluation Framework, HR Accounting: Objectives, Methods of Human Resource Accounting, HR Auditing: Scope & Process, Competency mapping Models.	<b>10 Hours</b>
<b>b)Practical</b>	Do your own career planning : SWOC analysis Explore the Occupation, Investigating source of additional training and education if needed.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. S.K.Bhatia Training and Development, Deep and Deep Publications Pvt. Ltd.</li> <li>2. P.N.Singh, Training for Management Development, Suchandra Publication s,</li> <li>3. Tapomoy Deb, Training and Development, And Books Private Limited</li> <li>4. Thomas N. Garavan, Carole Hogan, Training and Development, Peatagon Press</li> <li>5. Margret Anne Red Harry Barrington, Training Intervention A Jaico Book</li> <li>6. Patrick Forsyth Appraising Job Performance</li> <li>7. G.PanduNaik, Training and Development, Text and cases, Excel Books</li> <li>8. K Aswathappa:- Human Resource Management: Text and Cases</li> </ol>		
<b>Suggested Additional Readings: (Web source URL)</b>		
<b>Suggested Research Journal:</b>		

1. Advances in Industrial and Labor Relations
2. Labour Studies Journal
3. Human Resource Management Review

**Suggested Case studies:** Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE III- FINANCIAL MANAGEMENT</b> <b>PAPER- I INDIAN FINANCIAL SYSTEM</b>			
<b>Course Outcome:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To Describe the Role of Financial Sector in the economy.</li> <li>2. To recognize availability of various financial markets</li> <li>3. To analyze the Trading Mechanism in Stock Exchanges.</li> <li>4. To define different financial services.</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>1. Share Market Skills</li> <li>2. Banking Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1:</b> <b>a) Theory</b>	<b>Introduction to Indian Financial System:-</b> Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions		<b>10 Hours</b>
<b>b) Practical</b>	i) Classroom discussion on framework of Indian Financial System.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Financial Markets:</b> <ol style="list-style-type: none"> <li>a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds</li> <li>b) Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market</li> <li>c) Commodities &amp; Derivatives Market: concept, Transactions- Swaps, Options and Futures</li> <li>d) Foreign Exchange Market: concept and characteristics</li> </ol>		<b>10 Hours</b>
<b>b) Practical</b>	i) Visit a bank and prepare a scrap book detailing all the instruments used in bank. ii) Visit brokers office to study Swaps, Options and Futures.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Stock Exchanges:</b> <ol style="list-style-type: none"> <li>a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY</li> <li>b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading</li> </ol>		<b>10 Hours</b>

	c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).	
<b>b) Practical</b>	i) Opening demat account and study the online trading procedures. ii) Prepare your own stock portfolio and project its growth.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Financial Services:</b> a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating. b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India. c) NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies, Implications of SARFAESI Act.	<b>10 Hours</b>
<b>b) Practical</b>	i) Visit any insurance company to learn about insurance business. ii) Group discussion on various credit rating agencies and their evaluation patterns.	<b>5 Hours</b>
<b>Note:</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Bhole, L.M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi.</li> <li>2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi.</li> <li>3. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.</li> <li>4. Bhalla, V.K. (2004), Management of Financial Services, Anmol Publishing House</li> <li>5. Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai.</li> <li>6. Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.</li> <li>7. Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.</li> </ol>		
<b>Suggested Additional Reading:</b> <ol style="list-style-type: none"> <li>1. www.finmin.nic.in</li> <li>2. www.sebi.gov.in</li> <li>3. www.rbi.org.in</li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Indian Journal of Finance</li> <li>2. RBI Bulletin</li> <li>3. Finance India</li> <li>4. Journal of Banking and Finance</li> <li>5. Banking and Finance Review</li> </ol>		

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III ELECTIVE III- FINANCIAL MANAGEMENT PAPER- II CORPORATE RESTRUCTURING AND LIQUIDITY MANAGEMENT			
Course Outcome:	Students of this course will be able to: 1. To indicate types of restructuring. 2. To assess techniques of cash management. 3. To summarize objectives and provisions of receivables management. 4. To analyze the financial management of sick units.		
Expected Skills Impartation (Through Theory and Practical)	Online Banking Skills Cash management Skills		
Marks : 100	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents			
Unit 1: a) Theory	Corporate Restructuring: a) Merger and Acquisition: Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Acquisition, b) Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.		10 Hours
b) Practical	i) Analyzing a case of merger and takeover on the basis of cost and benefit with calculations.		05 Hours
Unit 2: a) Theory	Management of Cash: a) Motive for holding Cash, Objective of case Management, Factors determine the cash needs; Determining cash Need- Cash Budget; Techniques of Cash Management Inter-Corporate deposits. b) Cash Management Model- Baumol Model Miller-ORR Model, Orgler’s Model. c) Online Payment: Wallets, Fund Transfer, National Electronic Fund Transfer (NEFT) and Real Time Gross Settlement (RTGS), Payment Apps.		10 Hours
b) Practical	i) Visit to bank branch or any business unit to discuss cash management policy and practices.		05 Hours
Unit 3: a) Theory	Receivables Management: a) Objective of Receivable Management, Credit Polices, Credit Standards & Credit Analysis Credit terms, Cash Discount, Collection Policies. b) Provisions, Bad debts, Doubtful debts, Problems of recovery and over-dues, Strategies for efficient collection.		10 Hours
b) Practical	i) Visit to recovery department/ Marketing department to learn problems of recovery and strategies for efficient collection.		05 Hours
Unit 4: a) Theory	Financial Management of Sick Units: Definition of Industrial Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.		10 Hours
b) Practical	i) Collecting and analyzing data about sick units, from industrial associations.		05 Hours
Note: Practical Problems will be asked on Merger and Takeover, cash Budget.			

**Reference Books:**

1. Kulkarni, P. V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai.
2. Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi.
3. Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.
4. Chandra Prasanna (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
5. Khan, M. Y. and Jain, P. K. (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
6. Bhalla, V. K. (2014), Financial Management, S. Chand Publishing, New Delhi.
7. Bhalla, V. K. (2014), Working Capital Management, S. Chand Publishing, New Delhi.

**Suggested Additional Reading:**

1. Financial Management [http://students.icaai.org/?page\\_id=5210](http://students.icaai.org/?page_id=5210)
2. Paramshivam, P and Subramanian T. (2014), Financial Management, New Age International Publishers, New Delhi.
3. Institute of Cost and Management Accountant, Financial Management and International Finance [icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf](http://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf)

**Suggested Research Journals:**

1. Journal of Financial Management
2. Indian Journal of Finance
3. RBI Bulletin
4. Finance India
5. Journal of Banking and Finance
6. Banking and Finance Review

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE IV PRODUCTION MANAGEMENT</b> <b>PAPER-I OPERATIONS MANAGEMENT STRATEGIES</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Describe various Operations Management Strategies. 2. Create comprehensive product development framework. 3. Explain Decision Areas for Formation of operations strategy. 4. Formulate outline of Implementation of production planning & control.		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Ability to learn various operations management strategies in this global economy. 2. Ability to implement product development process in comprehensive manner. 3. Ability to understand decision areas in operations management strategy. 4. Ability to explain various production planning & control functions.		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Concept of Manufacturing and Operations Strategy :</b> Operation strategies in global economy–Formation of operations strategy– Formulation & implementation of manufacturing policies – Building competitive advantage through manufacturing policy – Technology management and competitiveness		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study its operations strategy with maximizing the effectiveness of production and minimizing costs perspective. Submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Product Development :</b> Product Development-Production Process design -Product proven Design- Product life testing- Product designing – standardization and diversification		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and enlist various factors considered for Product Development. Also study diversification principles used in organization. Submit a report and give presentations on the same.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Decision Areas:</b> Structural decision areas: –Facilities management- Capacity planning –process technology Infrastructural Decision Areas: -Planning and Control–Quality- responsibilities and accountabilities in operations- Human factor in Production		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study Structural and Infrastructural Decision Areas used in it. Submit a report.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Implementation of PPC</b> Line balancing, Job shop scheduling, – role of computer in PPC, Technologies in Manufacturing – JIT, FMS, CIM, robotics, Group technology, cyber physical systems (CPS), the internet of things (IoT), industrial internet of things (IIOT), cloud computing, cognitive computing and artificial intelligence.		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study Technologies used in Manufacturing .Submit a report.		<b>5 Hours</b>
<b>Note:</b>	Note should be given if any (regarding problems on specific topics, defined cases etc.)		



<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Norman Gaither, Greg Fraizer, “Operations Management” Thomson Asia Pvt. Ltd.,Singapore</li> <li>2. Chary S.N. “Production and Operations Management”, Tata McGraw Hill, New Delhi.</li> <li>3. Joseph S. Martin, “Production &amp; Operations Management – An applied modern Approach” John Wiley and Sons (Asia) Pvt. Ltd., Singapore.</li> </ol>
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. National program on artificial intelligence.</li> <li>2. Centre of excellence on IT for industry 4.0.</li> <li>3. National design policy.</li> </ol>
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. International journal of operations &amp; production management.</li> <li>2. Journal of operations &amp; strategic planning.</li> <li>3. Journal of operations management.</li> </ol>
<b>Suggested Case Studies: on</b> Operations strategies in global economy, product development & designing, structural decision areas, technologies in manufacturing, production planning & control.

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE- IV PRODUCTION MANAGEMENT</b> <b>PAPER-II MATERIALS &amp; INVENTORY MANAGEMENT</b>			
<b>Course Outcomes:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Describe various functions of materials management.</li> <li>2. Formulate inventory planning with various aspects.</li> <li>3. Implement various inventory control techniques.</li> <li>4. Explain various other aspects of Materials Management</li> </ol>		
<b>Expected Skills Implementation (Through theory and Practical's):</b>	<ol style="list-style-type: none"> <li>1. Ability to handle all of those tasks related with inventory.</li> <li>2. Organizational and Communication Skills.</li> <li>3. Ability to negotiate with suppliers, make profitable deals, organize supply and delivery.</li> <li>4. Ability to efficiently handle the inventory.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction to Materials Management:</b> Meaning, Objectives, functions, Importance of materials management, Purchasing of material, 5R purchasing, Purchasing cycle, Vendor rating and development, Vendor managed inventory.		<b>10 Hours</b>
<b>b) Practical</b>	Visit the Industry and observe the functioning of Purchase Department. Submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Inventory Planning:</b> Inventory planning-effect on service level, integration with sales forecasting. Purpose of Inventory, Inventory cost, Lot size & safety stock, Material requirement planning, Bill of Material, M R P records, Surplus management.		<b>10 Hours</b>

<b>b) Practical</b>	Visit the industry and analyze the Inventory Planning. Submit a report.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Inventory Control:</b> Inventory models - EOQ, Inventory Model with price discounts, Selective Inventory Control techniques – ABC, VED, HML, FSN, fixed period model	<b>10 Hours</b>
<b>b) Practical</b>	Visit the Industry and study the Inventory Control Techniques. Submit a report.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Other aspects of Materials Management:</b> Codification, standardization, material handling, stores management, location of Warehouses, Material Cost reduction techniques, Future of materials management, Challenges in materials management.	<b>10 Hours</b>
<b>b) Practical</b>	Visit the industry and study the other aspects of materials management. Submit a report.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Production and Inventory control handbook – Greene, James – H.</li> <li>2. Production and Inventory control – Mc Leavey, Dennis W &amp; Narasimhan SL</li> <li>3. Manufacturing Planning and Control – Valimari T.E.</li> <li>4. Materials Management – An Integrated Approach – Prentice Hall India, New Delhi – P. Gopalkrushnan &amp; M. Sudarshan</li> <li>5. Materials Management – Procedure, Text &amp; Cases – Prentice Hall India – A. K. Dutta.</li> <li>6. Production &amp; Opn. Management – S.N. Chary – McGraw Hill Publication</li> <li>7. Operations Management – Amol Gore, Robert Pannizolo – Cengage Learning</li> <li>8. Materials and logistics Management – Prof. Shailesh Kasande</li> <li>9. Materials and logistics Management – Dr. L. C. Jhamb</li> <li>10. Materials Management – Mr. K. K. Ahuja.</li> </ol>		
<b>Suggested Additional Readings:</b> <ol style="list-style-type: none"> <li>1. <a href="https://quickbooks.intuit.com/Inventory/Solutions">https://quickbooks.intuit.com/Inventory/Solutions</a></li> <li>2. <a href="https://www.manageengine.com/DesktopCentral/InventoryMgmt">https://www.manageengine.com/DesktopCentral/InventoryMgmt</a></li> <li>3. <a href="https://www.goodfirms.co/blog/best-free-open">https://www.goodfirms.co/blog/best-free-open</a></li> <li>4. <a href="https://www.computerworld.com/article/3430223">https://www.computerworld.com/article/3430223</a></li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. International Journal of Supply Chain Management and Inventory Management.</li> <li>2. International Journal of Inventory Research.</li> <li>3. International Journal of Inventory Control and Management.</li> <li>4. Production and Inventory Management Journal.</li> </ol>		
<b>Suggested Case Studies:</b> <ol style="list-style-type: none"> <li>1. <a href="#">Inventory Management Amazon FBA - Million Dollar Case Study</a></li> <li>2. <a href="#">Inventory Management Case Study - AB&amp;R (American Barcode</a></li> <li>3. <a href="#">Case Studies of Successful Enterprise Resource Planning</a></li> <li>4. <a href="#">Inventory / Warehouse Management Case Studies</a></li> </ol>		

**CHOICE BASED CREDIT SYSTEM**  
**MBA-II SEMESTER -III**  
**ELECTIVE -V IT & SYSTEM MANAGEMENT**  
**PAPER – I IT STRATEGY & GOVERNANCE**

<b>Course Outcome</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand emerging Technologies and strategic role of IT in strategy</li> <li>2. Develop IT strategy for any manufacturing or service organization.</li> <li>3. Understand IT governance areas and determine IT governance implementation problems in business organization</li> <li>4. Develop IT Governance framework for IT enabled organizations.</li> </ol>		
<b>Expected Skills Implementation (Through theory and Practical's):</b>	<ol style="list-style-type: none"> <li>1. I.T. implementation Skills</li> <li>2. I.T. Designing Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit1 : a) Theory</b>	<b>Strategic Role of IS in Business:</b> Evolving Role of IS in organization, Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, Success factors, Organizational IS capability. Emerging trends in IT to device business strategies- web related technologies, mobile technologies.		<b>10 Hours</b>
<b>b) Practical</b>	<ol style="list-style-type: none"> <li>1. Case Study on emerging technologies &amp; its impact on organizational strategies.</li> <li>2. Report on strategic role of IT in gaining competitive Advantage</li> </ol>		<b>5 Hours</b>
<b>Unit2 : a) Theory</b>	<b>IT Strategy</b> Overview and Developing an IT Strategy, Strategy implementation, strategy tools and techniques, resource based view of strategy, approaches to information strategy development, problems, and barriers. The challenges of planning strategically for IT today, Establishing an IT strategy, process, scope objectives and expectations. Strategies for managing IT Infrastructure, outsourcing strategies, guideline for outsourcing decisions.		<b>10 Hours</b>
<b>b) Practical</b>	Design of IT strategy for any manufacturing or service organization.		<b>5 Hours</b>
<b>Unit3 : a) Theory</b>	<b>IT Governance:</b> Definition and Purpose of IT Governance, Areas of IT Governance- strategic alignment, Value Delivery, Risk Management, Resource management, Performance measurement. Challenges in IT Governance.		<b>10 Hours</b>
<b>b) Practical</b>	Case Study on Areas of IT governance for IT enabled organization		<b>5 Hours</b>
<b>Unit4: a) Theory</b>	<b>IT Governance Framework:</b> concept, need of IT governance framework, Information criteria, Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed		<b>10 Hours</b>
<b>b) Practical</b>	Case Studies on implementation of IT governance framework		<b>5 Hours</b>

**Reference Books:**

1. IT Governance, Peter Weill and Jeanne W Ross, Harvard Business School Press
2. Strategies for Information Technology Governance, Wim Van Grembergen, Idea Group Publishing
3. IT Governance, Martin Frohlich and Kart Glaser, Gabler Publication
4. IT Governance, A Practical Guide by Christopher BGillies
5. IT Governance: How Top managers manages IT decisions right for superior results--- by Peter Weill, Harvard Business School Press
6. Corporate Information strategy and Management by L M Applegate
7. Information Technology Management by Raner, Potter and Turban.
8. Strategic Technology Management by Betz
9. IT strategy and Management by Sanjiva Dubay

**Suggested research journals:**

1. The Journal of Strategic Information Systems
2. International Journal of Strategic Information Technology and Applications(IJSITA)

<b>CHOICE BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE- V IT &amp; SYSTEM MANAGEMENT</b> <b>PAPER- II INFORMATION SYSTEM SECURITY AND AUDIT</b>			
<b>Course Outcome</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Demonstrate the concepts of information systems audit and security.</li> <li>2. Estimate the organizations risk management IS controls and data security architecture.</li> <li>3. Define the application of various types of Computer-Assisted System Audit Tools and Techniques.</li> <li>4. Design security policy for IT enabled organization.</li> </ol>		
<b>Expected Skills Implementation (Through theory and Practical's):</b>	<ol style="list-style-type: none"> <li>1. I.T. Security Skills</li> <li>2. I.T. Control Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a) Theory</b>	IS Security History & evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information system data and resources, definition of information security. Cyber Crimes, types of security Physical Security: Threats to security, physical access, fire and theft protection, environmental hazards, Logical security: Threats to security. Access control- identification, authentication, authorization, password control and management access control software.		<b>10 Hours</b>
<b>b) Practical</b>	Prepare report on IT assets classification, and security threats for any organization.		<b>5 Hours</b>

<b>Unit 2 : a) Theory</b>	<b>Data Security:</b> Threats of data security, data access control, Back-up and recovery strategies, data input/output control, <b>Telecommunication Security:</b> Physical security, logical access security, Cryptography, data encryption, Symmetric and asymmetric key cryptography, digital signature, firewall, Internet/intranet Security, supporting technology for database and application security.	<b>10 Hours</b>
<b>b) Practical</b>	Prepare report and presentation on data security.	<b>5 Hours</b>
<b>Unit 3 : a) Theory</b>	IS Audit and Control • Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in a audit., preparation of audit report. •VAPT: Introduction to VAPT, need and significance, scope of VAPT, VAPT tools, compliance of VAPT Audit.	<b>10 Hours</b>
<b>b) Practical</b>	Practical's on writing system audit report.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Security policy- Administrative & technical, Security policy framework & infrastructure, introduction to Security policy, ISO standards and Practices. Domain related Security case studies	<b>10 Hours</b>
<b>b) Practical</b>	Practical on design of security policy for IT enabled organizations.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. EDP Auditing - Ron Weber</li> <li>2. PC and LAN security – Stephen Cobb Enterprise Security-Protecting Information Assets-Michele Kabey</li> <li>3. Enterprise Disaster Recovery Planning –Miora</li> <li>4. Computer Security -Summies</li> <li>5. Internet Security – Derek,Alkins</li> <li>6. Information security policies procedures and standards by Thomas Pettier</li> <li>7. InformationSystemSecurity:securityManagementframeworksandbestPracticesbyNinaGodbole</li> </ol>		
<b>Additional Readings:</b> <ol style="list-style-type: none"> <li>1. ISICA Reports and Manuals</li> <li>2. Cyber Security Policy for Urban Banks by Mrs. V P Desai &amp; Dr R D Kumbhar</li> </ol>		
<b>Suggested Research journals:</b> <ol style="list-style-type: none"> <li>1. International Journal of Auditing Technology</li> <li>2. Journal of Information Security and Applications</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA II SEMESTER-III</b> <b>ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT</b> <b>PAPER –I AGRIBUSINESS MANAGEMENT AND PRACTICES</b>	
<b>Course Outcomes:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To introduce about the scope of Agribusiness Business in India</li> <li>2. To provide skills and techniques to run Agribusiness Business</li> <li>3. To aware about Agribusiness Business laws and legislations</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Students are able to explain the Agribusiness Business system in India</li> </ol>

(Through theory and Practical's)		2. Students are able to analyze the Agribusiness Business system in India	
		3. Students are able to start Agribusiness Business and provide consultancy to entrepreneurs	
Marks : 100	Total Hours of Teaching : 60		Theory : 40
Practical : 20			
Syllabus Contents			
Unit 1 : a) Theory	Introduction to Agribusiness: 1.1.Nature, scope and functions of Agribusiness 1.2.Types of Agribusiness - Brief Review 1.3.Difference between farm and nonfarm sectors, 1.4.Importance of small agribusinesses		13 Hours
b) Practical	Write success stories on successful entrepreneur in agriculture		2 Hours
Unit 2: a) Theory	Scope of Agribusiness Milk processing and animal husbandry Units – Nature, Types, Functions, Problems and Scope Horticulture & Floriculture – Nature, Types, Functions, Problems and Scope Agri- Tourism Business – Nature, Types, Functions, Problems and Scope Food Processing Units– Nature, Types, Functions, Problems and Scope Agri and ancillaries. Introduction to Organic Farming. 2.7.Post Harvest Technologies.		12 Hours
b)Practical	Visit to above units and small case studies		3
Unit 3 : a) Theory	Agricultural Marketing and Logistics System: 3.1.Agricultural marketing system in India-Nature and Functioning 3.2.Problems of agricultural marketing, Policies, Role of NAFED, 3.3.Functioning of Rural Primary Markets, Mandi, Regulation of Markets 3.4.Nature, Scope and problems regarding agribusiness logistics 3.5.Agriculture Mall		13 Hours
b) Practical	Review of Agricultural marketing system in India		02 Hours
Unit 4 : a) Theory	Business Legislation and Agribusiness Units: 4.1.Essential Commodities Act-1955 and its recent amendments, 4.2.Agriculture Produce (Grading & Marking)Act,1937 4.3.Food Safety and Standards Act, 2006. 4.4.Important Provisions under GST and Income Tax Act 1961		10 Hours
b) Practical	Review of Agricultural related laws and legislation in India		5 Hours
Reference Books:			
1. M.Upton & B.O. Anlloio- “farming As a Business” Oxford University press. New York			
2. ‘S.S. Achary’ N.L. Agarwal - “Agricultural Marketing in India.			
3. ‘S.K. Misra’ V.K. Puri- Indian Economy’, Himalaya publishing House Mumbai.			
4. Bhav S.W.’ - “Agri-Business management in India”			
5. SmitaDiwase’ - “Agri-Business Management”, Everest Publishing House Pune-4			
6. Essential Commodities Act-1955 and its recent amendments,			
7. Agriculture Produce (Grading & Marking)Act,1937			
8. Food Safety and Standards Act, 2006.			

**Suggested Research journals:**

1. Journal of Agribusiness in Developing and Emerging Economies
2. Agricultural and Food Economics Journal
3. Agricultural Finance Review

CHOICE-BASED CREDIT SYSTEM MBA II SEMESTER-III ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT PAPER –II AGRI-BUSINESS FINANCE			
Course Outcomes:		Students of this course will be able to: 1. Understand Agribusiness Business in India 2. Describe the nature of Agri-Business Finance. 3. Describe Institutional and Non Institutional finance for agriculture sector. 4. Understand financial management for Agri-business.	
Expected Skills Impartation (Through theory and Practical's)		1.The students will able to know the nature of Agri-Business finance 2. Students shall contribute to improve the financial management of Agri-business.	
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1 : a) Theory	Introduction to Agriculture Finance Agriculture Finance: Meaning, Need, Importance and Scope Principles of Agriculture Finance Classification of Credit Tools of Financial Analysis: Balance Sheet, Income Statement, Cash flow Statement		10 Hours
b) Practical	Review concept of Agriculture Finance.		5 Hours
Unit 2: a) Theory	Agricultural Financing Sources of Agricultural Finance Cooperative Credit Institutions National Bank for Agriculture and Rural Development (NABARD), Regional Rural Banks. Commercial Banks and Rural credit, Non Institutional Finance.		10 Hours
b)Practical	Visit any Agricultural credit Institution to study their financial system and submit a report.		5 Hours
Unit 3 : a) Theory	Micro Finance Meaning, Importance and Scope Self help Groups: Meaning, Role in Micro Finance NABARD and Micro Finance Reserve Bank of India and Micro Finance.		10 Hours
b) Practical	Visit any Micro finance Institution such Self- Help Group and study their working system and prepare a report		5 Hours
Unit 4 : a) Theory	Financial Support to Agri-Business Budgetary Provision to Agri-Business Comprehensive Crop Insurance Kisan Credit Card. Agricultural Finance problems and Remedies.		10 Hours

<b>b) Practical</b>	Review the progress of crop insurance, and Kisan credit Card scheme in your area.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. S.Subba Reddy, P.Raghu Ram, T.V.Neelakanta Sastry.I.Bhavani Devi, “Agricultural Economics”, Oxford &amp; IBH Publishing co.pvt.Ltd.New Delhi.</li> <li>2. Chandra Shekhar Prasad, “Agriculture and Sustainable Development in India”, New Century Publication New Delhi.</li> <li>3. R.k.Lekhi, Joginder Singh, “Agricultural Economics an Indian Perspective”, Kalyani Publisher's.</li> <li>4. Singh and Sadhu, “Fundamentals of Agriculture Economics”</li> <li>5. C.B. Memoria, “Problems of Agriculture in India, “Himalaya publishing House, Mumbai.</li> <li>6. R.N. Soni, Leading Issues in Agriculture Economics.</li> <li>7. Datt and Sundaram, “Indian Economy”,S.Chand and Company Pvt.Ltd. New Delhi.</li> <li>8. Mishra.Puri.”Indian Economic Problems”, Himalaya Publishing House</li> </ol>		
<b>Suggested Research journals:</b> <ol style="list-style-type: none"> <li>1. Journal of Agribusiness in Developing and Emerging Economies</li> <li>2. Agricultural and Food Economics Journal</li> <li>3. Agricultural Finance Review</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III ELECTIVE-VII TEXTILE MANAGEMENT PAPER-I TEXTILE MANUFACTURING</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Study spinning process for yarn manufacturing and count calculations.</li> <li>2. Understand the fabric manufacturing process and fabric terminologies.</li> <li>3. Compare weaving and knitting process and fabrics</li> <li>4. Classify looms and analyses of factors influencing costing of fabrics.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>4. Ability to understand fabric terminologies.</li> <li>5. Ability to compare woven fabrics and knitted fabrics.</li> <li>6. Analytical skills about fabric costing.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction</b> Introduction to understand basic concepts of textile fiber and yarn manufacturing (Spinning process) Definition of Textile fiber, fiber classification in detail Definition of yarns, Types (Filament, Textured yarn, Spun Staple), Cotton Fiber Cultivation and Ginning: - Brief description of cotton Cultivation, picking, ginning and bale packing. Cotton varieties & their characteristics. Yarns Numbering System: - Count calculations • Direct system, indirect system, study of Tex Denier, English, Metric, Worsted, Woolen etc. Systems. • Study of folded yarn, resultant yarn count calculations		<b>10 Hours</b>



	<ul style="list-style-type: none"> <li>• Introduction to conversions between different systems of yarn numbering.</li> </ul>	
<b>b) Practical</b>	1. Visit any spinning mill for understanding yarn manufacturing process in detail. Yarn forming video from internet can be shown. 2. Visit to any yarn manufacturing unit and collect count details of yarn and determine the formulas for yarn numbering systems.	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Fiber characteristics required for spun yarn production. <b>Process flow chart</b> for conversion of staple fibers into yarns. Ring spinning process New Spinning Systems: - Introduction to a) Compact spinning system. b) Rotor spinning system. c) Air Jet spinning system. d) Twist less pinning system <b>Yarns Numbering System:</b> - Count calculations <ul style="list-style-type: none"> <li>• Direct system, indirect system, study of Tex, Denier, English, Metric, Worsted, Woolen etc. Systems.</li> <li>• Study of folded yarn, resultant yarn count calculations</li> <li>• Introduction to conversions between different systems of yarn numbering.</li> </ul>	<b>10 Hours</b>
<b>b) Practical</b>	Collect samples of different type of yarns like Cotton yarn, Synthetic yarn, Ring spun yarn, Open end yarn and Air jet spun yarn and note down yarn properties in your record book.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Introduction</b> Introduction to fabric forming such as weaving, knitting and non-woven. Brief general discussion about processes involved in these methods. Different types of fabrics and their end use. (Woven fabric, Knitted fabric, Non-woven fabric, Laces, Net)  <b>Flow chart for woven fabric</b> Basic terminologies like Warp, Weft, End, Pick, Selvage, Ends Per Inch, Picks Per Inch, Width, Warp Count, Weft Count, Length of fabric. Market price of fabrics and actual cost of fabrics. Factors influencing costing of fabrics. Fabric Structure – Introduction to interlacement of threads, methods of representation of warp weft interlacement on graph paper. Classification of weaves. Structure of plain, twill and satin weaves and their end use.	<b>10 Hours</b>
<b>b) Practical</b>	Collect samples of different type of fabrics. Stick them in your record book. Observe these samples carefully, and note down in your record book.	<b>5 Hours</b>

<b>Unit 4: a) Theory</b>	<b>Fabric Forming –</b> I) <b>Weaving</b> – Classification of looms. Concept of weaving of fabric. Passage of warp through the plain loom. Various motions used on loom. Shedding, Picking, Beat Up, let off, Take Up motion. Auxiliary Motions. Weft Stop Motion, Objects of Weft Stop Motion, Warp protecting motion, Temple, Brake. Limitations of Shuttle Loom. Features of Automatic Loom, Principles of picking of Projectile loom, Rapier loom, Air Jet loom and Water Jet loom. ii) <b>Knitting</b> – Comparison of Knitting with Weaving. Structure of single jersey, Rib & Interlock fabrics. Types of stitches and their functions. Structure of Warp Knitted fabric and its applications.	<b>10 Hours</b>
<b>b) Practical</b>	Collect samples of different type of woven fabrics and knitted fabrics. Stick them in your record book. Observe these samples carefully, identify their weaves and note down in your record book.	<b>5 Hours</b>
<b>Note:</b>	Relevant case studies based on the above units should be discussed in the class.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Principles of woven fabric manufacturing, Abhijit Mujumdar.</li> <li>2. Modern Textile Design and Production, R. H. Wright</li> <li>3. Cotton Weaving, V.Gordev, P Volkov, L Blinov</li> <li>4. Weaving, Machines, Mechanisms &amp; Management, D.B.Ajgaonkar, Talukdar.</li> <li>5. Weaving Mechanism, Prof. N. N. Banerjee.</li> <li>6. Knitting Technology, Prof. D.B. Ajgaonkar.</li> <li>7. Woven Cloth Construction, ATC Robinson, R. Marks.</li> </ol>		
<b>Suggested Additional Readings: (if web source then provideurl)</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.gutenberg.org/files/21534/21534-h/21534-h.htm">http://www.gutenberg.org/files/21534/21534-h/21534-h.htm</a></li> <li>2. <a href="https://textilelearner.blogspot.com/2013/05/free-download-latest-books-on-technical.html">https://textilelearner.blogspot.com/2013/05/free-download-latest-books-on-technical.html</a></li> <li>3. <a href="https://textilestudycenter.com/library/">https://textilestudycenter.com/library/</a></li> <li>4. <a href="https://www.fibre2fashion.com/industry-article/textile-industry-articles/1">https://www.fibre2fashion.com/industry-article/textile-industry-articles/1</a></li> </ol>		
<b>Suggested Research Journal:</b> <ol style="list-style-type: none"> <li>1. Textile Research Journal</li> <li>2. Clothing &amp; Textiles Research Journal</li> <li>3. Research Journal of Textile and Apparel</li> </ol>		
Suggested Case Studies: -- Fab India.		

<b>CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III ELECTIVE-VII TEXTILE MANAGEMENT PAPER-II –INDIAN TEXTILE INDUSTRY</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Develop an awareness of multiple approaches of Indian textile industry.</li> <li>2. Learn about the structure of Indian textile Industry.</li> <li>3. Understand current position of textile industry in India.</li> <li>4. Understand the scope of technical textile and area of application of technical textiles</li> </ol>
<b>Expected Skills Impartation(Through</b>	<ol style="list-style-type: none"> <li>1. Create an awareness of multiple approaches of Indian textile industry.</li> </ol>

theory and Practical's)	2. Ability to learn the structure of Indian textile Industry. 3. Application of technical textiles.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Structure of India's Textile Industry</b> Composite Mills and Decentralized sector – Spinning, Weaving, Knitting, Fabric Finishing. Clothing units and their Concentration patterns. Share in the market. Cotton Textiles, Synthetic Textiles, Wool Textiles, Jute Textiles, Silk Textiles. Area wise production and sales patterns. History of Textile Industry. Pre independence Period, Post-independence Quota Period, Downfall of Composite sector, Post Quota Period, Vision India 2020 for textiles, Historic study of Indian Textile policies. Salient features of Textile policies announced till dates. Textile parks		<b>10 Hours</b>
<b>b) Practical</b>	Visit any composite mill and study structure of mill and submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Current position of Textile Industry in India</b> Current measures for Textile Industry, Future Prospects, India's major competitors in the world. Problem faced by Textile Industry in India, Various issues in textile industry like electricity, Raw material quality, fragmentation. Cotton Textile Export Promotion Council. Effects of recession on Indian Textile Exports. Textile and Apparel Supply Chain Complete fiber to fabric supply chain for textile industry. Competitiveness of Indian Textile and Apparel industry. Challenges and opportunities for Indian Textile and Apparel industry .Cycle time .Innovation and Technology.		<b>10 Hours</b>
<b>b) Practical</b>	1) Study problems faced by Textile Industry in India. Submit a report. 2) Draw fiber to fabric supply chain for textile industry.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Technical Textiles</b> Definition and scope of Technical Textiles. History of Development of Technical Textiles. Present status and future of Technical Textiles. Areas of Application of Technical Textiles. Textiles in Defense. Textiles in Transportation. Textile Reinforced Composite Materials. Spacesuits. Geo textiles. Raw material Requirement. Production facilities and Properties.		<b>10 Hours</b>
<b>b) Practical</b>	Study Areas of Application of Technical Textiles.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Working Globally</b> Global garments, Retail Management & logistics. Retail unit establishment. Retail supply chain. Managing retail outlets, Internet based retail management system. Direct replenishing systems, challenges in a highly competitive and complex industry. Types of retail institutions and their competitive strategies. Garment Manufacturing: processes, quality requirements, labor skill set requirements, Garment Merchandising:		<b>10 Hours</b>
<b>b) Practical</b>	a) Study online retailing		<b>5 Hours</b>

	b) Present seminar on garment manufacturing.	
<b>Note:</b>	Study the textile cluster of Ichalkaranji Dist. Kolhapur.	
<b>Reference Books:</b>		
1. Textile Industry Development and Growth: Satish Tiwari 2. Textile Industry in post MFA Area: Concepts and Cases: Keka Lahiri 3. Indian Textile Industry: Prospects and Challenges: R P Gupta 4. Indian Textile Industry Linearization and World Markets: Jayanta Bagchi 5. Decentralized sector of the Indian textile industry: R. S. Gandhi - Y. C. Mehta		
<b>Suggested Additional Readings: (if web source then provideurl)</b>		
1. <a href="https://textilevaluechain.in/category/textile-article/textile-industry-articles/">https://textilevaluechain.in/category/textile-article/textile-industry-articles/</a> 2. <a href="https://encyclopedia2.thefreedictionary.com/Textile+Industry">https://encyclopedia2.thefreedictionary.com/Textile+Industry</a> 3. <a href="https://textilestudycenter.com/library/">https://textilestudycenter.com/library/</a> 4. <a href="https://www.fibre2fashion.com/industry-article/textile-industry-articles/1">https://www.fibre2fashion.com/industry-article/textile-industry-articles/1</a>		
<b>Suggested Research Journal:</b>		
1. Journal of the Textile Association 2. Textile Research Journal 3. Clothing & Textiles Research Journal 4. Research Journal of Textile and Apparel		
<b>Suggested Case Studies:</b>		
1. Case Study of The Textile Industry In Tirupur_ <a href="http://www.roionline.org/books/Industrial%20ecology_chapter05_Tirupur.pdf">http://www.roionline.org/books/Industrial%20ecology_chapter05_Tirupur.pdf</a> 2. Raymond: Giving a New Spin to Khadi. Case study on Fab India.		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE VIII- HOSPITALITY MANAGEMENT PAPER-</b> <b>I FUNDAMENTALS OF HOSPITALITY MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Understand nature and characteristics of Hospitality Industry 2. Identify demand and supply in hospitality services 3. Able to analyze 7 P's of marketing of hospitality firm 4. Design blue print for hospitality firm 5. Evaluate services quality of hospitality organization		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Analytical thinking 2. Drawing inference through observations 3. Evaluation		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Introduction to Hospitality Industry – Meaning and nature, Characteristics of Hospitality Industry, Growth and change in hospitality industry, Factors influencing hospitality industry, Major companies in Hospitality Industry in India, Career Prospects of Hospitality Industry		<b>10 Hours</b>
<b>b) Practical</b>	Select a hospitality firm, study its growth and development		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Service Management in Hospitality – Characteristics of services, 4 I's of services, Service design, Managing Demand and Supply in Hospitality- Service Capacity, Demand for services, Demand and Capacity Interfaces, Strategies to deal with imbalances		<b>10 Hours</b>

<b>b) Practical</b>	Visit any hospitality firm and study demand and supply management.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	Marketing of Hospitality Services – STP for hospitality services, Consumer Behaviour, 7 P's of service marketing – Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence	<b>10 Hours</b>
<b>b) Practical</b>	Study marketing practices of hospitality firm located in your area. Develop service blue print for that firm.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Service Quality –Quality in Services, Service Quality and Quality Dimensions, Service Quality Model- Gaps Model, SERVQUAL Model of measuring service quality, Improving service quality- Root-Cause Analysis, Blueprinting.	<b>10 Hours</b>
<b>b) Practical</b>	Conduct a survey to study consumer behavior related to service quality of the hospitality firm in your area.	<b>5 Hours</b>
Note:	Relevant case studies should be discussed in the class.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Introduction to Hospitality Management - John Walker, Pearson Education.</li> <li>2. Introduction to Management of Hospitality Industry - Clayton Barrows, Tom Powers, Denis Reynolds, Wiley Publications</li> <li>3. Hospitality Management –Jagmohan Negi, Gaurav Manohar, University Science Press</li> <li>4. Service Management – Cengiz Hakserver, Barry Render, Pearson Education Inc.</li> <li>5. Service Marketing –Harsh Verma, Pearson Education</li> <li>6. Service Marketing: People, Technology, Strategy – Christopher L., Jochen W. Jayanta C., Pearson Education</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.emerald.com/insight/content/doi/10.1108/09604529910257920/full/html">https://www.emerald.com/insight/content/doi/10.1108/09604529910257920/full/html</a></li> <li>2. <a href="https://www.emerald.com/insight/content/doi/10.1108/09604520510634023/full/html">https://www.emerald.com/insight/content/doi/10.1108/09604520510634023/full/html</a></li> <li>3. <a href="http://eds.a.ebscohost.com/">http://eds.a.ebscohost.com/</a></li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Journal of Hospitality and Tourism Research, Sage Journals</li> <li>2. International Journal of Hospitality and Tourism System, Publishing India Group</li> </ol>		
<b>Suggested Case Studies:</b> Case Study on Taj Hotel, Resorts and Places by RohitDeshpande and Mona Sinha- Harvard Business Review		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE VIII - HOSPITALITY MANAGEMENT</b> <b>PAPER-II HOTEL MANAGEMENT</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand various types of hotels and their organization structure.</li> <li>2. Apply standard housekeeping practices to deliver quality service to the customer.</li> <li>3. Discriminate among the list of security measure and environment management practices and determine best measures and practices which would lead to increased reliability towards hotel security and environment management among the customers.</li> <li>4. Evaluate challenges faced by hotel industry in the era of industry 4.0.</li> <li>5. Design smart hotels and eco-friendly practices in hotel management.</li> </ol>
<b>Expected Skills Impartation(Th</b>	<ol style="list-style-type: none"> <li>1. Interpersonal skills to lead/manage employees in a hospitality setting.</li> <li>2. Analytical thinking and the ability to collaborate.</li> </ol>

rough theory and Practical's)	3. Strategic thinking and decision-making.		
Marks : 100	Total Hours of Teaching : 60	Theory : 40	Practical : 20
Syllabus Contents			
Unit 1: a) Theory	Introduction to Hotel Industry: Classification of Hotels–based on various categories like size, location, clientele, length of stay, facilities, ownership–Advantages & Disadvantages of different types of Hotel, Star Ratings of Hotels ,Organization of Hotels, Major Departments of a Hotel, Hotel Chain Associations, Role and Overview of Global Standards for Hotels.	10 Hours	
b) Practical	Visit a nearby big hotel of your area and study staff hierarchy, lines of authority and areas of responsibility in hotel and prepare a report.	5 Hours	
Unit 2: a) Theory	Role of Housekeeping in Hotel Operations: Importance and Functions of Housekeeping- Organization of Housekeeping Departments Housekeeping SOP(Standard Operating Procedure)&Its Importance, Attributes of staff-Job Descriptions and Specifications, Skill Training and Coordination, Motivation and Employee Discipline, Standard Housekeeping Practices; Housekeeping as a business. Overview on Front Office Management.	10 Hours	
b) Practical	Visit nearby hotels of your area to study the functions performed by housekeeping staff and describe how these functions are likely to be differ in large and small hotels.	5 Hours	
Unit 3: a) Theory	Security Systems and Environment Management: Types of Safety and SecurityintheHotels,TypesofEmergencySituationsEncounteredinHotels, Security Measures; Terrorism and anti-social events, measures; Environment Managementpracticesinhospitalityindustry;Pollutionandcontrol–Typesof pollution-air, water, etc. Pollution and Control Measure; Green Hotel – Concept and Significance.	10 Hours	
b) Practical	Visit nearby hotels of your area to study environment management practices adopted by the hotel management and prepare a report on same.	5 Hours	
Unit 4: a) Theory	Recent and Future Trends in Hotel Industry: Transformation of Hotel Industry–Use of Technology in Hotel Industry, Smart Hotels, Properties of Future: Large Complexes, Resort Properties, Boutique Hotels, Reservations and Check- ins in Future, Hotel Rooms of Future, Surge of Hotel Technology, Future Dinning Trends, Hotels and Resort of 2055, Issues/Challenges to align hotel business with fourth industry revolution.	10 Hours	
b) Practical	Visit a hotel which has adopted digital transformation to understand the use of technology in hotel operations and analyze the benefits of technology adoption in business practices.	5 Hours	
Note:	Relevant case studies should be discussed in the class		
Reference Books:			
1. Denney G. Rutherford, Hotel Management and Operations, 2 Ed., Wiley,1994.			
2. GRaghubalan,Hotel housekeeping Operations and Management,3/e,OxfordUniversityPress,2015.			
3. J M S Negi, Professional Hotel Management, S. Chand Publishing, 2014.			
4. Jatashankar R.Tiwari, Hotel Front office and Operations management, Oxford University Press.			
5. Peter Jones, Andrew Lockwood, The Management of Hotel Operations, Cengage Learning EMEA, 2002.			
6. Sudhir Andrews, Hotel House Keeping Training Manual, Tata McGraw Hill Publishers, New Delhi, Edition 2,2005.			
7. Sudhir Andrews, Introduction to Tourism and Hospitality Industry, Tata McGraw-Hill Education, 2007			
8. TarunBansal, Hotel Facility Planning, Oxford University Press India,2010.			
Suggested Additional Readings: (if web source then provide url)			

4. <https://www.emeraldinsight.com/doi/abs/10.1108/09596119010135190>
5. <https://journals.sagepub.com/doi/abs/10.1177/1938965509354865>
6. <http://eds.a.ebscohost.com/>

**Suggested Research Journal :**

3. Journal of Hospitality and Tourism Research, Sage Journals
4. International Journal of Hospitality and Tourism System, Publishing India Group

**Suggested Case Studies:**

Case Study on Indian Hotel Industry: The Competitive Dynamics, IBS Case Development Centre

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT</b> <b>PAPER- I PROJECT PLANNING AND IMPLEMENTATION</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the concept and significance of project.</li> <li>2. Understand management of functional dimensions of Project.</li> <li>3. Analyze risk and opportunities involved in project management.</li> <li>4. Prepare feasibility report for a project.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Analytical Skills</li> <li>2. Decision making skills</li> <li>3. Risk analysis</li> <li>4. Creativity</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	A. <b>Project:</b> Meaning, Characteristics, Classification, Project Cycle. B. <b>Project Idea</b> Generation: Sources of idea generation; New product development process; Product planning and development strategy C. <b>Project Formulation:</b> Meaning; Stages of project formulation; Risk and uncertainty in investment decisions; Project Profitability Projection. D. <b>Project Design and Network Analysis:</b> Importance of network analysis, PERT and CPM		<b>10 Hours</b>
<b>b) Practical</b>	Visit local industries and understand their project planning process		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	A. <b>Financial management:</b> Sources of Long term and short term finance; Venture Capital funding in India, Venture capital funding process B. <b>Institutional Finance:</b> Commercial Banks, Other financial institutions. C. <b>Lease Financing and Hire Purchase:</b> meaning, advantages and disadvantages, difference. D. <b>Taxation benefits;</b> Tax benefits and tax concessions		<b>10 Hours</b>
<b>b) Practical</b>	Visit nationalized bank and understand their financing schemes for new venture		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	A. <b>Marketing Management:</b> Importance of marketing; Marketing segmentation; Marketing Mix B. <b>Production Management:</b> Plant location; Layout; Production design; inventory control and quality control; material handling C. <b>Human Resource Management:</b> Job requirement, Recruitment, Selection, Training and development; Remuneration		<b>10 Hours</b>

	<b>D. Total Quality Management:</b> Meaning need and process.	
<b>b) Practical</b>	Develop a business idea and design it functional feasibility	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>A. Business Plan:</b> Contents, formulation of business plan <b>B. Planning commission's guidelines for formulating project report:</b> <b>C. Project Report:</b> Contents of project report; Format of project report <b>D. Preparation of Feasibility Report on innovative business plan</b>	<b>10 Hours</b>
<b>b) Practical</b>	Present a final feasibility report to any financing agency.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI</li> <li>2. Entrepreneurship- New Venture Creation; David H. Holt; PHI</li> <li>3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand</li> <li>4. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH</li> <li>5. Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications</li> <li>6. Theories of Entrepreneurship; Vasant Desai; HPH</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Entrepreneur</li> <li>2. Journal of Entrepreneurship and innovation in emerging economics</li> <li>3. Journal of business venturing</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT</b> <b>PAPER- II INSTITUTIONAL SUPPORT AND VENTURE FUNDING</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. This course prepares participants for a future career as entrepreneurs.</li> <li>2. It is designed to give participants practical insights into those business aspects of finance that are particularly important during a firm's early development phases, and to make them more effective in managing and growing the start-up firm.</li> <li>3. Participants will be able to approach various funding agencies and procure a venture capital funding for the business that they may launch.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1.Skill of availing funds required for business from various sources. 2.Evaluate various schemes and sources of funds from various agencies. 3.Skill of approaching and convincing the fund providers.		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
Syllabus Contents:			
<b>Unit 1: a) Theory</b>	Rationale for institutional support for entrepreneurs, Types of Institutions and classification of Institutions. Over view of : -Financial Institutions at National and State level.		<b>10 Hours</b>



	-Entrepreneurship development and Training Institutes. -Other support organizations and associations such as Boards, councils, District Industries Centre etc.	
<b>b) Practical</b>	Study the website of different financial institutions and their schemes for entrepreneurship development	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Objectives, Roles and Functions of Financial Institutions at National and State level. SIDBI BANKS. Commercial Banks. RRBs. Co-op. banks STATE LEVEL: 1. SFCs 2. SIDCs 3. SIICs4. SSIDCs OTHERS: 1. NABARD 2. NSIC.3 Rural Small Business Development Centre (RSBDC). Other Central or State Government funding schemes like-Startup India, Stand Up India, urja incubation program, Trade related Entrepreneurship Assistance and Development (TREAD)	<b>10 Hours</b>
<b>b) Practical</b>	Visit institutions such as DIC, SIDBI, SFC, SIDC and understand their functioning Invite Guest from any of the above institutions to understand their role	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	Meaning of Venture capital. Features of Venture Capital Investments, Methods of Venture Capital Financing, types of VC funding. - Venture capital Vs. Angel Investor and seed capital. VC vs Loans, VC vs Crowd funding. -Process of venture capital funding, Advantages and disadvantages of venture capital funds.	<b>10 Hours</b>
<b>b) Practical</b>	Visit incubation center to understand various sources of venture funding	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Public and Private Venture capital providing institutions: like IFCI Venture capital Funds Limited, <b>venture capital and corporate investments private limited (vccipl) some other firms like this and their</b> Important Portfolios of the VC firms in India. International VC fund providers. Venture Capital Assistance Schemes for Agribusiness and Small farmers.	<b>10 Hours</b>
<b>b) Practical</b>	Invite venture capitalist and present at least one project for their evaluation	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. V. K. Bhalla, "Investment Management", New-Delhi, Sultanchand &amp; Sons Publication.</li> <li>2. J.S. Saini. 1997. Entrepreneurship Development Programmes and Practices. New Delhi. Deep and Deep Publication.</li> <li>3. Vasant Desai, "Dynamics of Entrepreneurship Development and Management, New Delhi. Himalaya Publishing House.</li> <li>4. Vikram Chadha. 1999. Institutional Financial Assistance for Technological Modernization of Small Industries-opportunities and Constraints. SEDME</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf</a></li> <li>2. Institutional support for small-scale rural processing enterprises: the case of India.- <a href="http://www.fao.org/docrep/s8380e/s8380e0d.htm">http://www.fao.org/docrep/s8380e/s8380e0d.htm</a></li> <li>3. <a href="http://www.ifcventure.com/">http://www.ifcventure.com/</a></li> <li>4. <a href="http://tdb.gov.in/venture-capital-funds/">http://tdb.gov.in/venture-capital-funds/</a></li> <li>5. <a href="http://sfacindia.com/VCA_Scheme.aspx">http://sfacindia.com/VCA_Scheme.aspx</a></li> </ol>		
<b>Suggested Research Journal</b> <ol style="list-style-type: none"> <li>1. SEDME Journal, ni-msme. Hyderabad</li> <li>2. The Journal of Entrepreneurship- Sage Journals</li> </ol>		
<b>Suggested Case Studies:</b> <a href="http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf">http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf</a>		

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER -III**

<b>ELECTIVE – X- INTERNATIONAL BUSINESS</b> <b>PAPER- I PRINCIPLES OF INTERNATIONAL BUSINESS</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To explain the concept of International Business</li> <li>2. To develop the understanding of difference between domestic &amp; international business</li> <li>3. To bring the awareness of International Business Environment&amp; business strategies</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. International Business</li> <li>2. Export promotion;</li> <li>3. Knowledge of MNC</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction to International Business:</b> Importance, nature and scope of International Business, Advantages and problems of International Business; Modes of entry into International Business, Stages of Internationalization. International Business Environment – Economic, Political, Technological, Social & Cultural Environment; Economic Integration (Trade Blocks) –Types of Economic Integration.		<b>10 Hours</b>
<b>b) Practical</b>	Select the organization having local base but engaged in International operations, and present a report on it-		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>International Institutions :</b> International Monetary fund – Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank – Policies of World Bank, Lending Programmes, World Trade Organization – Functions, Organization Structure; India & WTO		<b>10 Hours</b>
<b>b) Practical</b>	Make the review of Literature of reviewed articles providing the information related with W.T.O. This exercise will be based upon gathering the secondary data.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>International Trade :</b> Government Influence on trade – protectionism, tariff barriers, non – tariff barriers, regulation of foreign trade; State trading, Financing techniques, Export promotion; Foreign Direct Investment – Forms of FDI; Cost & benefits of FDI; FDI in India. International treaties.		<b>10 Hours</b>
<b>b) Practical</b>	Select one organization having international business and study the impact of FDI on it.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Multinational Corporations:</b> Characteristics, importance & benefits of MNCS; code of conduct to guide & regulate MCS; Transfer of Technology – Methods & Issues in Transfer of Technology – Methods & Issues in Transfer of Technology; Global competitiveness – Factors of competitiveness; Role of Innovation in competitive advantage.		<b>10 Hours</b>
<b>b) Practical</b>	Choose any one organization with international business activities and study the various functions to achieve global competitiveness.		<b>5 Hours</b>
<b>Note:</b>	Study the international treaties regarding business Indian government has signed.		

<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.</li> <li>2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi</li> <li>3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.</li> <li>4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.</li> <li>5. International Business by Rakesh Mohan Joshi, Oxford Publication.</li> </ol>	
Suggested Additional Readings: (if web source then provide url)	
KD Sushma, 'Global Fortune – get ready for export import' Penmanbooks.com	
<b>Suggested Research Journals :</b>	
<ol style="list-style-type: none"> <li>1. Journal of International Business Studies</li> <li>2. Journal of International Marketing</li> <li>3. International Small Business Journal</li> <li>4. International Marketing Review</li> <li>5. International Business Review</li> <li>6. Journal of International Management</li> <li>7. International Journal of Managing Projects in Business</li> <li>8. Critical Perspectives on International Business</li> </ol>	
Suggested Case Studies:	

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>ELECTIVE – X- INTERNATIONAL BUSINESS</b> <b>PAPER- II EXPORT AND IMPORT POLICY</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To Understand Various International Business Dimensions</li> <li>2. Export Policy procedure</li> <li>3. Import Policy Procedure</li> <li>4. How to start Export and Import Business</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Knowledge about Export Import Policy and its procedure</li> <li>2. Necessary Documents required to start International Trade Business</li> <li>3. Benefits to understand the government schemes for promoting Import and Export Business</li> <li>4. Risks in this Business and ways to Avoid</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Overview of International Business, Introduction and Definition. Globalization of Markets, Trends, Effects, Benefits of Globalization. Foreign Trade Policy (FTP), Exim Policy, role of EXIM bank and Export Credit Guarantee Corporation (ECGC) in India. Meaning and Basics of Export and Import, Licenses & Documentation, Selection of Products, Various Registration Authorities, Types of Export , General, EOU( Export Oriented Units), SEZ ( Special Economic Zones) ,EH(Export Houses ), TH (Trading Houses ), SSTH (Super Star Trading Houses)		<b>10 Hours</b>
<b>b) Practical</b>	Discussion on Registering Authorities, Documentation and Licenses to Start Export Import Business		<b>5 Hours</b>

<b>Unit 2: a) Theory</b>	EXPORT–Selection of Importers, Pre shipment and Post shipment Documentation, Certificate of Origin, Free Trade Agreements (FTAs) and Preferential Trade Agreements (PTAs), Importing Countries Rules of origin, Documents required as per the commodity and Country, Import Licenses. Overview of various export promotion schemes	<b>10 Hours</b>
<b>b) Practical</b>	Visit to an Export company and preparation of report on various documentation observed.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	IMPORT - Import Procedures, Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Project Import/EPCG, Import Licensing Policy, Custom Clearance of Imported Goods, Custom Duty Calculation, Import Documents - Import General Manifest (IGM), Bill of Entry and Other required documents as per Import Country Customs. Pre-shipment Inspection & Quality Control Act 1963 & Customs Act 1962; Foreign Exchange Management Act, 2000.	<b>10 Hours</b>
<b>b) Practical</b>	Import Custom Clearance, Custom Duty Calculation, Case study	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Export and Import Benefits – Foreign Investment Policy; Sources of Direct Foreign Investment, Foreign Collaborations, Inter Government Loans, Loans from international institutions and External Commercial Borrowings (ECB), FDI policy. Risks of Export and Import business and How to avoid those Risks.	<b>10 Hours</b>
<b>b) Practical</b>	Case study on governments policy on FDI.	<b>5 Hours</b>
<b>Note:</b>	Note should be given if any (regarding problems on specific topics, defined cases etc.)	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. New Import Export Policy - Nabhi Publications</li> <li>2. A Guide on Export Policy Procedure &amp; Documentation– Mahajan</li> <li>3. Foreign Trade &amp; WTO- M.L.Narasaiah Discovery Publishing House, New Delhi.</li> <li>4. Foreign Exchange Hard Book – H. P. Bhandari</li> <li>5. International Business, K. Ashwatthapa, Himalaya Publication.</li> <li>6. Export Import Management- Justin Paul, Rajiv Aserkar</li> <li>7. Annual Report (Recent Years) Ministry of Commerce, Government of India</li> <li>8. India Balance of Payments, RBI Bombay</li> <li>9. Economic Survey Ministry of Finance Government of India.</li> <li>10. EXIM Policy &amp; Handbook of EXIM Procedure – VOL I &amp; II</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="https://dgft.gov.in/sites/default/files/ft17-051217.pdf">https://dgft.gov.in/sites/default/files/ft17-051217.pdf</a> (Foreign Trade Policy)</li> <li>2. <a href="http://www.pib.nic.in">http://www.pib.nic.in</a></li> <li>3. <a href="https://www.eximbankindia.in/">https://www.eximbankindia.in/</a></li> <li>4. <a href="http://www.cbic.gov.in">www.cbic.gov.in</a></li> <li>5. <a href="http://www.cbec.gov.in/">http://www.cbec.gov.in/</a></li> <li>6. <a href="http://www.icegate.gov.in/">http://www.icegate.gov.in/</a></li> <li>7. <a href="http://www.nacen.gov.in/">http://www.nacen.gov.in/</a></li> <li>8. <a href="http://www.ltu.gov.in">http://www.ltu.gov.in</a></li> <li>9. <a href="https://cbec-easiest.gov.in/EST/">https://cbec-easiest.gov.in/EST/</a></li> <li>10. <a href="https://www.india.gov.in/">https://www.india.gov.in/</a></li> </ol>		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journal of International Business Studies</li> </ol>		

2. Journal of International Marketing
3. International Small Business Journal
4. International Marketing Review
5. International Business Review
6. Journal of International Management
7. International Journal of Managing Projects in Business
8. Critical Perspectives on International Business.

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER-III</b> <b>ELECTIVE -XI BUSINESS ANALYTICS</b> <b>PAPER –I BUSINESS DATA MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand DBMS and components of DBMS.</li> <li>2. Design database for business applications.</li> <li>3. Describe various stages in Data Warehouse development process.</li> <li>4. Evaluate and select appropriate data-mining algorithms</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Analytical Skills</li> <li>2. Data base management Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction to DBMS</b> Introduction to Databases and Transactions ,DBMS,, Need and advantages of DBMS, view of data, relational databases, database architecture, transaction management, Applications of DBMS for business data management		<b>10 Hours</b>
<b>b) Practical</b>	<b>3. Case Study on Database management</b>		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Database Design</b> Introduction to Data Modeling, Types, ER-Model, Hierarchical Data model with its advantages and limitations, Network data model with its advantages and limitation Relational Data Model with its advantages and limitation. Normalization, need of normalization, Normal Forms- 1NF,2NF and 2NF		<b>10 Hours</b>
<b>b) Practical</b>	Case study on Design of normalized database for business applications		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Data Warehousing</b> Introduction to Data Warehouse-meaning and definition. Need of Data warehouse Data warehousing, Data Warehouse Architecture, Data mart, data dictionary, archives. Data Warehousing Project Life Cycle Management, Business and IT Drivers for Data warehouse		<b>10 Hours</b>
<b>b) Practical</b>	Case Study on Data warehousing.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Data Mining:</b> Introduction and meaning, Data mining process, Tasks in Data mining, KDD process, OLAP, Data mining techniques, Association, clustering, Market Basket Analysis, Apriori Algorithm, FP tree Algorithm, Correlation Analysis.		<b>10 Hours</b>

<b>b) Practical</b>	Case Studies on Data Mining algorithms	<b>5 Hours</b>
<b>Note:</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Database System Concepts by Avi Silberschatz, Henry F. Korth and S. Sudarshan</li> <li>2. Introduction to Data Mining by Tan, Steinbach &amp; Kumar</li> <li>3. <b>Data Science for Business: What you need to know about data mining and data-analytic thinking</b> By Foster Provost &amp; Tom Fawcett</li> <li>4. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, “Introduction To Data Mining”, Person Education, 2007.</li> <li>5. <b>Data Mining Techniques - Arun K. Pujari</b></li> <li>6. <b>The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling, 3rd Edition</b></li> <li>7. Data Warehousing Fundamentals for IT Professionals 2nd Edition, Kindle Edition</li> </ol>		
Suggested Additional Readings: (if web source then provide url) <a href="http://guidetodatamining.com/">http://guidetodatamining.com/</a> , “A Programmer's Guide to Data Mining” <a href="https://www.classcentral.com/course/independent-data-mining-with-weka-1152">https://www.classcentral.com/course/independent-data-mining-with-weka-1152</a> , “Data Mining with Weka”		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. International Journal of Business Communication</li> <li>2. Journal of Management Analytics</li> <li>3. Journal of Information Science</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER-III</b> <b>ELECTIVE- XI BUSINESS ANALYTICS</b> <b>PAPER- II BUSINESS ANALYTICS IN MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand basics of business analytics</li> <li>2. Describe business analytics in different functional areas of business</li> <li>3. Create basic calculations including basic arithmetic calculations and aggregations.</li> <li>4. Applications of Ms- excel for visualizations of business data.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Analytical Skills</li> <li>2. MS Excel Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Business Analytics Basics:</b> Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge and data maturity.		<b>10 Hours</b>
<b>b) Practical</b>	Case Study on Database management		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>HR Analytics</b> – Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, <b>Marketing Analytics:</b> overview, Segmentation Analytics, Analytics for Tracking Customer Growth, <b>Supply Chain Analytics:</b> Overview, store operation analytics, vendor analytics, Production and quality analytics		<b>10 Hours</b>

	<b>Financial Analytics:</b> overview, Financial statement Analytics, analysis of bonds and long term financing, capital structure analysis,	
<b>b) Practical</b>	Case for Workforce Analytics, marketing analytics, supply chain and logistics analytics and financial analytics.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Excel Basics:</b> <ul style="list-style-type: none"> <li>• Introduction to spreadsheets</li> <li>• Office and Excel overview</li> <li>• Basic text and cell formatting</li> <li>• Basic arithmetic calculation</li> <li>• Special paste</li> <li>• Freeze pane</li> <li>• Auto completion of series</li> <li>• Sort and filter</li> <li>• Charts</li> </ul>	<b>10 Hours</b>
<b>b) Practical</b>	Lab work on unit 3	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Advanced Excel Capabilities:</b> <ul style="list-style-type: none"> <li>• Conditional formatting</li> <li>• Importing data and text to columns</li> <li>• Functions o Mathematical o String o IF, AND, OR o Searching: match, search, vlookup o Dates o Misc\</li> <li>• Pivot tables</li> <li>• Recording and editing</li> <li>• Macros <b>Excel</b> Dashboard.</li> </ul>	<b>10 Hours</b>
<b>b) Practical</b>	Lab work on unit 4	<b>5 Hours</b>
<b>Note:</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D.Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray</li> <li>2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya</li> <li>3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger</li> <li>4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox</li> <li>5. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman</li> <li>6. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford</li> <li>7. <b>Financial Analytics with R: Building a Laptop Laboratory for Data Science Hardcover by <u>Mark J. Bennett</u></b></li> <li>8. Excel with Microsoft Excel: Comprehensive &amp; Easy Guide to Learn Advanced MS Excel Paperback – 2019by <u>Naveen Mishra</u></li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.datamentor.io/r-programming">www.datamentor.io/r-programming</a></li> <li>2. www.biostat.jhsph.edu</li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. International Journal of Business Communication</li> <li>2. Journal of Management Analytics</li> <li>3. Journal of Information Science</li> </ol>		

<b>Sr.</b>	<b>Optional C(Internal) Paper - XXIV</b>	
I	Corporate Social Responsibility	

II	ERP/SAP	
III	Business Analytics	
IV	Labour Laws	
V	Marketing Research	
VI	Customer Relationship Management	

CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III OPTIONAL – C* (INTERNAL) PAPER - XXIV CORPORATE SOCIAL RESPONSIBILITY			
Course Outcomes	Students of this course will be able to: 1. Understand the concepts and evaluation of CSR 2. Understand Models of CSR in India 3. Understand CSR initiatives in India 4. Understand Provisions of CSR in Companies Act 2013 5. Understand the Implementing process of CSR in India		
Expected Skills Impartation(Through theory and Practical's)	1. CSR initiatives 2. Implementation of CSR as per the provisions of companies Act 2013.		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	Corporate Social Responsibility – Concept History & Evolution of CSR, Concept of charity, Corporate Philanthropy, Corporate Citizenship; Relation between CSR and Corporate Governance; Models of CSR In India; Drivers of CSR; Major Codes on CSR; CSR initiatives in India		10 Hours
b) Practical	Visit any organization and observe the CSR initiatives taken by the organization and submit a report on it.		5 Hours
Unit 2: a) Theory	CSR- legislation in India; Section 135 of Companies Act2013; Scope for CSR Activities under Schedule VII; Appointment of Independent Directors on the Board and Computation of Net Profit's implementing process in India. <b>Lease Financing and Hire Purchase:</b> meaning, advantages and disadvantages, difference. <b>Taxation benefits;</b> Tax benefits and tax concessions		10 Hours
b) Practical	Select any company study the implementation of CSR Provisions under companies Act 2013		5 Hours
Note:			
Reference Books: 1. Corporate Social Responsibility in India – Sanjay K. Agrawal 2. Handbook on Corporate Social Responsibility in India CII 3. Corporate Social Responsibility; Concept s& Cases; The Indian – C.V. Baxi, Ajit Prasad. 4. Corporate Social Responsibility – John Hankok. 5. Corporate Social Responsibility; an Ethical Approach – Mark S. Schwartz.			
Suggested Research Journal : 1. Management Review quarterly			



CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III OPTIONAL – C* (INTERNAL) PAPER - XXIV II- ERP/SAP			
Course Outcomes	Students of this course will be able to: 1. Understand modules and subsystems of SAP. 2. Understand SAP implementation methodology		
Expected Skills Impartation(Through theory and Practical's)	1. ERP Skills 2. SAP Skills		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	Introduction to SAP ERP, Need and importance of SAP, History of SAP, SAP versions, Modules of SAP – HR, Production, Materials management, Financial management, sales and distribution, Project. Advantages and limitations of SAP.		10 Hours
b) Practical	Field work: A study of SAP modules implemented in any business unit.		5 Hours
Unit 2: a) Theory	Implementation Process of SAP, Implementation team structure, implementation challenges. SAP consultant – Role and responsibilities, Career opportunities in SAP implementation, Market dynamics of SAP, Future trends in SAP.		10 Hours
b) Practical	Field work: A study of SAP implementation process in any organization.		5 Hours
Note:			
Reference Books: 1. First step in SAP : A beginners guide to SAP by Martin Munzel, Sydnie McConnell 2. The ultimate SAP users guide: The essential SAP training handbook for consultants and project team By: Rehan Zaidi, Jon Reed 3. Beginner's Guide To SAP: An Introduction to the Basics of Using SAP Kindle Edition. 4. SAP, Materials Management, Mukesh Shukla, Mc. Graw Hill, Pub.			
Suggested Additional Readings: (if web source then provide url) – <a href="http://www.gurugg.com/what-is-SAP.html">http://www.gurugg.com/what-is-SAP.html</a>			
Suggested Research Journal : 1. Business Process Management Journal 2. Journal of Business Research 3. Management Review quarterly			
CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -III OPTIONAL – C* (INTERNAL) PAPER - XXIV III- BUSINESS ANALYTICS			
Course Outcomes	Students of this course will be able to: 1. Understand various analytical techniques 2. Formulate business problem using analytical techniques 3. Implement the best analytical technique for optimization		
Expected Skills	1. Analytical Skills		

<b>Impartation(Through theory and Practical's)</b>	2. Statistical Skills		
<b>Marks : 50</b>	<b>Total Hours of Teaching: 30</b>	<b>Theory: 20</b>	<b>Practical: 10</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Analysis of Variance (ANOVA) and Covariance</b> Meaning, Basic principles and techniques of ANOVA, Setting of ANOVA Table, one way ANOVA, Coding Method. Two way ANOVA, ANOVA in Latin Square Design , Analysis of Covariance (ANOCOVA), Meaning and Assumptions in ANOCOVA		<b>10 Hours</b>
<b>b) Practical</b>	Practical based on Illustrative examples		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Regression Analysis Techniques</b> Simple Linear Regression, Least Square Method, Appropriateness and adequacy, Matrix Approach. Non-linear regression and linearization. Auto correlation and multiple regression analysis. Aspects of multivariate analysis A: Factor analysis		<b>10 Hours</b>
<b>b) Practical</b>	Practical based on Illustrative examples		<b>5 Hours</b>
Note:			
<b>Reference Books:</b> 1. Fundamentals in Statistics: S.C. Gupta 2. Research Methodology : Methods and Techniques, 2 <sup>nd</sup> Edition by C. R. Kothari 3. Quantitative Techniques for Managerial Decisions by U K Srivastava, GV Shenoy, S C Sharma, New Age International Publications			
Suggested Additional Readings: (if web source then provide url) —			
<b>Suggested Research Journal :</b> 1. International Journal of Business Communication 2. Journal of Management Analytics 3. Journal of Information Science			

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>OPTIONAL – C* (INTERNAL) PAPER - XXIV</b> <b>IV- LABOUR LAWS</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Learn about the practical implementation of Industrial Employment Act 1946.</li> <li>2. Learn about the various provisions of Industrial Dispute Act 1947</li> <li>3. Learn about the various measures to be taken to resolve the industrial disputes.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Understanding about Standing Orders Act&amp; Industrial Dispute Act.</li> <li>2. Measures taken to resolve the industrial disputes.</li> </ol>		
<b>Marks : 50</b>	<b>Total Hours of Teaching: 30</b>	<b>Theory: 20</b>	<b>Practical: 10</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	The Industrial Employment (Standing Orders) Act 1946 –object and main features of the act; coverage main provisions of the Act.		<b>10 Hours</b>

<b>b) Practical</b>	Visit any organization and study how the various provisions of Standing Orders Act are implemented.	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Industrial Disputes Act 1947 – Objects of the Act Important definitions; Prohibition of strike and lock out; Lay- off, Retrenchment and Closure; closure of undertaking Settlement Machinery for industrial dispute.	<b>10 Hours</b>
<b>b) Practical</b>	Study the organizations facing industrial disputes and what measures have been taken to resolve the industrial disputes.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Mamoria C.B. , Mamoria Satish, P. SubbaRao – Dynamics of Industrial Relations; Himalaya Publishing House, Mumbai.</li> <li>2. Sing P.N. &amp; Neeraj Kumar – Employee Relations, Pearson.</li> <li>3. Monappa Arun- Industrial Relations; Tata – McGraw Hill.</li> <li>4. Srivastava S.C – Industrial Relations &amp; Labour Laws, Vikas Publishing House (P) Ltd.</li> <li>5. Verma Pramod – Management of Industrial Relations Reading &amp; Cases; Oxford&amp; 1 BH Publications.</li> <li>6. Singh B.D. – Industrial Relations – Emerging Paradigms; Excel Books .</li> </ol>		
Suggested Additional Readings: (if web source then provide url) –		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Law and Society Review</li> <li>2. Advances in Industrial and Labor Relations</li> <li>3. Labour Studies Journal</li> <li>4. Human Resource Management Review</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>OPTIONAL – C* (INTERNAL) PAPER - XXIV</b> <b>V- MARKETING RESEARCH</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Explain the concepts related to Marketing Research</li> <li>2. Applications of Marketing research</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Analytical skills</li> <li>2. Decision making skills</li> </ol>		
<b>Marks : 50</b>	<b>Total Hours of Teaching: 30</b>	<b>Theory: 20</b>	<b>Practical: 10</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Introduction: Meaning of Research, Nature and Scope of Marketing Research, Research Process. Fundamentals of Marketing Research: Consumer Market Research, Product Research, Pricing Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining, Online Marketing Research, Recent Trends in Marketing Research, Research in Retail sector, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research,		<b>10 Hours</b>

	Writing a Market Research Report. Careers in marketing research	
<b>b) Practical</b>	Conduct survey on any marketing research problem and write a report	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Data Analysis Hypotheses Testing-concept, Hypotheses testing, Bivariate analysis: Chi square, correlation, Regression Analysis, Analysis of variance Multivariate Analysis I- concept, Multiple linear Regression, Non linear Regression, Perceptual Mapping using Discriminant Analysis Multivariate Analysis, Factor Analysis, Cluster Analysis, Multidimensional Scaling Conjoint Analysis Structural Equation Modeling (SEM) Confirmatory Factor Analysis (CFA).	<b>10 Hours</b>
<b>b) Practical</b>	Application of any of the above tests using the data manually or making use of statistical software's.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Research Methodology: C.R. Kothari</li> <li>2. Marketing Research by Donald S.Tull and Dell I.Hawkins Prentice Hall India</li> <li>3. Marketing Research by G.C. Beri-Tata Mcgraw Hill</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> – Marketing Research text and cases by Rajendra Nargundkar- Tata Mcgraw hill		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Journal of Marketing Research sage publications,</li> <li>2. American Journal of Marketing research,</li> <li>3. Journal of academy of Marketing science.</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -III</b> <b>OPTIONAL – C* (INTERNAL) PAPER - XXIV</b> <b>VI- CUSTOMER RELATIONSHIP MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Use effective Customer Relationship Management practices to retain the customers.</li> <li>2. Construct CRM strategies.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Effective communication</li> <li>2. Inter personal skills</li> </ol>		
<b>Marks : 50</b>	<b>Total Hours of Teaching: 30</b>	<b>Theory: 20</b>	<b>Practical: 10</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Importance and scope of CRM, Drivers, Customer service, Building Customer Relationship, Measuring CRM, CRM framework, Tangible components of CRM, CRM in Services		<b>10 Hours</b>
<b>b) Practical</b>	Visit any organization in your vicinity and study their CRM activities		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Creating value for customers, Managing customer Life cycle, Customer acquisition, Retention and Development, Customer complaint handling, Customer lifetime value, CRM- As a business strategy, SFA- Sales Force Automation, Customer loyalty, CRM and Service Excellence		<b>10 Hours</b>
<b>b) Practical</b>	Visit any Automobile Dealers in your vicinity and study the best		<b>5 Hours</b>

	practices they have for winning customer Loyalty	
Note:	Case study methodology recommended for teaching core concepts of CRM including 'success' & 'failures' of CRM in India & abroad.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018</li> <li>2. Valarie A Zeithaml, Services Marketing, 4/e, Tata McGraw Hill 2012</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. Origin of CRM/ Relationship marketing.</li> <li>2. Why study CRM ?</li> <li>3. 'Zero customer defection' is a myth.</li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Indian Journal of Marketing</li> <li>2. Journal of Marketing Research.</li> </ol>		
Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>PAPER-XXV</b> <b>INNOVATION AND ENTREPRENEURSHIP</b>			
Course Outcomes	<ol style="list-style-type: none"> <li>1. Understand the concept of entrepreneurship and related theories</li> <li>2. Evaluate the profile of successful entrepreneur</li> <li>3. Analyze entrepreneurial opportunities</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Entrepreneurial Skills</li> <li>2. Leadership Skills</li> <li>3. Organizational Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
Syllabus Contents			
<b>Unit 1: a) Theory</b>	<b>A. Innovation-</b> Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation. <b>B. Theories of Innovation-</b> Peter Drucker, Schumpeter, X-Efficiency Theory. <b>C. Creative Thinking,</b> Barriers to creativity, Techniques for improving creativity process. <b>D. Entrepreneurial Profile: Sanjeev Bikhchandani (Naukri.com).</b>		<b>10 Hours</b>
<b>b) Practical</b>	Exercise on idea generation using brain storming exercise within the class room. Problem Solving exercise using Why- Why Analysis.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>A. Entrepreneurship-</b> Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur. <b>B. Theories of entrepreneurship-</b> McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change <b>C. Link between Entrepreneurship and economic development</b> <b>D. Entrepreneurial Profile: Narayan Murthy (Infosys)</b>		<b>10 Hours</b>
<b>b) Practical</b>	Visit local enterprising unit		<b>5 Hours</b>

	Guest Lecture of a Successful entrepreneur	
<b>Unit 3: a) Theory</b>	<b>A. Growth of entrepreneurship in India-</b> Pre Independence and Post-independence growth pattern. <b>B. Factors Affecting Entrepreneurship Growth-</b> Economic factors, non- economic factor Government Actions <b>C. Ethics and Entrepreneurship:</b> Concept of Business Ethics, Importance of business ethics, Causes and issues of unethical behaviour <b>D. Entrepreneurial Profile-</b> Hanmant Gaikwad (BVG)	<b>10 Hours</b>
<b>b) Practical</b>	Audio- Visual session on eminent entrepreneurs in pre independence era like G D Birla, Jamsetji Tata	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>A. Intrapreneur-</b> concept, importance, intrapreneurial culture Case study of Shivkumar, ITC e-choupal, SundarPichai (Google) <b>B. Women Entrepreneur:</b> Concept, Functions and Problems; Case Study of KiranMujamdar Shaw (Biocon), VandanaLuthara (VLCC) <b>C. Rural Entrepreneurship:</b> Meaning, Need and Problems; Case study of MansukhbhaiPrajapati (Matti Cool), Varghese Kurien (AMUL). <b>D. Social Entrepreneurship:</b> Meaning, Difference between Business and social Entrepreneurship, Case Study of Dr. Yunus Khan (Grameen Bank), Ela Bhatt (SEWA).	<b>10 Hours</b>
<b>b) Practical</b>	Library Exercise and book reading session on books like Business Maharajas Stay hungry and Stay foolish, Connecting dots, Leading Women.	<b>5 Hours</b>
Note:	Profile of successful entrepreneurs can be studied using online material.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI</li> <li>2. Entrepreneurship- New Venture Creation; David H. Holt; PHI</li> <li>3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand</li> <li>4. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH</li> <li>5. Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications</li> <li>6. Theories of Entrepreneurship; Vasant Desai; HPH</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. Business Legends; GeetaParimal</li> <li>2. Stay Hungry Stay Foolish</li> <li>3. <a href="http://www.entrpreneur.com">www.entrpreneur.com</a></li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Entrepreneur</li> <li>2. Journal of Entrepreneurship and innovation in emerging economics</li> <li>3. Journal of business venturing</li> </ol>		
<b>Suggested Case Studies:</b> Amazon.com, Lijjat Papa, Mc-Donald in India, Barclay		

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER -IV**  
**PAPER-XXVI**  
**STARTUPS AND NEW VENTURE**

<b>(Internal)</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Understand different form of business enterprises 2. Evaluate the role of different institutions providing a support system for new ventures 3. Analyze different business models. 4. Understand factors to be considered to develop feasibility report		
<b>Expected Skills Impartation( Through theory and Practical's)</b>	1. Organizational Skills 2. Marketing Skills 3. Financial Skills 4. Analytical skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	A. <b>Micro Small and Medium Enterprises:</b> Meaning, definition, types. Rationale behind micro and small enterprises. B. <b>Establishing a Start-up;</b> Identification of business opportunity. Sources of idea generation, methods of generating ideas, opportunity identification and selection. C. <b>Forms of an enterprise,</b> Sole proprietorship, Partnership, Private Limited Company, Public Limited Company, Co-operatives, Joint Hindu Family business and Limited liability partnership. D. <b>Problems of Micro and Small Enterprises</b>		<b>10 Hours</b>
<b>b) Practical</b>	1. Visit MSME in your area 2. Conduct Idea generation exercise in the class		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	A. <b>Institutional Support for Start-up;</b> Role and importance of KVIC, NIESBUD, DIC, SIDC, SIDBI, SFC. B. <b>Venture capital;</b> Meaning, importance, process and Venture capital funding in the Indian Scenario. Angel funding C. <b>Sources of finance:</b> long term, medium and short term financing D. <b>Incubation center:</b> Meaning, Role and importance, Center for innovation, incubation and Entrepreneurship IIMA, NSRCEL, IIM Bangalore.		<b>10 Hours</b>
<b>b) Practical</b>	1. Visit DIC/ SIDBI 2. Guest lecture of SIDBI/ DIC/ SFC manager on various schemes on start-up 3. Study of different venture funding avenues.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	A. <b>Venture Feasibility study:</b> Market feasibility, financial feasibility, technical feasibility and organizational feasibility B. <b>IPR:</b> Concept, Significance of IP, Types of IP, IP Audit C. <b>TQM for small scale enterprise :</b> Principles of TQM, Elements of TQM, Core concepts of TQM D. <b>Business Plan and Feasibility Report:</b> Writing an implementing business plan.		<b>10 Hours</b>
<b>b) Practical</b>	1. Product Launch exercise along with business plan presentation		<b>5 Hours</b>
<b>Unit 4: a)</b>	<b>A. E-Commerce:</b> E-commerce; meaning, evolution,		<b>10 Hours</b>

<b>Theory</b>	prospective areas. <b>B. Franchising;</b> Meaning, types, Franchising in India <b>C. International business:</b> Meaning, forms of business, types of documents <b>D. Identification of start-up opportunities</b>	
<b>b) Practical</b>	1. Case studies on recent start-ups by management graduates. 2. Interaction with young entrepreneur	<b>5 Hours</b>

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER-III**  
**PAPER-XXVII**  
**Employability Skills**  
**(Internal)**

<b>Note:</b>	Case studies , success stories on starts to be studied and discussed in the class.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Entrepreneurship New Venture Creation; David H. Holt; PHI</li> <li>2. Entrepreneurship Development New Venture Creation; Satish Taneja, S. L. Gupta; Galgotia Publishing House</li> <li>3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand</li> <li>4. Entrepreneurship; Alpana Trehan; Dream Tech</li> <li>5. Total Quality Management; Poornima Charantimath; Pearson</li> </ol>		
<b>Suggested Additional Readings:</b> <ol style="list-style-type: none"> <li>1. Atal Incubation Mission Scheme</li> <li>2. Start-up and Standup</li> <li>3. <a href="https://sutrahr.com/top-100-startups-2018">https://sutrahr.com/top-100-startups-2018</a></li> </ol>		
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Journal of Indian Business Research</li> <li>2. Journal of entrepreneurship and organization management.</li> </ol>		
<b>Suggested Case Studies:</b> Karsanbhai Patel, Flip-Cart, Zomato, OLA, Swwigy		



<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. This course shall enable the students to develop various skills needed to perform different roles to be employable, be it as an Employee or Entrepreneur.</li> <li>2. To enhance an individual's ability to gain initial employment, maintain employment, move between roles within the same organization, obtain new employment if required and (ideally) secure suitable and sufficiently fulfilling work.</li> <li>3. This course focuses on both the core aspects of the Employability skills. Hard Skills &amp; Soft Skills.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Computer Skills</li> <li>2. Data Analysis Skills</li> <li>3. Critical Reasoning Skills</li> <li>4. Problem solving Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Computer Technology</b> Computer Basics - Microsoft Office Suite – MS Word – MS Excel – MS PowerPoint – MS Outlook. Advanced MS Excel Tools. 21 <sup>st</sup> Century Study Skills-What are 21st Century Study Skills? – search engine usage - Wikipedia to search the information - Synonyms, Antonyms and Thesaurus on dictionary.com - vocabulary using volt - learn a new language using the duoLingo App - join online courses on Coursera.org - improve my vocabulary using volt - share information using Slide Share - Can take quick notes and access them anywhere - knowledge of technology by making a blog via Tumblr - access online Research Papers (Google Scholar) - learn / programming coding with peers on <a href="http://www.codecademy.com">www.codecademy.com</a> - express my Ideas using Mind map tool - learn by discussions in forums (quora.com)		<b>10 Hours</b>
<b>b) Practical</b>	Complete MSCIT course		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Business Data Analysts</b> What is Business Analytics - Business Analytics Process - Types- Predictive, Descriptive, Prescriptive - Appendixes- Statistical tools, linear programming, duality and sensitivity analysis in linear programming, integer programming, forecast, simulation, decision theory.		<b>10 Hours</b>
<b>b)Practical</b>	Form a group of 5 people. Ask each group to bring some complex business data with the use of internet from different industries such as finance, banking, insurance, telecoms, utilities, software services, government and so on of a company which is currently facing Business problems. Each group should hand over the data to the other group of 5 members for Data Analysis and presentation. Complete research and performs tasks of a business analyst and make a report. The tasks include: <ul style="list-style-type: none"> <li>• Creating a detailed business analysis, outlining problems, opportunities and solutions for a business in line with business problem that is being observed in the Data. It can include aspects</li> </ul>		<b>5 Hours</b>

	<p>such a</p> <ul style="list-style-type: none"> <li>- Budgeting and forecasting</li> <li>- Planning, organizing, monitoring&amp; controlling</li> <li>- Process improvement</li> <li>- Increasing profitability etc.</li> </ul>	
<b>Unit 3: a) Theory</b>	<p><b>(A) Communication</b> Communication here is indulging in actual basic of communication with completely practical approach. This Unit shall focus on below 3 aspects of communication and assess the same.</p> <ul style="list-style-type: none"> <li>- Command of standard written English</li> <li>- Skills in analyzing arguments and</li> <li>- Ability to read critically</li> </ul> <p>The section consists of 3 question types:</p> <ul style="list-style-type: none"> <li>- Critical Reasoning &amp; AWA – Analytical Writing Assessment</li> <li>- Sentence Correction, and</li> <li>- Reading Comprehension</li> </ul> <p><b>(B) Adaptability</b> What is Adaptability –Why adaptability is Important to Leaders – What are obstacles for Adaptability – Three elements of Adaptability – ways to develop adaptability – Adaptability –a leadership imperative.</p>	<b>10 Hours</b>
<b>b) Practical</b>	<p><b>(A)</b> Solve the questions 5 each for Critical Reasoning &amp; AWA – Analytical Writing Assessment Sentence Correction, and Reading Comprehension from GMAT book</p> <p><b>(B)</b> This exercise will have 2 sets Set 1 - Moving out of Your ‘Comfort Zone’: Your comfort zone represents a space in which you feel comfortable and not challenged; a place in which you find the least amount of resistance. This may be an actual space like at home, but also relates to specific situations. For example, if you know the answer to a question in class but choose not to put your hand up, this might indicate that you are staying in your comfort zone, whereas standing up and speaking in front of people might represent being out of your comfort zone. Embracing change, challenging yourself, and moving beyond your comfort zone is an important aspect of change, and one that has significant bearing on growth and development. Please complete the following exercise. Take a moment to think about how you view change and doing new things (are you comfortable with change, do you try and avoid it) and what your comfort zones are. Answer the following questions in the space provided.</p> <ol style="list-style-type: none"> <li>1. What are some examples of your comfort zones (e.g., not interacting with new people, staying at home etc.)?</li> <li>2. What do you think keeps you from moving outside of your comfort zones?</li> <li>3. Please write about a time when you deliberately did something new and challenging, why did you do it? What was the outcome/reward?</li> <li>4. Please write about a situation in which you feel you would benefit from pushing past your comfort zone. What is stopping you from doing this? What is the potential gain from doing this?</li> </ol>	<b>5 Hours</b>

	<p>5.If you can, write down a commitment to doing something outside of your comfort zone in the next week.</p> <p><b>Set 2: Action Statement</b></p> <p>Usually, it is fear of being uncomfortable or of something going wrong that prevents us from moving beyond our comfort zone, however, this is the way we grow, learn and adapt. By staying inside your comfort zone you limit the chance to adapt to new things and can become rigid in your thinking, feeling and behavior.</p> <p>Read your answers to question 4 and 5, and try to push yourself to do it. And Prepare action statement for same.</p>	
<b>Unit 4: a) Theory</b>	<p><b>(A) Problem Solving</b></p> <p>What is problem solving - Problem solving Process - Steps in effective problem solving behavior - Mental Blocks to problem solving?</p> <p><b>(B)Creative Thinking – Introduction – Divergent &amp; Convergent Thinking - Creative Problem Solving - The Thinking Skills model – CPS the Thinking Skills Model – Applying CPS in Life.</b></p>	<b>10 Hours</b>
<b>b) Practical</b>	<p><b>(A)</b> Students to be given live Industry case studies or sick units and ask them to prepare a PPT presentation on how they would solve the problems faced by those industries or organizations.</p> <p><b>(B)</b>Students be divided in the group of 5 and must prepare a PPT presentation with a title of “Creativity in Business” taking any live such industry founded after 2015 and suggest parameters how creativity was used in this business’s product or services.</p>	<b>5 Hours</b>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Adaptability: Responding Effectively to Change By Center for Creative Leadership (CCL), Joan Gurvis, Allan Calarco.  <a href="https://books.google.co.in/books/about/Adaptability.html?id=glh7z2DmNo0C&amp;printsec=frontcover&amp;source=kp_read_button&amp;redir_esc=y#v=onepage&amp;q&amp;f=false">https://books.google.co.in/books/about/Adaptability.html?id=glh7z2DmNo0C&amp;printsec=frontcover&amp;source=kp_read_button&amp;redir_esc=y#v=onepage&amp;q&amp;f=false</a>  Unit 3B.</li> <li>2. National Instructional Media Institute. (2018). <i>Employability Skills Nsqf1st Year (Volume I of Ii) Common For All Trades</i> (1st ed., Vol. 1). Chennai, Tamil Nadu. doi: <a href="https://bharatskills.gov.in/pdf/EmployabilitNew.pdf">https://bharatskills.gov.in/pdf/EmployabilitNew.pdf</a>Unit 4A.</li> </ol>		
<p><b>Suggested Additional Readings: (if web source then provide url)</b></p> <p><a href="https://www.amazon.com/Creativity-Creative-Thinking-Problem-2012-12-24/dp/B01MS1YEVF?tag=uuid10-20">https://www.amazon.com/Creativity-Creative-Thinking-Problem-2012-12-24/dp/B01MS1YEVF?tag=uuid10-20</a>  Creativity Rising Creative Thinking and Creative Problem Solving in the 21st Century by Gerard J. Puccio (2012-12-24) Unit 4B</p> <p>Marc J. Schniederjans. DaraSchniederjans. Christopher M. Starkey. (2014). <i>"Business AnalyticsPrinciples, Concepts, and Applications: What, Why, and How"</i>.  Data Analytics vs. Business Analytics.(n.d.).Retrieved from  <a href="https://www.mastersindatascience.org/careers/data-analytics-vs-business-analytics/">https://www.mastersindatascience.org/careers/data-analytics-vs-business-analytics/</a>. <b>Unit 2</b></p> <p><b>GMAT Official Guide Verbal Review 2020: Book + Online</b>  <a href="https://www.amazon.in/s?k=gm+verbal+review+2020&amp;crd=2PYTG6O356NFC&amp;sprex=gm+2Caps%2C277&amp;ref=nb_sb_ss_i_11_4">https://www.amazon.in/s?k=gm+verbal+review+2020&amp;crd=2PYTG6O356NFC&amp;sprex=gm+2Caps%2C277&amp;ref=nb_sb_ss_i_11_4</a> <b>Unit 3A</b></p> <p><b><a href="https://www.amazon.com/Creativity-Creative-Thinking-Problem-2012-12-24/dp/B01MS1YEVF?tag=uuid10-20">https://www.amazon.com/Creativity-Creative-Thinking-Problem-2012-12-24/dp/B01MS1YEVF?tag=uuid10-20</a></b>  Creativity Rising Creative Thinking and Creative Problem Solving in the 21st Century by Gerard J.</p>		

<b>CHOICE BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE I- MARKETING MANAGEMENT</b> <b>PAPER-III SERVICE MARKETING AND RETAIL MARKETING</b> <b>Paper - XXVIII</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Understanding of the unique challenges inherent in managing and delivering quality services. 2. Analyse and develop the service marketing strategies 3. Understanding of retail formats 4. Develop and understand the retail marketing mix strategies		
<b>Expected Skills Impartation( Through theory and Practical's)</b>	1. Service Marketing Skills 2. Retail Management Skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Service Marketing – Meaning, definition, importance of services, distinction between services & goods, characteristics of services, Marketing Mix in Service Marketing- Product, Price, Place, Promotion		<b>10 Hours</b>
<b>b) Practical</b>	Visit any two service organizations and compare its services and present a report in class.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	People –Moment of Truth, Service encounters service personnel issues, emotions and service situations, Process – types, Service Blueprint, service recovery and empowerment. Service Quality –Gap model, SERVQUAL Model. Physical Evidence- evidence types, role of physical evidence, stimulus response model, services scapes		<b>10 Hours</b>
<b>b) Practical</b>	Visit any one service organization and prepare a report on people process and physical evidence application in service industry and discuss the report in class		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	Retail Marketing: Introduction to retail, Theories of Retailing industry, Classification of retailers: Store based and Non-store based retailers, Organized and Unorganized Retailing, retail consumer, retail marketing mix, Store location and site evaluation, Store layout and design. Visual merchandizing – concept and practices.		<b>10 Hours</b>
<b>b) Practical</b>	List out the organized retail outlets in your city as per the different retail formats		<b>5 Hours</b>

<b>Unit 4: a) Theory</b>	Store management, Managing the Retail Store, Role of Store managers, Retail Personnel Management Process, Retail supply chain management, Visual merchandise, Customer Service, Retail franchising, Ethical and Legal issues in retailing, Careers in Retailing: Employment opportunities, ownership opportunity. Online Retailing, retail strategies. Technology in retail eg. RF based billing.	<b>10 Hours</b>
<b>b) Practical</b>	Online retailing organization e.g. Amazon, Flipkart, Snapdeal, First Cry etc. Study retail strategies of company.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Services Marketing - Zha S.M., Himalaya Publishing House</li> <li>2. Services Marketing - Zeithaml, Bitner, Gremler &amp; Pandit, McGraw Hill Publication</li> <li>3. Services Marketing – Harsh Verma, Pearson Education</li> <li>4. Service Marketing – Rajendra Nargudkar,</li> <li>5. Retail Marketing -A Sivakumar, Excel Books New Delhi</li> <li>6. Retail Management -Suja Nair , Himalaya Publishing House Mumbai</li> <li>7. Retailing Management: Swapna Pradhan, ‘Tata McGraw-Hill Publishing Company</li> <li>8. Retail Marketing Management- David Gilbert, Pearson Education.</li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Indian Journal of Marketing</li> <li>2. The IUP Journal of Marketing Management</li> <li>3. IUP Marketing Mastermind</li> </ol>		

<b>CHOICE BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE I- MARKETING MANAGEMENT PAPER—</b> <b>IV CONTEMPORARY ISSUES IN MARKETING</b> <b>Paper - XXIX</b>			
<b>Course Outcomes:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Analyze global marketing environment</li> <li>2. Illustrate global marketing strategies</li> <li>3. Analyse and develop rural marketing strategies</li> <li>4. Understand digital marketing applications</li> <li>5. Develop an event marketing programme</li> </ol>		
<b>Expected Skills Impartation( Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Rural Marketing Skills</li> <li>2. Digital Marketing Skills</li> <li>3. Skills essential for event marketing</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Global Marketing</b> -Global Marketing Environment, Entry Strategies, Global market segmentation, targeting and Positioning, Global Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global Pricing Strategies, Global Pricing Policy alternatives, Channel Objectives and constraints, Channel Structure, Advertising decisions in Global marketing.		<b>10 Hours</b>
<b>b) Practical</b>	Select any company and study its global marketing activities		<b>5 Hours</b>

<b>Unit 2: a) Theory</b>	<b>Rural Marketing</b> - Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behavior, STP for Rural Markets, Rural Marketing mix strategies, Services Marketing in rural areas, ICT in Rural Areas, The future of Rural marketing in India. Marketing of Agricultural Inputs, agricultural products, non-farm products.	<b>10 Hours</b>
<b>b) Practical</b>	Visit a village nearby and study the rural marketing activities of any business undertaking or weekly bazaar etc.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Digital Marketing</b> –Meaning, definition and benefits, emergence of digital marketing, Digital marketing plan, Digital marketing types, Digital marketing framework, Digital marketing and buying behaviour	<b>10 Hours</b>
<b>b) Practical</b>	Conduct a survey regarding the online buying behaviour of the people around you and submit a report.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Event Marketing</b> –Meaning and importance, STP for event marketing, Event Marketing Mix- Product, Price, Place, Promotion, Partnership, physical evidence, People, Programming, Applications of event marketing – Entertainment, Sports, Festivals, Social events, Corporate events	<b>10Hours</b>
<b>b) Practical</b>	Prepare a marketing plan for any event organized in your institute, implement it and submit its report.	<b>5 Hours</b>
<b>Note</b>	Case studies should be discussed on topics given in syllabi.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Global Marketing Management – Keegan W.J., Bhargava N. K., Pearson Education</li> <li>2. Global Marketing Management – Lee K., Carter S., Oxford University Press</li> <li>3. Fundamentals of Digital Marketing- Bhatia P., Pearson India Education Services Pvt. Ltd.</li> <li>4. Digital Marketing: Strategy, Implementation and Practice –Chaffey D., Ellice F., Pearson Education Ltd.</li> <li>5. Rural Marketing- C S G Krishnamacharyulu ,Lalitha Ramakrishnan, ‘, Pearson Education</li> <li>6. Rural Marketing: PradeepKashyap, Siddhartha Raut , Biztantra, New Delhi</li> <li>7. Rural Marketing- T P Gopalaswamy, Vikas Publishing House New Delhi</li> <li>8. Event Marketing – Preston C.A., John Wiley and Sons Inc., New Jersey</li> <li>9. Event Marketing and Management – Gaur S., Saggere S. V., Vikas Publications</li> </ol>		
<b>Suggested Additional Readings:</b> (if web source then provide url) American Marketing Association <a href="http://www.ama.org">www.ama.org</a>		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journals of Marketing</li> <li>2. Indian Journals of Marketing</li> <li>3. The IUP Journals of Marketing Management</li> </ol>		

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER -IV**  
**ELECTIVE -II HUMAN RESOURCE MANAGEMENT**  
**PAPER -III STRATEGIC HUMAN RESOURCE MANAGEMENT AND**  
**INTERNATIONAL PERSPECTIVE**  
**PAPER-XXX**

<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Apply the concepts and knowledge in deployment, expatriate on international assignment.</li> <li>2. Adopt international HRM strategies</li> <li>3. Analyze the impact of issues and global imperatives on HR concepts, policies and practices.</li> <li>4. Differentiate between domestic and international HRM</li> <li>5. Demonstrate knowledge of developing of HR practices as strategic differentiators</li> <li>6. Establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.</li> <li>7. Differentiate between traditional and strategic HRM</li> <li>8. Develop the strategic HR Tools</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>1. Thorough Knowledge of strategic HRM</li> <li>2. Knowledge of International HR Practices</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a)Theory</b>	<b>Strategic HRM</b> Meaning, significance of Strategic HRM, Evolution of SHRM, difference between traditional HRM and Strategic HRM, 5-P model of Strategic HRM, Strategic HR Tools- Strategic Map, HR Scoreboard, Digital Dashboards		<b>10 Hrs</b>
<b>b)Practical</b>	Visit to the nearest organization and study the 5-P model of Strategic HRM implemented and write the report.		<b>5 Hrs.</b>
<b>Unit 2 : a)Theory</b>	<b>Changing Environment of Strategic HRM</b> Globalization, Technological development, Nature of work, Exporting jobs, workforce demographics, Environment Scanning, strategic formulation, strategic implementation, Evaluation and control. Role of HR- translating strategy into HR policy and practices. Strategic HRP- Types, strategic issues in recruitment, selection, training and employee selection.		<b>10 Hrs</b>
<b>b)Practical</b>	Formulate the HR strategy for the identified organization situated in industrial area and prepare the report on it.		<b>5 Hrs.</b>
<b>Unit 3 : a)Theory</b>	<b>International HRM</b> Concept, Differences between international and domestic HRM, Model of International HRM, Drivers of Globalization, Multi-culturalism, Cultural pre-dispositions- Ethno-centralism – Polycentricism – Regio-centricism- Geocentricism. Geert Hofstede's cultural dimensions Cross cultural practices of International HRM- USA, UK, China, Germany and Japan.		<b>10 Hrs</b>
<b>b)Practical</b>	Study the cross cultural practices of different countries and prepare a comparative report.		<b>5 Hrs.</b>
<b>Unit 4 : a)Theory</b>	<b>Expatriation and Repatriation</b> Identifying Potential expatriate, selection criteria of Expatriates,		<b>10 Hrs</b>

	Challenges faced by Expatriates, Women Expatriates, Challenges and Advantages of Women expats, Process and Importance of Cross-cultural training. Repatriation: Reasons, Process, benefits from returnees, Challenges of re entry, Tips for successful repatriation.	
<b>b)Practical</b>	Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.	<b>5 Hrs.</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Boxall P. and J Purcell. Strategy and Human Resource Management, Palgrave latest edition.</li> <li>2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.</li> <li>3. Jackson, S. and R. Schuler. Managing Human Resources through Strategic Partnerships. South-Western Thomson Learning, latest edition.</li> <li>4. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.</li> <li>5. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, SAGE, 2011, 2/e.</li> <li>6. Peter J. Dowling, Denise E. Welch, International Human Resource Management - Cengage Learning.</li> <li>7. Stephen J. Perkins, Susan M. Shortland , Strategic International Human Resource Management: Choices and Consequences in Multinational People Management — Kogan Page Publishers, 2006.</li> <li>8. V.S. P. Rao – Human Resource Management; Text &amp; Cases; Excel Books New Delhi.</li> <li>9. P. Subba Rao- International Human Resource Management, Himalaya Publications, Mumbai.</li> </ol>		
<b>Suggested Additional Readings: (Web source URL)</b>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Industrial Relations Journals</li> <li>2. Human Resource Management Journals</li> <li>3. International Journals of Human Resource Management</li> <li>4. Academy of Management Review</li> <li>5. Academy of Management Journals</li> <li>6. Industrial Relations</li> <li>7. Industrial Labour Relations Review</li> <li>8. Journals of Management Studies</li> </ol>		
<b>Suggested Case studies:</b> Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed		

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER -IV**  
**ELECTIVE -II HUMAN RESOURCE MANAGEMENT**  
**PAPER - IV INDUSTRIAL RELATIONS AND LABOUR LAWS**  
**Paper - XXXI**



<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Discuss the theories, techniques and approaches to manage industrial relations</li> <li>2. Gain the insights of IR concepts and practices to design programs for better industrial relations and peace.</li> <li>3. Develop an understanding of Industrial Relations Institutions such as employer associations, trade unions and industrial tribunals.</li> <li>4. Develop the knowledge related to settle the industrial disputes.</li> <li>5. Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee –management relations.</li> <li>6. Apply the legal aspects in wide range of issues related to HR</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>1. Knowledge and application of labour laws</li> <li>2. Application of Negotiation Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a)Theory</b>	<b>INDUSTRIAL RELATIONS:-</b>  Background of Industrial Relations - objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India - Historical perspective & post-independence period. Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes- Relevant Provisions related to Industrial Disputes Act, 1947		<b>10 Hours</b>
<b>b)Practical</b>	Solve case study of Maruthi Manesar Plant GM (HR) burned to death, Government says business confidence intact. July 19th 2012 incident.		<b>5 Hours</b>
<b>Unit 2 : a)Theory</b>	<b>TRADE UNION , GRIEVANCES AND DISCIPLINARY PROCEDURE</b> Meaning, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Trade Union Act 1926:- Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions. Grievance - Meaning and forms, sources of grievance, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry,		<b>10 Hours</b>
<b>b)Practical</b>	Debate on Trade Union: Interaction with Trade Union Leaders to identify challenges faced by them and present in class. Identify different sectors of industries like manufacturing,		<b>5 Hours</b>

	service, hospitality, health, etc and find out how grievances are redressed and disciplinary procedures are practiced	
<b>Unit 3 :</b> <b>a)Theory</b>	<b>COLLECTIVE BARGAINING AND NEGOTIATION</b>  Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations - Types of Negotiations Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management	<b>10 Hours</b>
<b>b)Practical</b>	Students must prepare and compare a comprehensive report of various collective bargaining and negotiations Management game on negotiation and collective bargaining	<b>5 Hours</b>
<b>Unit 4 :</b> <b>a)Theory</b>	Labour Laws In India Maternity Benefit Act 1961, Contract Labour Act, Apprenticeship Act 1961, Management of Sexual Harassment and Sexual Harassment Laws in India, Bombay Shop and Establishment Act, Factories Act 1948- provisions related with health safety and welfare of employees. Whistle Blowers Protection Act. 2013, Industrial Employment (Standing Orders) Central Amendment Rules, 2018.	<b>10 Hours</b>
<b>b)Practical</b>	Prepare a policy document to prevent Sexual Harassment at workplace. Students will draft a standing order for certification for a newly started organization. Understand the procedure and documents needed for the above acts.	<b>5 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.</li> <li>2. Dhyan S.N., Industrial Relations Systems, Printwell Publishers</li> <li>3. John Fossum, Labour Relations, Development, Structure, Process, McGraw Hill Education</li> <li>4. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House</li> <li>5. Michael R Carrell and Christina Heavrin, Labour Relations and Collective Bargaining- Private and Public Sectors, Merrill</li> <li>6. Promod Verma, Management of Industrial relations, Reading and Cases, Oxford and IBH Publications</li> <li>7. Singh B.D., Industrial Relations –Emerging Paradigms, Excel Books</li> <li>8. Srivastava S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd.,</li> <li>9. Singh P.N. &amp; Neeraj Kumar- Employee Relations; Pearson Ltd.</li> <li>10. Momoria C.B. Mamoria Satst- Dynamics of Industrial Relations.</li> </ol>		
<b>Suggested Additional Readings: (Web source URL)</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.ILO.org">www.ILO.org</a></li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Indian Journals of Industrial Relations</li> <li>2. Indian Labour Journals</li> <li>3. Current Labour Report</li> </ol>		

4. Labour Law Journals
<b>Suggested Case studies:</b> Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE III- FINANCIAL MANAGEMENT</b> <b>PAPER-III: INVESTMENT MANAGEMENT</b>			
<b>Course Outcome:</b>	Students of this course will be able to: 1. Analyze various investment avenues. 2. Demonstrate analytical framework of investments. 3. Evaluate mutual funds and debt instruments. 4. Design investment plans for individual.		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	1. Investment Skills 2. Risk Analysis Skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
Syllabus Contents			
<b>Unit 1:</b> <b>a) Theory</b>	<b>Investment and its Avenues &amp; Investment Management Framework:</b> a) Investment: Concept, Objectives, Investment v/s speculation, Characteristics of Investment and Investment attributes. b) Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates and ponzi schemes. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate. c) Risk and Return: Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk, risk-return trade off and precautions to minimize the risk. d) Investment Management Framework: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.		<b>10 Hours</b>
<b>b) Practical</b>	i) Collecting the information about various investment avenues, comparing them with each other and analyzing risk associated with them.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Analytical Framework for investment in Shares:</b> a) Valuation of shares: Fundamental Analysis-Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis. b) Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, efficient set of portfolio-The Efficient Frontier, Selection of optimal portfolio. Random Walk Theory-Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis-		<b>10 Hours</b>

	Weak, semi-strong, strong market and its testing techniques.	
<b>b) Practical</b>	i) Compare minimum two companies (company analysis) by analyzing annual reports with investment perspective. ii) Application of Random Walk Theory to specific listed company.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	Debt and Mutual Fund as Avenues of Investment: Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity. Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end v/s Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load.	<b>10 Hours</b>
<b>b) Practical</b>	i) Collecting information about selected mutual funds schemes and compare them with each other. ii) Examining risk profile of investors investing in debt instruments	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Investment plans for individuals at various life cycle stages: a) Life cycle Stages: A) Young unmarried stage B) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living C) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage. b) Income tax Provisions pertaining to investment plan.	<b>10 Hours</b>
<b>b) Practical</b>	)Preparing Investment plan for above categories considering individuals under various tax brackets	<b>5 Hours</b>
<p>Note:</p> <p>(1) Tax provisions applicable to individual related to investment should be studied for The current Assessment year. E.g. For the academic year 2019-2020, the Assessment Year applicable will be 2020-2021.</p> <p>(2) Problems to be covered on following topics: (a) Risk and Return, (b) Valuation of shares and Bonds and c) Preparation of Investment plans for Individuals at various stages of life cycle.</p>		
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi.</li> <li>2. Singh, Preeti (2006), Investment Management, Himalaya Publishing House, Mumbai.</li> <li>3. Chandra, Prasanna (2010), Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.</li> <li>4. Avadhani, V. A. (2010), Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai.</li> <li>5. Punithavathy Pandian (2012), Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi.</li> <li>6. Yasaswy, N. J. (2011), Personal Investment &amp; Tax Planning, Vision Books Pvt. Ltd., New Delhi.</li> <li>7. Gerald Krefetz, The Basics of Investing, Vision Books Pvt. Ltd., New Delhi.</li> <li>8. M. Ranganathan &amp; R. Madhumathi (2008) Investment Analysis and Portfolio Management, Pearson Education, New Delhi.</li> </ol>		
<p><b>Suggested Additional Reading:</b></p> <ol style="list-style-type: none"> <li>1. MSc Investment Management- ICMA Centre <a href="http://www.icmacentre.ac.uk/programmes/msc-investment-">www.icmacentre.ac.uk/programmes/msc-investment-</a></li> </ol>		

management/Benjamin Graham, The Intelligent Investor
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>2. Journals of Investment Management</li> <li>3. Indian Journals of Finance</li> <li>4. RBI Bulletin</li> <li>5. Finance India</li> <li>6. Journals of Banking and Finance</li> <li>7. Banking and Finance Review</li> </ol>

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE III- FINANCIAL MANAGEMENT</b> <b>PAPER-IV INTERNATIONAL FINANCE</b>			
<b>Course Outcome:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To discuss international financial markets and institutions.</li> <li>2. To analyze Exchange Rate Mechanism</li> <li>3. To appraise Export Import Financing Mechanism.</li> <li>4. To enumerate Financial Management of Multinational Corporations</li> </ol>		
<b>Expected Skills Impartation (Through Theory and Practical)</b>	<ol style="list-style-type: none"> <li>1. Currency Knowledge</li> <li>2. Hedging Skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1:</b> <b>a) Theory</b>	<b>International Finance:</b> a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility-Current Account and Capital Account. b) World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund(IMF).		<b>10 Hours</b>
<b>b) Practical</b>	Group discussion on 'Current Account V/s. Capital Account Convertibility		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Foreign Exchange Market: a) Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate b) Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior. c) Risks in International Operations :Exchange rate risk, Interest rate risk and Political risk.		<b>10 Hours</b>
<b>b) Practical</b>	Visit to bank branch to understand foreign exchange procedure and exchange rate risk coverage.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Import-Export Mechanism and Finance:</b> a) Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. b) Export Import Financing Mechanism: Buyers' Credit, Suppliers'Credit, Financing in foreign currency for exports and rupee finance		<b>10 Hours</b>

	c) Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA	
<b>b) Practical</b>	Group discussion/ Case study on import/export finance.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Financial Management of Multinational Corporations (MNCs):</b> Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements.	<b>10 Hours</b>
<b>b) Practical</b>	i) Group discussion on Foreign Direct Investment/Case study on double taxation avoidance.	<b>5 Hours</b>
<b>Note:</b> Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting		
<b>Reference Books:</b> 1. Vij, Madhu(2006),InternationalFinancialManagement,ExcelBooks,NewDelhi. 2. Avadhani,V.A.(2013),InternationalFinancialManagement,HimalayaPublishing House, Mumbai. 3. Apte,P.G.(2011),InternationalFinancialManagement,TataMcGraw-HillPvt.Ltd., New Delhi. 4. Rajwade,A.V.and Desai,H.G.(2014),Foreign Exchange International Financeand Risk Management, Shroff Publishers and Distributors Pvt.Ltd., Mumbai. 5. Cowdell,Paul;Hyde;Watson,Alasdair(2000),FinanceofInternationalTrade,Financial World Publishing. 6. CheolD.Eun & BurceG.Resnick (2001), International Financial Management, Irwin McGraw-Hill. 7. M.Y.Khan&P.K.Jain, Fifth Edition, Financial Management, Tata McGraw-Hill 8. P.K.Jain, Josette Peyrard & Surendra S. Yadav (2007), International Financial Management, Macmillan India Ltd.		
<b>Suggested Additional Reading:</b> Multinational Financial Management <a href="http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf">http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf</a>		
<b>Suggested Research Journals:</b> 1. International Finance 2. Journals of International Financial Management 3. Indian Journals of Finance 4. RBI Bulletin 5. Finance India		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE IV PRODUCTION MANAGEMENT</b> <b>PAPER-III GLOBAL OPERATIONS &amp; LOGISTICS</b>	
<b>Course Outcomes</b>	Students of this course will be able to: 1. Describe various global operations & logistics strategies. 2. Formulate global operations & logistics planning. 3. Explain Risk Management in global operations & logistics 4. Outline effective management of global operations & logistics.

<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Ability to explain various global operation & logistics strategies. 2. Ability to prepare global operation & logistics planning. 3. Ability to know risk management in global operations & logistics. 4. Ability to describe management of global operations & logistics.		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Global Operations &amp; Logistics Strategies :</b> Global Logistics, Concepts, GOL Strategies, Components and requirements of role of transportation in logistics & supply chain management, containerization, warehousing, packaging-e-commerce logistics– reverse logistics as a strategy.		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study its global operations & logistics strategies. Submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Global Operations and Logistics Planning :</b> Outsourcing benefits, Definition of third party logistics (3PL), 4 PL service providers, 7 PL concept– Global SCM, custom formalities & documentation for exports / imports.		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and enlist various factors considered for Outsourcing. Submit a report and give presentations on the same.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Risk Management in Global Operations :</b> Operating exposure to exchange rate-Factors that complicate the estimation of operating exposure-pricing strategies for exporting firms-global sourcing strategies under exchange rate uncertainty		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study its risk management areas in Global Operations. Submit a report.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Effective Management of Global Operations &amp; Logistics</b> Information management for global logistics - performance measurement &evaluation in global logistics – measuring performance in functional integration, organization structure for global logistics excellence.		<b>10 Hours</b>
<b>b) Practical</b>	Visit an organization and study Logistics Key Performance Indicators used for same. Submit a report.		<b>5 Hours</b>
<b>Note:</b>			
<b>Reference Books:</b> 1. Global Operations & Logistics (Text and Cases) by Phillippe-Pierre Dornier, Ricardo Ernst, Michel Fender &Panos Kouvelis. 2. 2.Logistics Management by V.V.Sople, Pearson Publication 3. 4.Sunil Chopra And Peter Meindl, “Supply Chain Management – Strategy Planning And Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi. 4. Sunil Sharma, “Supply Chain Management”, Oxford University Press. 5. Donald J.Bowersox& David J. Closs “Logistical Management” The integrated supply Chain Process, Tata,Mc-grawhill Edition. 6. S.K. Bhattacharya, Logistics management, S.Chand publication. 7. John T. Mentzer, “Fundamentals Of Supply Chain Management (5th Edition2007)” Response Books.			
<b>Suggested Additional Readings: (if web source then provide url)</b> -National logistics policy -World bank logistics index -National manufacturing policy			
<b>Suggested Research Journals :</b>			

1. International Journals of logistics research and applications 2. International Journals of logistics management 3. International Journals of logistics systems & management
<b>Suggested Case Studies: on</b> Global logistics, global operations & logistics strategies, logistics outsourcing, global SCM, global sourcing strategies, performance measurement & evaluation in global logistics.

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE IV PRODUCTION MANAGEMENT</b> <b>PAPER- IV WORLD CLASS MANUFACTURING</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. To help the students understand the world class manufacturing environment. 2. To familiarize the students to use of IT in manufacturing and JIT Principles 3. To familiarize the students with quality management in world class manufacturing 4. To help students to understand the automation and environmental aspects in world class manufacturing		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Conceptual understanding of world class manufacturing environment 2. Application of IT and JIT principles 3. Understanding environmental aspects in manufacturing		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>I World class Manufacturing</b> : Concept and Characteristics of World Class Manufacturing. World class Manufacturing Environment. <b>II) State of business environment:</b> Strategic decision in operations management, Entering the international arena, Managerial challenges in the future.		<b>10 Hours</b>
<b>b) Practical</b>	Visit an manufacturing organization in nearby location to you, engaged in imports/ exports and submit a report on its world class manufacturing practices and list the problems in dealing with international clients and how it is resolved.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Information technology in Manufacturing –</b> CAD, Robotics, FMS, CIM,MIS, DSS <b>ii)Just in time Production</b> JIT production system and ideal production system, principles of JIT Scheduling, Big JIT, JIT implementation.		<b>10 Hours</b>
<b>b) Practical</b>	Visit a manufacturing organization and study the use of I.T. in manufacturing. Can JIT Principles be applied to that organization.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Quality Aspects in World class manufacturing</b> Requirement of good product design, process design, Quality Management Systems- ISO 9000, ISO 14000 Series- Types, Advantages of Quality Certification <b>TQM Philosophy:</b> Concept, Stages, Steps in Implementing TQM, Difficulties in		<b>10 Hours</b>



	implementing TQM	
<b>b) Practical</b>	Visit an organisation having ISO Certification. Prepare a report of the procedure to get the certification and what preparations are required to be done for certification.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Automation in World class manufacturing:</b> Various types of automation, Automated quality inspection, Automated production lines, Flexible manufacturing system, Automated storage and Retrieval systems. <b>ii) Pollution and its effects:</b> Types of Pollution, Causes, Types, Effects of various types of pollution, Environment Pollution Control Act 1986.	<b>10 Hours</b>
<b>b) Practical</b>	Visit any manufacturing organization. Submit a report on automation done there and its usefulness. Prepare a report on how industrial pollution can be reduced in that organization.	<b>5 Hours</b>
Note:	Note should be given if any (regarding problems on specific topics, defined cases etc.).	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Norman Gaither, Greg Fraizer, Operations Management, Thomson Asia Pvt Ltd Singapore.</li> <li>2. Schonberger Richard, World Class Manufacturing, Free Press, New York</li> <li>3. Joseph s Matrinch, Production and Operations Management, John Wiley</li> <li>4. Poornima M. Charantimath Total Quality Management Pearson India</li> </ol>		
<b>Suggested Additional Readings:</b> (if web source then provide url) <ol style="list-style-type: none"> <li>1. Mikkel Groover, Production System and computer Integrated Manufacturing, Pearson Publication</li> <li>2. Jhamb, Production and Operations Management Everest Publishing</li> <li>3. S.N.Chary, Production and Operations Management, McGraw Hill</li> <li>4. Don Sayre, Inside ISO 14000</li> <li>5. Bhat Shridhar, World Class Manufacturing, Himalaya Publishing</li> <li>6. Schonberger RJ, World Class Manufacturing, The Next Decade Building Power Strength and Value, Free Press New York</li> <li>7. K.C Arora, TQM and ISO 14000</li> </ol>		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journals of Operations and Strategic Planning - Sage Publications</li> <li>2. IUP Journals of Operations Management – IUP Publication</li> </ol>		
<b>Suggested Case Studies:</b> <ol style="list-style-type: none"> <li>1. Kushal- Case Studies in Operations Management, McMillan Publications</li> </ol>		

<b>CHOICE BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE V : IT &amp; SYSTEM MANAGEMENT</b> <b>PAPER III BUSINESS PROCESS REENGINEERING&amp; ERP</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Make a process model and apply it in the re-design of a process &amp; understand the important role it plays in the development of a BPR project.</li> <li>2. Understand evolution and models of ERP.</li> <li>3. Describe the ERP implementation process and develop ERP implementation plan.</li> <li>4. Understand Oracle ERP features and apply for organizational processes</li> </ol>

Expected Skills Impartation(Through theory and Practical's)	ERP skills		
Marks : 100	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents			
Unit1 : a) Theory	Introduction to BPR- Meaning, definition of BPR, History & development of BPR, Need of BPR, Concept of process, process management, process model Phases in BPR., Role of IT in BPR,BPR and ERP		10 Hours
b) Practical	Prepare a report on study of process reengineering in organization.		5 Hours
Unit 2 : a) Theory	Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Evolution of ERP, Benefits of an ERP System, Reasons for the Growth of ERP Market, ERP models, Subsystems of ERP models. ERP related technologies		10 Hours
b) Practical	Case Study on uses and applications of ERP and ERP related technology in the market		5 Hours
Unit3 : a) Theory	ERP Implementation: Prerequisites of ERP implementation, ERP implementation strategies, Phases in ERP implementation, ERP vendor selection criteria, Role of consultant in ERP implementation, Role of Users in ERP implementation, Role of Top management in ERP implementation.		10 Hours
b) Practical	Case Study on of ERP implementation in any organization		5 Hours
Unit4: a) Theory	Oracle ERP- Introduction to oracle ERP, Features, Oracle models and sub systems, market dynamics. Role of Oracle ERP in SCM		10 Hours
b) Practical	Case study on Oracle ERP		5 Hours
Reference Books:			
1. ERP Plak, CarolA., Eli Schragenheim (St. LuciePress NY) 2. Reengineering Corporation – Mammer, Micheal , JamisChambey 3. Business Process Reengineering – Jayaraman M.S.(TMG) 4. Best Practices in Reengineering – Carr D.K. JohnansonH.J.(MGH) 5. Business Process Reengineering: Myth & Reality – Coulson ThomasC. 6. The Essence of Business Process Reengineering Peppard J,RowlandP.(PH) 7. ProcessInnovation:ReengineeringWorkThroughInformationTechnology– DavenportT.H.(HBSchoolPress) 8. ERP by Alexis Leon			
Suggested additional readings:			
1. ERP implementation Manual of Oracle			
Suggested research Journals:			
1. Business Process Reengineering & Management Journals 2. International Journals of Business and Management			

<b>CHOICE BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE V IT &amp; SYSTEM MANAGEMENT</b> <b>PAPER IV KNOWLEDGE MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the core concepts of Knowledge Management.</li> <li>2. Identify the role of Information Technology in Knowledge Management.</li> <li>3. Identify knowledge sources in organization and develop KM systems.</li> <li>4. Analyze the scope of Artificial Intelligence in Knowledge Management.</li> </ol>		
<b>Expected Skills Impartation( Through theory and Practical's)</b>	Knowledge Management Skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Essentials of Knowledge Management</b> Definition, Scope and Significance of Knowledge, Evolution, Basic Types of Knowledge, Knowledge Life Cycle Knowledge Management- Definitions, need and significance, phases in knowledge management, ,knowledge–Acquisition, knowledge conversion, knowledge mapping techniques ,Knowledge Management, as best practice systems, K- Careers, Challenges in KM.		<b>10 Hours</b>
<b>b) Practical</b>	<b>Field Work:</b> Visit any local organization and study knowledge literacy with knowledge Management		<b>05 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Knowledge Management and Information Technology</b> Introduction to organizational Knowledge Management System, Component Architecture of Knowledge Management System, Knowledge Management tools, Knowledge Work System, KPO-Knowledge Process Outsourcing		<b>10 Hours</b>
<b>b) Practical</b>	<b>Case Study on KPO</b> in business organizations and KM architecture for service and manufacturing organization.		<b>05 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Knowledge Management Implementation</b> Development of Knowledge Management plan, Integrating Knowledge Management plan with strategic plan, Knowledge Management Platform, Building Knowledge Management Team, Creating Blueprint of Knowledge Management System, Examples of Knowledge Management system in business organization.		<b>10 Hours</b>
<b>b) Practical</b>	<b>Case Study:</b> Knowledge Management practices implemented by organizations.		<b>05 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Future of Knowledge Management</b> Introduction to Artificial Intelligence, Introduction to Knowledge Based Systems, and Introduction to Expert Systems: Characteristics; Knowledge representation; Architecture, Introduction to Branches of AI: Neural		<b>10 Hours</b>

	Networks; Fuzzy Logic; Genetic Algorithm, Virtual Reality.	
<b>b) Practical</b>	<b>Case Study:</b> Design and Development of Expert Systems.	<b>05 Hours</b>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Knowledge Management: An Evolutionary view, Becerra Fernadez: PHI</li> <li>2. Knowledge Management, B. Rathan Reddy: Himalaya Publications</li> <li>3. Knowledge Management, SudhirWarrier, Vikas Publications</li> <li>4. Knowledge Management Systems, Stuart Barnes, Thompson Learning.</li> <li>5. Artificial Intelligence and Deep Learning for Decision Makers, Navdeep Singh Gill, BPB Publications</li> </ol>		
<b>Suggested Additional Reading:</b> <ol style="list-style-type: none"> <li>1. Data Mining and Its Applications for Knowledge Management : A Literature Review from 2007 to 2012 Tipawan Silwattananusarn and Dr. Kulthida Tuamsuk, International Journals of Data Mining &amp; Knowledge Management Process (IJKP) Vol.2, No.5, September 2012.</li> <li>2. Reconnoitering Artificial Intelligence in Knowledge Management Aparna Vajpayee, K K Ramachandran, International Journals of Innovative Technology and Exploring Engineering (IJITEE) ISSN: 2278-3075, Volume-8 Issue-7C May 2019.</li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Journals of Knowledge Management</li> <li>2. Journals of Information &amp; Knowledge Management</li> <li>3. International Journals of Data Mining &amp; Knowledge Management Process ( IJKP )</li> <li>4. International Journals of Knowledge Management Studies</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT</b> <b>PAPER –III AGRO –PROCESSING INDUSTRIES</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To able the students for understand the concept of agro-processing industries.</li> <li>2. To make the students aware about problems and prospects of agro-processing industries.</li> </ol>		
<b>Expected Skills Importation ( Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. The students will able to know the concept of agro-processing industries.</li> <li>2. The students may start an agro-processing industry.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a) Theory</b>	<b>Introduction to Agro-Processing Industries</b> Concept and importance of agro-processing industries Nature and scope of agro-processing industries Constraints of agro-processing industries Measures for development of agro-processing industries		<b>10 Hours</b>
<b>b) Practical</b>	Review concept of agro-processing industries		<b>5 Hours</b>
<b>Unit 2 : a) Theory</b>	<b>Sugar and Rice Industries in India</b> Sugar industry – significance and progress Problems and prospectus		<b>10 Hours</b>

	Rice industry – significance and progress Problems and prospectus	
<b>b) Practical</b>	Visit the nearest sugar or rice industry	<b>5 Hours</b>
<b>Unit 3 : a) Theory</b>	<b>Cotton and Jute Industries in India</b> Cotton and textiles industry - significance and progress Problems and prospectus Jute industry – significance and progress Problems and prospectus	<b>10 Hours</b>
<b>b) Practical</b>	Review the progress of cotton industry in your area	<b>5 Hours</b>
<b>Unit 4 : a) Theory</b>	<b>Vegetable &amp; Fruit and Dairy Industries in India</b> Vegetable & fruit industry– significance and progress. Problems and prospectus. Dairy industry - significance and progress Problems and prospectus.	<b>10 Hours</b>
<b>b) Practical</b>	Visit the nearest Vegetable & Fruit OR Dairy Industries.	<b>5 Hours</b>
Note :		
<b>Reference Books :</b> <ol style="list-style-type: none"> <li>1. “Economics of Agro- Based Industries”, M. K. Ramchandran, Mittal Publication, New Delhi (2009)</li> <li>2. “Handbook on Agro Based Industries”, NPCs Board, NIIR Project Consultancy services (2012)</li> <li>3. “Food Processing and agro based industries”, Engineers India Research Institute, New Delhi</li> <li>4. “Agro - Based industries in India an Economic Analysis”, Gauradevi Katnalli, ABS Publisher (April 2011)</li> </ol>		
Suggested Additional Readings : (if web source then provide url )		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journal of Agribusiness in Developing and Emerging Economies</li> <li>2. Agricultural and Food Economics Journal</li> <li>3. Agricultural Finance Review</li> </ol>		

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEMESTER -IV**  
**ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT**  
**PAPER –IV INTERNATIONAL TRADE IN AGRICULTURE**

**Preamble:**

International trade is an engine of economic growth. Hence its exploitation and utilisation to speed up growth of the economy is of crucial importance. International trade in agriculture has a special importance for the developing countries in general, and the country like India in particular. This necessitates studying thoroughly the international trade related and especially agriculture trade related issues in particular. In this backdrop, the present course intends to study international trade in general and agriculture in particular in theoretical perspective as well as relating to India. There are also the international institutions like GATT, WTO and

others which affect trade and its policies; hence they are also intended to study through this course.			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Students get acquainted with the theoretical aspects of international trade.</li> <li>2. Equip the students with the various theories of international trade.</li> <li>3. Get familiar with the growth, composition and direction of India's international trade in agriculture.</li> <li>4. Train the students in business logistics and documentation.</li> </ol>		
<b>Expected Skills Impartation (Through theory and Practicals)</b>	<ol style="list-style-type: none"> <li>1. The students will able to know the concept, growth, composition and direction of International Trade in India.</li> <li>2. The students may start an agro- business logistics and documentation.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1 : a) Theory</b>	<b>Introduction to International Trade</b> Meaning – Domestic and International trade- Importance and Gains of International trade Need for a Separate Theory Trade – Classical Theory of International Trade ; Adam Smith and Ricardo Modern Theory of International Trade ; Heckscher and Ohlin Trade Policies : Protective and Free Trade		<b>10 Hours</b>
<b>b) Practical</b>	Presenting a seminar on theories of international trade. Visit any agro product exporting unit and study trade policies and submit a report.		<b>5 Hours</b>
<b>Unit 2 : a) Theory</b>	<b>WTO and International Trade</b> GATT WTO: Functions and Organisation India and WTO WTO Agreements; AOA (Agreement on Agriculture) – WTO and Indian Agriculture		<b>10 Hours</b>
<b>b) Practical</b>	Presenting a seminar on WTO and India's Foreign Trade./ Prepare the case study on impact of WTO Agreements, Agreement on Agriculture and Indian Economy.		<b>5 Hours</b>
<b>Unit 3 : a) Theory</b>	<b>India's International Trade in Agriculture</b> Growth, Composition and Direction - World agricultural trade, India's share in world trade Agricultural Trade Policy – Latest Ex-Im Policy Agri Export Zones – Export Promotion Zones - APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phyto sanitary (SPS) Measures		<b>10 Hours</b>
<b>b) Practical</b>	Visit any agro industry participating in the export and prepare a report/ Visit any agro industry study the quality system and prepare a report.		<b>5 Hours</b>
<b>Unit 4 : a) Theory</b>	<b>Global Business Logistics</b> Modes of Transport; Sea transport, Containerization, Air transport Export- Import procedure and documentation,		<b>10 Hours</b>

	Marine insurance, Aligned Documentation System Use of ICT in International Agri-marketing	
<b>b) Practical</b>	Visit any agro industry and prepare report on logistics management/distribution channel. / visit any agro industry and practically observe export procedure and documentation and prepare a report.	<b>5 Hours</b>
Note :	Note should be given if any (regarding problems on specific topics, defined case etc.)	
<b>Reference Books :</b> <ol style="list-style-type: none"> <li>1. Bhagwati, J. (Ed.) (1981), International Trade, Selected Readings, Cambridge University Press, Massachusetts.</li> <li>2. Francis Cherunilum (2006) , International Trade and Export Management, Himalaya Publishing House, Delhi.</li> <li>3. Kindleberger, C. P. (1973), International Economics, R. D. Irwin, Homewood.</li> <li>4. Manmohan Singh (1964), India's Export Trends and the Prospects for Self sustained Growth, Oxford University press, New Delhi.</li> <li>5. Mithani, D.M. (2017), International Economics, Himalaya Publishing House, Delhi.</li> <li>6. Panchmukhi, V. R. (1978), Trade Policies of India – A Quantitative Analysis, Concept Publishing Company, New Delhi.</li> <li>7. Patel, S. J. (1995), Indian Economy Towards the 21st Century, University Press, Ltd., India.</li> <li>8. Rana and Verma ( 2010 ), International Economics , Vishal Publishing Company, Delhi.</li> <li>9. Soderstron, Bo (1991), International Economics, The Macmillan Press Ltd., London.</li> <li>10. John Penson, Oral Capps, C Parr Rosson(2000), Introduction to agricultural economics-, Prentice Hall.</li> <li>11. Jain , Khushpat S. (2007 ), Export Import Procedures and Documentation-, Himalaya Publishing House.</li> <li>12. Jha , Brajesh (2000), Indian Agriculture &amp; Multilateral trading system- Bookwell, New Delhi.</li> <li>13. Wagh, S.P. (2002), Small Exporter's Guide- MCED, Aurangabad.</li> <li>14. Bhattacharya, B. B, (2004), State of Indian farmer- A millennium Study in Agricultural export, Academic Foundation, New Delhi</li> <li>15. Sachdev , Santosh (2000), Agricultural Exports of India : Lessons from East Asia,. New Century publication, New Delhi.</li> <li>16. Vasudeva, P.K. (2006) , International Marketing-, Excel Books.</li> </ol>		
<b>Suggested Additional Readings : (if web source then provide url )</b> Websites of Department of Commerce, GOI, RBI, APEDA, MPEDA, WTO Etc. for latest Data updates.		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journal of Agribusiness in Developing and Emerging Economies</li> <li>2. Agricultural and Food Economics Journal</li> <li>3. Agricultural Finance Review</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE-VII TEXTILE MANAGEMENT</b> <b>PAPER-III APPAREL RETAIL MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. Understand the retailing process. 2. Understand the basics of retail formats. 3. Develop an awareness of retailing concepts. 4. Understand about mall management.		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1.An awareness of retailing concepts. 2.Ability to Understand the retailing process 3. Concept of mall management		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction- Retail Management</b> Introduction-Meaning, Evolution of Retail industry in India, Role of retailing, Trends in Retailing, Emergence of organizational retailing, Classification of Retail Industry, Different retail formats, Careers in Retailing-Garment retail sector. Drivers of Retail change in India, Size of Retail in India, Challenges to Retail Development in India.		<b>10 Hours</b>
<b>b) Practical</b>	Visit retail outlets and compare various retail formats. Submit a report.		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Retail Consumer:</b> Need for studying Consumer Behavior, Factors Influencing the Retail Shopper, Customer Decision-making Process. Retailing -Role of families and women in retailing, Impact of Changing scenario of Indian household income, Changing Indian Consumer. Store Site Selection: Types of Retail Locations, Steps involved in choosing a Retail Location, Methods of Evaluating a Trading Area. Organizational Structure of textile retail.		<b>10 Hours</b>
<b>b) Practical</b>	Visit any retail organization and study its organization structure and retailing function.		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Retailing Concepts</b> Brand Management, Product V/s Brand, Stocks and Sales relationship, Average Inventory and Planning, Markdowns, Markups, Gross Margin, Cash Discount, Terms of Sales, Stock Shortage. Design Centre, Fashion Weeks, Haut Couture, Buying Centre, Market Weeks, Mart. Buying Plans, Assortment Plans, Stock Keeping Units, Vendor Managed Private Labels, Retail Franchising, Supply Chain Management.		<b>10 Hours</b>
<b>b) Practical</b>	Visit any retail organization and study various retailing concepts.		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Organization of Textile Retail</b> Introduction to the textile industry with respect to retail. Functions and process flow of Retail in Textile, Major Departments and Responsibilities, Challenges, Opportunities, Growth. Retail in Textile. Retail Strategy: Concept of Business world, Strategy– The Retail Perspective, International Expansion, The Retail Value Chain. International Retailers in India and Strategies. FDI In Indian Retail and its Importance. Mall management- Meaning, Types of Various retail formats. Factors influencing Malls Establishments. Indian Scenario for mall management. E-Retailing.		<b>10 Hours</b>



<b>b) Practical</b>	a) Study online, different retail organizations to understand major departments and responsibilities. b) Present seminar on mall management.	<b>5 Hours</b>
Note:	Relevant case studies based on the above units should be discussed in the class.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Retailing Management, Mrs. Swapna Pradhan.</li> <li>2. Integrated Retail Management, James R. Ogden &amp; Denise T. Ogden</li> <li>3. Retail Management, Levy &amp; Weitz 2002.</li> <li>4. Retail Management, Chetan Bajaj.</li> <li>5. Retail Management, Uniyal &amp; Sinha.</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="https://textilevaluechain.in/category/textile-article/textile-industry-articles/">https://textilevaluechain.in/category/textile-article/textile-industry-articles/</a></li> <li>2. <a href="https://www.researchgate.net/publication/221408800_E-business_In_Apparel_Retailing_Industry_-_Critical_Issues">https://www.researchgate.net/publication/221408800_E-business_In_Apparel_Retailing_Industry_-_Critical_Issues</a></li> <li>3. <a href="https://www.fibre2fashion.com/industry-article/1145/rapidly-expanding-garment-retail-sector">https://www.fibre2fashion.com/industry-article/1145/rapidly-expanding-garment-retail-sector</a></li> <li>4. <a href="http://www.ijsrp.org/research-paper-0315/ijsrp-p3937.pdf">http://www.ijsrp.org/research-paper-0315/ijsrp-p3937.pdf</a></li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Journals of Business and Retail Management Research</li> <li>2. International Journals of Retail Management and Research (IJRMR)</li> <li>3. Journals of <i>Retailing</i></li> <li>4. International Journals of Scientific and Research Publications</li> </ol>		
<b>Suggested Case Studies:</b> <ol style="list-style-type: none"> <li>1. Shoppers Stop saves time and reduces costs by using GS1 Standards. <a href="https://www.gs1india.org/media/gs1india-casestudy-shoppersstop.pdf">https://www.gs1india.org/media/gs1india-casestudy-shoppersstop.pdf</a></li> <li>2. Case Study on Kanchi Silks.</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM MBA -II SEMESTER -IV ELECTIVE-VII TEXTILE MANAGEMENT PAPER – IV FASHION MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand latest trends in domestic and international fashion in Textiles</li> <li>2. Develop and initialize a fashion vocabulary and basic concepts.</li> <li>3. Understand about fashion business.</li> <li>4. Understand concepts of visual merchandising</li> </ol>		
<b>Expected Skills Impartation (Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. An awareness of fashion business</li> <li>2. Ability to understand latest trends in domestic and international fashion.</li> <li>3. Concept of visual merchandising.</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Basics OF Fashion: Meaning, Main Principles and Dynamics of fashion, Fashion Vocabulary- (Fashion, Accessories Avant-Garde, Classic, Design, Draped, Fad or Craze, Haute Couture, Ready to wear, Style, Tailored, Trend, Wardrobe), Introduction to Fashion		<b>10 Hours</b>

	Trends, Design concept and Types- Mass Market and High Fashion	
<b>b) Practical</b>	Study basic concepts of fashion and submit a report.	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Design and fashion Business: -</b> Meaning, The Design Process, Elements in Design, Classification of fashion Apparels-Men's. Wear, Women's Wear, Kid's Wear, Fashion Cycle (Body Shape, Form, Structure, Proportion, Harmony, Color Wheel, Primary, Secondary, Intermediate Colors). Role of fashion designer, Introduction to Color and Fashion Trends, Basic Color Schemes- (monochromatic, analogous, complementary, split complementary, triad) Indian fashion culture and western fashion culture. Study and analysis of the contemporary creative movements of fashion. Design concept - Mass Market and High Fashion Cycle. Stages of Fashion Cycle. Fashion Industry Segments, Types of Fashion and Activities in Fashion Forecasting.	<b>10 Hours</b>
<b>b) Practical</b>	Visit any fashion house and study classification of apparels.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Fashion industry-</b> Various Fashion Houses in India and Abroad, Famous fashion designers in India and abroad and their collections. Fashion shows and Events. Indian Fashion trends, fashion products, trade associations and fashion magazines. Events. Indian Fashion Trends, Fashion Products and Trade Associations, Fashion Magazines	<b>10 Hours</b>
<b>b) Practical</b>	Study Famous fashion designers in India and abroad and their collections	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Visual Merchandising</b> Meaning and objectives, Scope of Visual Merchandising, concept of VM (Walks and Entry, Landscaping, Window Display, Interior Presentation, Signage, Themes, Props, Color and Lighting Props, Store Image, Store Exterior, Store Interior, Store Layout, Store Décor). Merchandise Presentation, Types of Displays, Design and Visual Merchandising (Color, Line, Shape, Texture, and Light).	<b>10 Hours</b>
<b>b) Practical</b>	Visit any apparel retail store and study visual merchandising.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Merchandising of fashion products, Doris H. Kincade.</li> <li>2. Consumer behavior in fashion, Solomon - Michael R.</li> <li>3. Fashion and Textiles-An Overview, Jasbir Kaur, Colin Gale.</li> <li>4. Sustainable Fashion and Textiles, Design Journeys Kate Fletcher.</li> <li>5. Textiles and Fashion (Series - Basics Fashion Design), Jenny Udale.</li> <li>6. Managing Quality in The Apparel Industry, Pradip V. Mehta And Satish K. Bhardwaj.</li> </ol>		
<b>Suggested Additional Readings: (if web source then provideurl)</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.fibre2fashion.com/industry-article/2287/how-fashion-rules-the-world">https://www.fibre2fashion.com/industry-article/2287/how-fashion-rules-the-world</a></li> <li>2. <a href="https://fashionunited.in/news/fashion/">https://fashionunited.in/news/fashion/</a></li> <li>3. <a href="http://www.edpcollege.info/ebooks-pdf/2940411344Fashion.pdf">http://www.edpcollege.info/ebooks-pdf/2940411344Fashion.pdf</a>. (e-book).</li> </ol>		
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. Journals of Fashion Marketing and Management.</li> <li>2. Journals of Global Fashion Marketing</li> <li>3. Performance Apparel Markets</li> </ol>		

**Suggested Case Studies:**

1. Shoppers Stop saves time and reduces costs by using GS1 Standards\_  
<https://www.gs1india.org/media/gslindia-casestudy-shoppersstop.pdf>.

**2. Case Study on Kanchi Silks.**

[http://kanchivasan.blogspot.com/2009/07/kanchi-silks-case-study\\_17.html](http://kanchivasan.blogspot.com/2009/07/kanchi-silks-case-study_17.html)

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE VIII- HOSPITALITY MANAGEMENT</b> <b>PAPER III TOURISM MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. To Understand Various Tourism Trends and Tourism Policy in India. 2. To Know Initiatives of Tourism Organization in Tourism Development. 3. To Understand Availability of Tourism Resources and It's marketing.		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Developing Tourism Marketing Mix 2. Marketing & Selling Skills 3. Awareness and Observation skill about Tourism Opportunities		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1:</b>	<b>Theory of Tourism:</b> Concept, Evolution of Tourism, Importance of tourism Types and Forms of Tourism, Emerging Trends in Tourism. Tourism Components- 5A's i.e. Accommodation Accessibility Amenities, Attractions and Activities and its impact on tourism. Compare and contrast inbound and outbound tourism.		<b>10 Hours</b>
<b>b) Practical</b>	Visit to any tourist destination to understand the components of tourism and prepare poster presentation.		<b>5 Hours</b>
<b>Unit 2:</b>	<b>Theory Tourism Resources</b> Concept of Tourism Resources-Availability of tourism resources in India-natural, manmade, cultural, social, business and other. Indian Tourism Policy Tourism Planning and Development. Tourism Organization- Concept, United Nations Educational, Scientific and Cultural Organization (UNESCO Indian Tourism Development Corporation(ITDC) , Indian Association of Tour Operators(IATO) and State tourism development corporations like MTDC -Role of tourism organization in tourism development-		<b>10 Hours</b>
<b>b) Practical</b>	Visit to website of any state tourism corporation and study its effort in tourism development and present it in the class through PPT.		<b>5 Hours</b>
<b>Unit 3:</b>	<b>Theory Tourism management</b> Concept of Tourism management- Functions of Tourism management -Transport System in tourism- Role of IRCTC for tourism promotion in India -Travel Agency and Tour Operation- concept and role in tourism. Accommodation options in tourism -Information Technology and its application in tourism. Regulation in tourism management.		<b>10 Hours</b>
<b>b) Practical</b>	Visit to any Travel or tour operating agency and study its travel/ tour packages. Prepare report on it.		<b>5 Hours</b>
<b>Unit 4:</b>	<b>Theory Tourism marketing</b> Developing the Tourism Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding Decisions,		<b>10 Hours</b>

	Pricing Products - Pricing Considerations and Approaches- Pricing Strategies and Methods-Issues in tourism marketing-Principles in tourism marketing. Uses of social media marketing for tourism promotion. Changing Marketing trends in tourism industry in India and outside India.	
<b>b) Practical</b>	Visit to any popular tourist destination and analyses its marketing strategies to make it popular. Write a brief report on it.	<b>5 Hours</b>
<b>Note:</b>	Relevant tourism websites should be visited. Emphasis should be given to field assignments.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. A.K.Bhatia, Tourism Development – Principles &amp; Practices</li> <li>2. K.K.Kamra&amp;M.Chand, Basics of Tourism</li> <li>3. JagmohanNegi, Tourism &amp; Travel : Concepts &amp;Principles</li> <li>4. Dr. ShubhadaMarathe, Tourism Management</li> <li>5. R.B. Gupta, Transportation Management</li> <li>6. A.K.Bhatia, The business of Travel Agency &amp; Tour operation Management</li> <li>7. Philip T. Kotler, John T. Bowen, Marketing for Hospitality and Tourism</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="https://shodhganga.inflibnet.ac.in/bitstream/10603/34952/11/11_chapter_03.pdf">https://shodhganga.inflibnet.ac.in/bitstream/10603/34952/11/11_chapter_03.pdf</a></li> <li>2. <a href="https://shodhganga.inflibnet.ac.in/bitstream/10603/34952/10/10_chapter_02.pdf">https://shodhganga.inflibnet.ac.in/bitstream/10603/34952/10/10_chapter_02.pdf</a></li> <li>3. <a href="http://tourism.gov.in/">http://tourism.gov.in/</a></li> <li>4. <a href="http://tourism.gov.in/maharashtra">http://tourism.gov.in/maharashtra</a></li> </ol>		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. International Journals titled-Tourism Management - - Elsevier</li> <li>2. Indian Journal of marketing.</li> </ol>		
<b>Suggested Case Studies:</b> Case studies of selected state/countries like Kerala, Goa, Lakshadweep, Malaysia, Singapore, Thailand,		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE VIII - HOSPITALITY MANAGEMENT</b> <b>PAPER –IV EVENT MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. <b>Understand</b> the concept and importance of Event Management.</li> <li>2. <b>Analyze</b> the process of strategic marketing and the need for strategic marketing for events</li> <li>3. <b>Understand</b> the process of budgeting for events.</li> <li>4. <b>Analyze</b> the requirement of clients and do the planning of activity.</li> <li>5. <b>Create</b> plan for various types of events</li> <li>6. Able to <b>evaluate</b> the plan developed for an events.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Multi-tasking</li> <li>2. Time Management</li> <li>3. Presentation skills and confident public speaking</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction and Important Aspects of Event Management</b> Events and principles of event management, Events – type and Size, Event planning and execution – an overview, Legalities, permissions and		<b>10 Hours</b>

	licenses, The role of an event manager, important characteristics of an event manager, Event management industry in India	
<b>b) Practical</b>	Brainstorming Sessions and Presentations for Corporate events, birthdays and wedding events, Visit various department for legal process, permissions and licenses	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Strategic Marketing for Events</b> Understanding the client requirement – Research, customer focus, product focus, Ideation and planning (creating a master plan for execution, concept and theme development, making and delivering presentations), Introduction to sales and sales pitches (sales calls, sales pitches), Strategic budgeting and negotiations, Sponsorships – sponsor types / categories, identifying potential sponsors, preparing sponsorship decks, Media plan – designing a media plan, Introduction to email marketing and copywriting	<b>10 Hours</b>
<b>b) Practical</b>	Prepare sales proposal for a corporate event / birthday / wedding	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Project Planning and Management</b> Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, Understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation	<b>10 Hours</b>
<b>b) Practical</b>	Find out the right set of vendors in the market with basic costs, On-site exposure. End to end production for Internal institute Events	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Event Production and Logistics</b> Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security	<b>10 Hours</b>
<b>b) Practical</b>	Work with some event management team to learn production, Engage in travel and logistics activities.	<b>5 Hours</b>
Note:	Relevant case studies should be discussed in the class	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Event Management, 2<sup>nd</sup> Edition, Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Robert Harris, Ian McDinnell, Elsevier Publication</li> <li>2. Event Management, Lynn Van Der Wagen and Brenda R. Carlos, Pearson Publication</li> <li>3. Event Planning by Nisar Merchant</li> </ol>		
<b>Suggested Additional Readings:</b> <a href="https://epdf.pub/events-management-2nd-edition.html">https://epdf.pub/events-management-2nd-edition.html</a>		
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. International Journals of Hospitality and Event Management</li> <li>2. International Journals of Event Management Research</li> </ol>		

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT</b> <b>PAPER-III FAMILY BUSINESS MANAGEMENT</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the concept of family business</li> <li>2. Understand management of functional dimensions of family business</li> <li>3. Analyze risk and opportunities related to family business</li> <li>4. Prepare a business plan for family business</li> </ol>
<b>Expected Skills</b>	1. Entrepreneurial Skills

<b>Impartation(Through theory and Practical's)</b>	2. Leadership Skills 3. Life skills		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	A. <b>Family Business management:</b> Meaning, Characteristics, Purpose/ goals of Family business Management, Advantages and Disadvantages of Family business Management. B. <b>Family Dynamics:</b> Concept of the life cycles with reference to the family, business and ownership, family genogram, and organization structure. C. family structure and the family members working in the family business		<b>10 Hours</b>
<b>b) Practical</b>	Make a presentation on "You Can't Fire Me, I'm Your Father: What Every Family Business Should Know, “Case study on Son and father conflict or conflict between two brothers or sisters in Indian context and conflict resolution		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	A. <b>Understanding Family Business Planning:</b> The Nature, Importance, and Uniqueness of Family Business. Great Families in Business: Building Trust and Commitment. B. <b>Planning for the Family:</b> Ownership of an Enterprise Built to Last. Succession: Continuing Entrepreneurship and the Next Generation. C. Succession and the Transfer of Power. Creating the Strategy.		<b>10 Hours</b>
<b>b) Practical</b>	Choose a Indian Business joint family which has been in business for at least three generations make a presentation		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Planning for the Business</b> A. Planning the Estate. B.Financial Considerations and Valuation of the Family Business C.Key Non-Family Management: The Visible Commitment to Managing the Family Business Professionally.		<b>10 Hours</b>
<b>b) Practical</b>	Visit a Family managed business and study the financial valuation of business and make the poster presentation on financial discipline of group of professionally managed business		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Integrating family and business plans</b> A. Family Business Governance: Advisory Boards and Boards of Directors. B. Induction, working together, governance and challenges that business families face C. Understanding of the role family businesses play globally and the Indian context D.W orking Together :To understand how to work with Elders in Family Managed Business To understand what are the issues relating to working with Elders in FMBs		<b>10 Hours</b>
<b>b) Practical</b>	Choose a current successor in Indian Business family who has taken over in the last ten years : (Choose a listed company preferably):		<b>5 Hours</b>
<b>Note:</b>	Profile of successful Family business management of last three generations can be studied using online material		
<b>Reference Books:</b> 1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI			

2. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand 3. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH 4. Theories of Entrepreneurship; Vasant Desai; HPH 5. Managing the Family Business Theory and Practice Thomas Zellweger, Professor of Management, University of St. Gallen, Switzerland 6. Firms within Families Edited by Jennifer E. Jennings, Kimberly A. Eddleston, P. Devereaux Jennings, Ravi Sarathy 7. Governance in Family Enterprises: Maximizing Economic and Emotional Success 2014 Edition by A. Koeberle-Schmid, D. Kenyon-Rouvinez, E. Poza, INOBUCHI
<b>Suggested Additional Readings: (if web source then provide url)</b> 1. Family Business Review : sage publication 2. <a href="http://www.entrepreneur.com">www.entrepreneur.com</a> 3. Internet search: Look at the top 10 families in India today, what is the reason for their success or failure? Consider family tree, businesses, and family members in FBs. What are the implications for your family and business?
<b>Suggested Research Journals :</b> 1. Journals of Family business management ISSN 2043:6238 2. Journals of Family Business Strategy ISSN: 1877-8585
<b>Suggested Case Studies:</b> Case: Ratan Tata and Cyrus Mistry, Narayan Murthy at Infosys ,Ambani brothers

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT</b> <b>PAPER- IV ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP</b>			
<b>Course Outcomes</b>	Students of this course will be able to: 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs.		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	Analyzing entrepreneurial environment.		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Economic Growth and Development: Common Characteristics of Developing Countries • Perpetuation of Underdevelopment and Obstacles to Economic Development Problem of Poverty in India • Disguised Unemployment and Capital Formation in Developing Countries • Employment, Unemployment and Economic Growth Monetary Policy in Developing Countries • Role of Fiscal Policy and Taxation in Economic Development • Role of Fiscal Policy: Government Borrowing for Financing Development.		<b>10 Hours</b>
<b>b) Practical</b>	Group discussion on the steps taken by the government to bring about Economic Development in India. Group Discussion on steps taken by neighbouring countries like Bangladesh for Economic Development of the nation		<b>5 Hours</b>



<b>Unit 2: a) Theory</b>	Factors in economic development Technological Progress and Economic Development • • Human Resource Development: Education, Skill development and Economic Growth •: Health and Nutrition Environment, Economy and Economic Development • Population and Economic Development: Theory of Population Growth: How it affects Economic Development, c. Poverty and Environment • Demographic Transition in India.	<b>10 Hours</b>
<b>b) Practical</b>	Study the latest census survey and give your opinion on any of the above factors with reference to Economic Development.	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Entrepreneurship:</b> <b>a.</b> -Concept of entrepreneurship -Role of entrepreneurship in economic development, - Start up India, digital India, Make in India <b>B.-Factors</b> influencing Entrepreneurship development such as individual, social-cultural, environmental etc. <b>C.-link</b> between innovation and entrepreneurship. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change	<b>10 Hours</b>
<b>b) Practical</b>	Interview an entrepreneur and understand his/her motivations, and the reasons for his/her decision to be an entrepreneur. Case studies/ articles on successful entrepreneurs can be discussed in class.	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Scope, Problems and Prospects with respect to: <b>a.</b> Women Entrepreneurship <b>b.</b> Entrepreneurship in Rural and agricultural sector <b>c.</b> Entrepreneurship in Industry and service sector	<b>10 Hours</b>
<b>b) Practical</b>	Field visit to any of the above forms of enterprise and study in detail the scope, problems and prospects of the unit.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. H.L, Ahuja Development Economics S.Chand Publication.</li> <li>2. Michel P. Todaro, Stephen C. Smith Economic Development Pearson Publication</li> <li>3. Vasant Desai, Entrepreneurial Development Himalaya Publishing House.</li> <li>4. Dr, S.S. Khanka Entrepreneurial Development S. Chand Publication</li> <li>5. Misra, Puri Indian Economy 27<sup>th</sup> Revised Edition Himalaya Publishing House</li> </ol>		
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/64016/12/12_chapter%204.pdf</a></li> <li>2. Institutional support for small-scale rural processing enterprises: the case of India.- <a href="http://www.fao.org/docrep/s8380e/s8380e0d.htm">http://www.fao.org/docrep/s8380e/s8380e0d.htm</a></li> <li>3. <a href="http://www.ifciventre.com/">http://www.ifciventre.com/</a></li> <li>4. <a href="http://tdb.gov.in/venture-capital-funds/">http://tdb.gov.in/venture-capital-funds/</a></li> <li>5. <a href="http://sfacindia.com/VCA_Scheme.aspx">http://sfacindia.com/VCA_Scheme.aspx</a></li> </ol>		
<b>Suggested Research Journals</b> <ol style="list-style-type: none"> <li>1. SEDME Journals, ni-msme. Hyderabad</li> <li>2. The Journals of Entrepreneurship- Sage Journals</li> </ol>		
Suggested Case Studies: <a href="http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf">http://www.nimsme.org/ranzo/uploads/articles/case%20study-25_1035.pdf</a>		



<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE – X- INTERNATIONAL BUSINESS</b> <b>PAPER-III ISSUES IN INTERNATIONAL BUSINESS</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understanding of International Logistics</li> <li>2. Understanding role of International transportation.</li> <li>3. Enhancing knowledge of supply chain management.</li> <li>4. Creating awareness of Ethics and CSR at international business.</li> </ol>		
<b>Expected Skills Impartation ( Through Theory and Practicals)</b>	<ol style="list-style-type: none"> <li>1. International Logistics Knowhow and Management</li> <li>2. International Transportation ways</li> <li>3. Conceptual knowledge of supply chain management</li> <li>4. To perform as a Freight forwarder and custom House Agent</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>International Logistics:--</b> Meaning and objectives, Make or buy Global sourcing, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, Financial processing and distribution channels.		<b>10 Hours</b>
<b>b) Practical</b>	Study of INCOTERMS		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>International Transportation:--</b> Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing Mode and Carrier Selection decision. Role of Shipping Lines, Freight Forwarder, Custom House Agent. Vessel details How to select FF and CHA,CHA License, Containers – Types, Standard Dimension		<b>10 Hours</b>
<b>b) Practical</b>	Port Visit		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>International Supply Chain Management:--</b> Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management. Customs and Regulations, Trade Documentation.		<b>10 Hours</b>
<b>b) Practical</b>	Country Sea Ports, Air Ports, Travel Times – Case study		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Ethics and CSR in International Business :-</b> Business ethics, Social responsibility of Business, Environmental issues, labour issues, TRIPS & TRIMS, Trademark and Copy Rights, Intellectual property rights laws and impact on developing countries. Other Agreements on Goods and Services		<b>10 Hours</b>
<b>b) Practical</b>	Visit to any organization dealing in international business and study of its CSR practices.		<b>5 Hours</b>
<b>Note:</b>			

**Reference Books:**

1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.
2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi
3. International business – Text and Cases by Francis Cherunilam. PHI Learning Pvt.Ltd. New Delhi.
4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.
5. International Business by Rakesh Mohan Joshi, Oxford Publication.
6. International Logistics: The management of International Trade Operations- Pierre A. David
7. International Logistics: Global Supply Chain Management- Douglas Long- Southern Maryland Books.
8. Global Supply Chain Management and International Logistics- Alan E. Branch

**Suggested Additional Readings:** web sources-FEMA Act, Hedging of Currency, World Bank, EEFC, FDI, FII

**Suggested Research Journals :**

1. Asian Journals of Shipping and Logistics
2. Asia Pacific Journals of Marketing and Logistics
3. International Journals of Shipping and Transport Logistics
4. International Review of Retail, Distribution and Consumer Research
5. International Trade Journals
6. International Journals of Business Governance and Ethics
7. International Journals of Business Performance and Supply Chain Modeling

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER -IV</b> <b>ELECTIVE – X- INTERNATIONAL BUSINESS</b> <b>PAPER- IV CROSS CULTURAL MANAGEMENT</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand of the impact of an international context on management practices based on culture.</li> <li>2. Explain and evaluate frameworks for guiding cultural and managerial practice in international business.</li> <li>3. Identify the cross cultural issues in the world.</li> <li>4. Understand and appreciate the cultural and managerial practice in international business.</li> </ol>		
<b>Expected Skills Impartation ( Through Theory and Practicals)</b>	<ol style="list-style-type: none"> <li>1. Communication Skills</li> <li>2. Negotiation skills</li> <li>3. Decision making skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching : 60</b>	<b>Theory : 40</b>	<b>Practical : 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction to culture :</b> <ol style="list-style-type: none"> <li>a) Concept, Definition of culture, Characteristics, variables.</li> <li>b) How culture works? Fundamentals of cross cultural interaction- social cognition- cultural norms and scripts, selective perception- perceived similarity and attraction, stereotypic expectations- differential attributions-cross cultural interaction model- motivation across culture.</li> </ol>		<b>10 Hours</b>

<b>b) Practical</b>	Visit the MNC and study its Organizational Culture	<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>Roles of Global Manager</b> <b>a)</b> The manager as decision maker- rational decision making- cultural differences in optimization model- limits to rationality- ethical dilemmas in decision making. <b>b)</b> The manager as negotiator–communicating and negotiating across culture- cross cultural communication process- Language- communication styles- other language considerations- language and pragmatics- negotiation and conflict resolution across culture.	<b>10 Hours</b>
<b>b) Practical</b>	Visit the MNC and interview the employees worked as global manager	<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Global Management Challenges-</b> <b>a)</b> The challenges of multicultural work groups and teams- Work groups- cultural influences on work groups- managing multicultural work groups <b>b)</b> The challenges of international assignments – The role of expatriates- individual staffing decisions – selection of managers for overseas assignments- definition of success-factors affecting expatriate success <b>c)</b> Repatriation <b>d)</b> Global careers	<b>10 Hours</b>
<b>b) Practical</b>	Visit the International Bank and study its organization structure	<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>The challenges of managing across culture in future</b> <b>a)</b> The changing environment of business-uneven development- influence of transition economies- information and communication technology- pressure on the natural environment. <b>b)</b> The adaptation of organizations and people- The multinational organizations context- The future of organization of work- The development of global managers	<b>10 Hours</b>
<b>b) Practical</b>	Study recent developments in global environment and prepare a report presenting opportunities and threats for different industries globally.	<b>5 Hours</b>
Note:		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Cross-Cultural Management Essential Concepts: David C. Thomas &amp; Mark F. Peterson, SAGE publications Inc.</li> <li>2. Cross-Cultural Management: Text And Cases By Dipak Kumar Bhattacharyya, PHI Learning Pvt. Ltd.</li> </ol>		
<b>Suggested Additional Readings:</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.ecsocman.edu.ru">http://www.ecsocman.edu.ru</a></li> <li>2. <a href="http://www.expert.ru">http://www.expert.ru</a></li> <li>3. <a href="http://www.aup.ru/books/i002.htm">http://www.aup.ru/books/i002.htm</a></li> <li>4. <a href="http://www.cfin.ru">http://www.cfin.ru</a></li> <li>5. <a href="http://www.management-ru.ru">http://www.management-ru.ru</a></li> <li>6. <a href="http://www.managementnews.ru/">http://www.managementnews.ru/</a></li> <li>7. <a href="http://www.mevriz.ru">http://www.mevriz.ru</a></li> <li>8. <a href="http://www.rjm.ru">http://www.rjm.ru</a></li> </ol>		

**Suggested Research Journals :**

1. [International Journals of Cross Cultural Management](#)
2. [Research in Organizational Change and Development](#)
3. International Journals of Business Environment
4. The International Business Environment
5. Journals of International Business Studies
6. Journals of International Business Research
7. Research in International Business and Finance
8. International Research Journals

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER-IV</b> <b>ELECTIVE- XI BUSINESS ANALYTICS</b> <b>PAPER- III BUSINESS ANALYTICS USING R</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand basics of programming and R.</li> <li>2. Install and configure software necessary for data analytics</li> <li>3. Make use of various functions and control statements.</li> <li>4. Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Programming Skills</li> <li>2. Skills required for running R package</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Programming Fundamentals and Overview of R:</b> Introduction, Algorithm, Flowchart, Programming Languages, History and Overview of R, Basic features of R, R Resources, Limitations of R		<b>10 Hours</b>
<b>b) Practical</b>	Cases on algorithm and flowcharts		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	<b>R Environment</b> R Installation, Getting started with R interface, Basic Syntax, R Data Types, Variables, Objects, Attributes, Vectors, Matrices, Lists, Factors, Operators, Getting data into R, Data Frames, R Environment		<b>10 Hours</b>
<b>b) Practical</b>	Lab work based on unit 2 theory component		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	<b>Control Statements and Functions</b> Manage Data Frames with R Packages, Decision Making, Control Structures – If Else, Looping Statements – For Loop, While Loop, Functions, Loop Functions, Argument Matching, Develop R Scripts, Dates and Times, Data Interfaces, Removing NA Values		<b>10 Hours</b>
<b>b) Practical</b>	Lab work based on unit 3 theory component		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	<b>Data Visualization</b> Introduction, Data Visualization using R packages, Visualizing Distributions, Plots for Data Visualization, Basic Statistical Analysis, Model Basics, Primary R Functions, R objects for Statistical modeling, Model building, Visualizing Models		<b>10 Hours</b>
<b>b) Practical</b>	Lab work based on unit 4 theory component		<b>5 Hours</b>
<b>Note:</b>			

**Reference Books:**

1. R for Business Analytics, A Ohri
2. Hadley Wickham, Garrett Golemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, O'Reilly Media; 1 edition
3. Murray Aitkin, Brian Francis, John Hinde, and Ross Darnell, Statistical Modelling in R, Oxford University Press; 1 edition, 2009
4. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: JohnWiley and Sons
5. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press

Suggested Additional Readings: (if web source then provide url)

1. [www.datamentor.io/r-programming/](http://www.datamentor.io/r-programming/)
2. [www.biostat.jhsph.edu/~ajaffe/docs/undergradguidetoR.pdf](http://www.biostat.jhsph.edu/~ajaffe/docs/undergradguidetoR.pdf)

<b>CHOICE-BASED CREDIT SYSTEM</b> <b>MBA -II SEMESTER-IV</b> <b>ELECTIVE- XI BUSINESS ANALYTICS</b> <b>PAPER- IV CLOUD COMPUTING AND VIRTUALIZATION</b>			
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform /Software.</li> <li>2. Understand the Cloud Operating System, Cloud Architectures including Federated Clouds, Scalability, Performance, Quality of Service, Data centers for Cloud Computing</li> <li>3. Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques &amp; Virtualization Technology</li> </ol>		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	<ol style="list-style-type: none"> <li>1. Cloud computing skills</li> <li>2. Virtualization skills</li> </ol>		
<b>Marks : 100</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 40</b>	<b>Practical: 20</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	<b>Introduction to Cloud Computing:</b> Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business. Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid		<b>10 Hours</b>
<b>b) Practical</b>	Cases studies on cloud		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Cloud Operating System, Cloud Architectures including Federated Clouds Scalability, Performance, Quality of Service, Data centres for Cloud Computing		<b>10 Hours</b>
<b>b) Practical</b>	Case studies on cloud computing		<b>5 Hours</b>
<b>Unit 3: a) Theory</b>	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology		<b>10 Hours</b>
<b>b) Practical</b>	Case Studies on virtualization and presentations		<b>5 Hours</b>
<b>Unit 4: a) Theory</b>	Introduction of Open source vitalization application, ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing		<b>10 Hours</b>
<b>b) Practical</b>	Case Studies and presentations		<b>5 Hours</b>
<b>Note:</b>			

**Reference Books:**

1. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
2. Cloud Computing: Principles and Paradigms by Rajkumar Buyya, Kames Broberg, Andrzej Goscinski
3. Vignesh Prajapati, "Big Data Analytics with R and Hadoop", 1st Edition, Shroff / Packt Publications
4. Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma  
Chuck Lam, "Hadoop in Action", Dreamtech Press Publisher

CHOICE-BASED CREDIT SYSTEM MBA -II SEM-IV OPTIONAL – D* (INTERNAL) PAPER - XXXII I- CORPORATE FINANCE			
Course Outcomes	Students of this course will be able to: 1. To interpret approaches of capital structure decisions. 2. To identify types of dividend and dividend policy		
Expected Skills Impartation(Through theory and Practical's)	Debt Equity Mixture Knowledge		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	<b>Capital Structure Decisions:</b> a) Capital Structure: concept of capital structure, Determinants of capital structure, Approaches to Appropriate Capital Structure (Net Income Approach, Net Operating Income Approach, Traditional Approach and Modigliani Miller Approach), Indifference point, EBIT-EPS Analysis, Capital Structure policies in practice. b) Leverage: Financial Leverage, Operating Leverages and Combined Leverage.		10 Hours
b) Practical	i) Making EBIT-EPS Analysis on the basis of data from annual reports. ii) Comparing leverage of any company on the basis of data from annual reports.		5 Hours
Unit 2: a) Theory	<b>Dividend Decisions:</b> a) Concept of Dividend, Types of dividend, Legal and Procedural Aspects of Dividend, Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy. b) Bonus Shares-concept, regulation, reasons, deciding bonus ratio. bonus shares and stock splits.		10 Hours
b) Practical	i) Analyzing dividend policy on the basis of annual reports and discussion with authorities of a company.		5 Hours
Note:	Problems should be covered on both the units.		
Reference Books:			
1. Kulkarni,P.V.and Satyaprasad, B.G.(2011),Financial Management, Himalaya Publishing House,Mumbai.			
2. Rustagi,R.P.(2016),Fundamentals of Financial Management,Taxman Publication, New Delhi.			
3. Pandey,I.M.(2015),Financial Management,Vikas Publishing House,New Delhi.			
4. Chandra Prasanna (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New			

<p>Delhi.</p> <ol style="list-style-type: none"> <li>5. Khan, M.Y.andJain,P.K.(2014),FinancialManagement,McGraw-HillIndiaPvt.Ltd., New Delhi.</li> <li>6. Bhalla, V. K. (2014), Financial Management, S. Chand Publishing, New Delhi.</li> <li>7. Bhalla,V.K.(2014),WorkingCapitalManagement,S.ChandPublshing,NewDelhi</li> </ol>
<p><b>Suggested Additional Readings: (if web source then provide url)</b></p> <ol style="list-style-type: none"> <li>1. Financial Management<a href="http://students.icai.org/?page_id=5210">http://students.icai.org/?page_id=5210</a></li> <li>2. Paramshivam, P and Subramanian T.(2014),Financial Management, New Age International Pub</li> <li>3. lishers, New Delhi.</li> <li>4. InstituteofCostandManagementAccountant,FinancialManagmentandInternational</li> <li>5. Finance <a href="http://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf">icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf</a></li> </ol>
<p><b>Suggested Research Journals :</b></p> <ol style="list-style-type: none"> <li>1. Journals of Financial Management</li> <li>2. Indian Journals of Finance</li> <li>3. RBI Bulletin</li> <li>4. Finance India</li> <li>5. Journals of Banking and Finance</li> <li>6. Banking and Finance Review</li> </ol>

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEM-IV**  
**OPTIONAL – D\* (INTERNAL) PAPER - XXXII**  
**II- B2B MARKETING**

<b>Course Outcomes</b>	Students of this course will be able to: 1. Discuss <sup>2</sup> the importance of Environmental Analysis in B2B Marketing 2. Illustrate <sup>4</sup> the 4 P's of Marketing Mix Strategy in B2B Marketing 3. Specify <sup>6</sup> the need of Digital Marketing in the new context of B2B		
<b>Expected Skills Impartation(Through theory and Practical's)</b>	1. Analytical skills 2. Presentation skills		
<b>Marks : 50</b>	<b>Total Hours of Teaching: 30</b>	<b>Theory: 20</b>	<b>Practical: 10</b>
<b>Syllabus Contents</b>			
<b>Unit 1: a) Theory</b>	Introduction: Importance and scope of B2B Marketing, Characteristics of B2B Marketing, Different criteria in overall B2B procurement, B2B Segmentation, Targeting and Positioning, Types of Industrial customers, Classification of Industrial Products and Services, Purchasing practices, Environmental analysis, B2B selling skills		<b>10 Hours</b>
<b>b) Practical</b>	Visit any organization in your vicinity and study their B2B Marketing activities		<b>5 Hours</b>
<b>Unit 2: a) Theory</b>	Nature of Organisational Buying Behaviour, Organisational Buying Decision process, Marketing Mix, Role of market intelligence in B2B Marketing, Business Marketing Communication, Digital marketing in 21 <sup>st</sup> century		<b>10 Hours</b>
<b>b) Practical</b>	Study the various approaches of manufacturing companies engaged in B2B Marketing		<b>5 Hours</b>
<b>Note:</b>	Case study methodology recommended for teaching B2B		
<b>Reference Books:</b> 1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy and Tools 3/e Springer, 2018 2. Valarie A Zeitaml, Services Marketing, 4/e, Tata McGraw Hill 2012			
<b>Suggested Additional Readings: (if web source then provide url)</b> 1. Why study B2B marketing? 2. Characteristics of B2B market. 3. STP in B2B. 4. Role of market intelligence in B2B. 5. Business marketing communications.			
<b>Suggested Research Journals :</b> 1. Indian Journals of Marketing 2. Journals of Marketing Research.			
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Suggested Case Studies: Mahindra and Mahindra, Ford Motors, Hindustan Petroleum			



CHOICE-BASED CREDIT SYSTEM MBA -II SEM-IV OPTIONAL – D* (INTERNAL) PAPER - XXXII III- ECONOMETRICS			
Course Outcomes	Students of this course will be able to: 1. Understanding about the importance of Econometrics 2. Interlinking Mathematics and Statistics for studying economic phenomenon 3. Identify the problems in Econometric models 4. Use Econometric models for forecasting		
Expected Skills Impartation(Through Theory and Practicals)	1.Abilty to analyse economic and business issues from quantitative perspective 2.Estimating the Ecomoteric models 3.Drawing inferences form the estimated models 4.Testing different research hypothesis		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1 a) Theory	INTRODUCTION TO ECONOMETRICS Meaning and Methodology of Econometrics Types of Econometrics Role of Mathematics and Statistics in Econometrics Multiple Correlation and Errors in calculation of Correlation Two Variable Regression Analysis		10 Hours
b) Practical	Write a review on a research paper which uses econometric methodology		5 Hours
Unit 2 a) Theory	ECONOMETRIC ESTIMATION AND PROBLEMS Multiple Regression Analysis Hypothesis testing in Multiple Regression Dummy Variable Regression Multicollinearity and estimation problems Autocorrelation and Hetroscaasticity		10 Hours
b) Practical	Estimating two variable and multiple regression models		5 Hours
Reference Books: 1. Damodar N Gujarati, Dawn C Porter & Sangeeta Gunasekar(2012): Basic Econometrics, McGraw Hill(India) Pvt. Ltd., New Delhi 2. Walters A.A(1968): An Introduction to Econometrics, Macmillan, London			
Suggested Additional Readings: 1. Neeraj R Hatekar(2010): Principles of Econometrics-An Introduction Using R, Sage Publications India Pvt.Ltd., New Delhi 2. Maddala G.S.(2001): Introduction to Econometrics, John Wiley & Sons, New York 3. Pindyck R.S and D.L. Rubinfeld(1990): Econometric Models and Econometric Forecasts, McGraw-Hill, New York			
Suggested Research Journals: 1.Journals of Quantitative Economics(The Indian Econometric Society) 2.Artha Vijnana(Gokhale Institute of Politics and Economics)			
Suggested Case Studies: Econometric Models estimated for various sectors			

**CHOICE-BASED CREDIT SYSTEM**  
**MBA -II SEM-IV**

CHOICE-BASED CREDIT SYSTEM MBA -II SEM-IV OPTIONAL – D* (INTERNAL) PAPER - XXXII IV- ORGANIZATIONAL DEVELOPMENT			
Course Outcomes	Students of this course will be able to: 1. The Process of diagnosis of the implementation of OD. 2. OD interventions applied in the organization		
Expected Skills Impartation(Through theory and Practical's)	1. Correct Skills Implementation. 2. Application of OD interventions		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	Process of OD- Why diagnosis- Importance of Correct diagnosis in success of OD; Six Box Model, 7 S Framework; Organizational Iceberg Model; Force Field Analysis.		10 Hours
b) Practical	Visit any organization and Study the process of diagnosis in the success of OD and present a report on it.		5 Hours
Unit 2: a) Theory	OD Interventions - i) Team – Concept; Stages of team development, Gestalt Approach; Role of Analysis Technique; Interdependency Exercise; Role Negotiation; Appreciations and Concerns Exercise, Visioning, Responsibility Charting, Appreciative Inquiry. ii) Structural Interventions- Socio – Technical Systems Work Redesign, QWL, TQM, Reengineering. iii) Comprehensive Interventions- Grid OD Confrontation Meeting.		10 Hours
b) Practical	Visit on organization and study the OD interventions applied and to present a report on it.		5 Hours
Note:			
Reference Books: 1. Organizational Development – French & Bell. 2. Organizational Development – Vendell L. French.			
Suggested Additional Readings: (if web source then provide url)			
Suggested Research Journals : 1. Leadership & Organization Development Journal 2. Research in Organisational Behaviour. 3. Journal of Management Development 4. Organization and Environment Journal 5. Journal of Organizational Behaviour 6. Research in Organisational Behaviour. 7. Journal of General Management			
Suggested Case Studies:			

OPTIONAL – D* (INTERNAL) PAPER - XXXII V-SPORTS MANAGEMENT			
Course Outcomes	Students of this course will be able to: 1. Understand sports management. 2. Outline sports marketing plan 3. Apply management techniques effectively in sports event. 4. Identify careers in sports management		
Expected Skills Impartation(Through theory and Practical's)	1. Understand the sports management sector. 2. To track out the career path. 3. To know the global opportunity in sports management.		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	Introduction to sports Management: Concept of Sports management, History , Origin, Principals and Functions, Sport marketing plan, Ethics in sport & media, Sports Training- Aims, Characteristics, Training Means and Training Methods. Sports psychology, Sports Marketing		10 Hours
b) Practical	Visit any sports Organization/academy and study the training aspects and submit the report.		5 Hours
Unit 2: a) Theory	Career in sports management, Sports Event Management, Professional development in sports management , Professional Associations in sports , National and International Sports Organizations - CAB,IFA, AIFF, BCCI, FIFA, ICC, IOA, BTTA. Sports Policy And Governance.		10 Hours
b) Practical	Online Study the different sports organisations and prepare a report on sports event management and career opportunities.		5 Hours
Note:	Discuss on the current sports events and the concern management aspects. Take brainstorming session on favorite sport personality.		
Reference Books: 1. Fundamentals of Sport Management (Human Kinetics' Fundamentals of Sport and Exercise Science), Robert E. Baker, Craig Esherrick, Publisher-Human Kinetics, 2. Fundamentals of Sports Training, Matveyew. L. P.,Mir Publishers, Moscow 3. Sport Management, Karen Bill, Learning Matters Ltd., UK 4. Sports Ethics for Sports Management Professionals, Patrick Thornton, Walter T. Champion, Jr., Lawrence Ruddell, Larry Ruddell, Jones & Bartlett Learning , LLC 5. Sports Psychology, 2015, Dr. Raja Roy Choudhury, Himalaya publishing house, Mumbai 6. Sports Marketing – A strategic perspective, Matthew D. Shank, Prentice Hall.			
Suggested Additional Readings: (Use web source) 1. <a href="https://www.sciencedirect.com/Journals/sport-management-review">https://www.sciencedirect.com/Journals/sport-management-review</a> 2. <a href="https://network.bepress.com/business/sports-management/">https://network.bepress.com/business/sports-management/</a> Read the biography of successful sports celebrities.			
Suggested Research Journals : 1. <a href="https://www.Journalss.elsevier.com/sport-management-review">https://www.Journalss.elsevier.com/sport-management-review</a> 2. <a href="https://www.inderscience.com/jhome.php?jcode=ijsmm">https://www.inderscience.com/jhome.php?jcode=ijsmm</a> 3. <a href="https://Journalss.humankinetics.com/view/Journalss/jsm/jsm-overview.xml">https://Journalss.humankinetics.com/view/Journalss/jsm/jsm-overview.xml</a>			
Suggested Case Studies: Case studies must be discussed and solved in classroom. NPTL as well as YouTube videos can be displayed on related topics.			

CHOICE-BASED CREDIT SYSTEM MBA -II SEM-IV OPTIONAL – D* (INTERNAL) PAPER - XXXII VI- LOGISTICS & SUPPLY CHAIN MANAGEMENT			
Course Outcomes	Students of this course will be able to: 1. Describe various logistics functions. 2. Formulate logistics framework for any organization. 3. Explain various supply chain management functions. 4. Create supply chain management framework for any organization.		
Expected Skills Impartation(Through theory and Practical's)	1. Ability to explain various logistics functions 2. Ability to prepare logistics framework for any organization. 3. Ability to describe supply chain management functions. 4. Ability to formulate supply chain management functions.		
Marks : 50	Total Hours of Teaching: 30	Theory: 20	Practical: 10
Syllabus Contents			
Unit 1: a) Theory	Logistics Management: Logistics management-Concept, Objectives, Scope & importance. Logistical functions, organization of logistics, stages of logistics, Integrated logistics, Green logistics, logistics costs, logistics for business excellence ,logistics interfaces with other areas, logistics strategies, logistics future.		10 Hours
b) Practical	Visit an organization and study its logistics management. Submit a report.		5 Hours
Unit 2: a) Theory	Supply chain management: Supply chain management- Concept, Objectives, Scope & importance, functions. Role of logistics in supply chain management, information technology in Supply chain, major supply chain issues, drivers of supply chain performance, competitive and supply chain strategies.		10 Hours
b) Practical	Visit an organization and study its supply chain management. Submit a report.		5 Hours
Note:			
Reference Books: 1. A logistics approach to SCM by John Coyle,C.John Langley,Jr., Brian Gibson, Robert Novack, Edward Bardi, Cengage learning India Private Ltd. 2. Logistics and supply chain management by K.Shridhara Bhat, Himalaya Publishing house 3. Logistics Management by V.V.Sople,Pearson Publication 4. Sunil Chopra and Peter Meindl, “Supply Chain Management – Strategy Planning and Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi.			
Suggested Additional Readings: (if web source then provide url) -Department of industrial policy & promotion guidelines for logistics & SCM.			
Suggested Research Journals : 1. International Journals of supply chain management 2. International Journals of supply and operations management			
Suggested Case Studies: on Logistical function, green logistics, logistics strategies, SCM,SC issues, SC strategy.			

## Equivalence of Compulsory Papers:

Course number	Old Course Title	New Course Title
1	Corporate Planning & Strategic Management	Strategic and Change Management
2	-----	Business Intelligence and Analytics
3	Project Report & Viva-Voce	Project Report & Viva-Voce
4	Entrepreneurship Development	Innovation and Entrepreneurship
5	-----	Startups and New Venture (Internal)
6	-----	Employability Skill (Internal)
7	Management Control System	-----
8	Global Quality System	-----
9	International Business	-----

## Equivalence of Electives:

Course Number	Old course title	New Course Title
<b>MARKETING MANAGEMENT</b>		
1	Buying Behavior and Brand Management	Buying Behaviour And Brand Management
2	Sales Management and Advertising Management	Advertising And Sales Management
3	Retail and Rural marketing	Service Marketing And Retail Marketing
4	Contemporary Issues in Marketing	Contemporary Issues In Marketing
5	Marketing Strategy and CRM	-----
<b>HUMAN RESOURCE MANAGEMENT</b>		
1	Employee Remuneration	Compensation Management
2	Human Resource Development	Human Resource Development
3	Strategic HRM and International Perspective	Strategic Human Resource Management And International Perspective
4	Employee Relations and Labour Laws	Industrial Relations And Labour Laws
5	Human Resource Planning And Procurement	-----
<b>FINANCIAL MANAGEMENT</b>		
1	Indian Financial System	Indian Financial System
2	Financial Decision Analysis	Corporate Restructuring And Liquidity Management
3	Investment Management	Investment Management
4	International Finance	International Finance
5	Project Planning and working Capital Management	-----
<b>PRODUCTION MANAGEMENT</b>		
1	Operations Management Strategies	Operations Management Strategies
2	Materials and Inventory	Materials & Inventory Management

	Management	
3	Global Operations & Logistics	Global Operations & Logistics
4	World Class Production Management	World Class Manufacturing
5	Production Planning and Control	-----
<b>IT &amp; SYSTEM MANAGEMENT</b>		
1	Strategic Information System Management	It Strategy & Governance
2	Information System Audit and Security	Information System Security And Audit
3	Business Process Re-Engineering	Business Process Reengineering& Erp
4	Knowledge Management	Knowledge Management
5	Software Project Management	-----
<b>AGRICULTURAL BUSINESS MANAGEMENT</b>		
1	Agri-Business Management	Agribusiness Management And Practices
2	Agri-Business Finance Management	Agri-Business Finance
3	Agricultural Marketing	Agro –Processing Industries
4	International Trade in Agriculture	International Trade In Agriculture
5	Agripreneurship And Project Management	-----
<b>TEXTILE MANAGEMENT</b>		
1	Fibre to yarn manufacturing	Textile Manufacturing
2	Fabric Manufacturing	-----
3	Textile Industry India	Indian Textile Industry
4	Retail management in textile and garment	Apparel Retail Management
5	Fashion Industry	Fashion Management
<b>NEWLY INTRODUCED ELECTIVES</b>		
<b>HOSPITALITY MANAGEMENT</b>		
1	-----	Fundamentals of Hospitality Management
2	-----	Hotel Management
3	-----	Tourism Management
4	-----	Event Management
<b>ENTREPRENEURSHIP DEVELOPMENT</b>		
1	-----	Project Planning and Implementation
2	-----	Institutional Support and Venture Funding
3	-----	Family Business Management
4	-----	Economic Development and Entrepreneurship
<b>INTERNATIONAL BUSINESS</b>		
1	-----	Principles of International Business
2	-----	Export and Import Policy
3	-----	Issues in International Business
4	-----	Cross Cultural Management
<b>BUSINESS ANALYTICS</b>		
1	-----	Business Data Management
2	-----	Business Analytics in Management

3	-----	Business Analytics Using R
4	-----	Cloud Computing and Virtualization

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