

# MATA GUJRI COLLEGE

Fatehgarh Sahib

An Autonomous College (Grant-In-Aid)

Under the management of SGPC, Sri Amritsar Sahib

Re-Accredited with 'A' Grade by NAAC

Star College Status Conferred by DBT, Govt. Of India.

Covered under DST FIST Scheme

Affiliated to Punjabi University, Patiala & Approved by AICTE, New Delhi

**Programme Code: MBA**

Programme Brochure

(As approved by Academic Council)

**MASTER OF BUSINESS ADMINISTRATION**

**(Effective from Academic Year 2023-2024)**



**Approved by Board of Studies on May 5, 2023**

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## Contents

<b>S. No</b>	<b>Details</b>
1	Introduction about the Department
2	Introduction about the Master of Business Administration
3	Program Outcomes of Master of Business Administration
4	Ordinances for Master of Business Administration (Batch 2023-2024 onwards)
5	Scheme of Master of Business Administration (MBA) 5.1 Credit Distribution for MBA 5.2 Full Course detail

## **1. Introduction to the Department**

Department of Management Studies Mata Gujri College, Fatehgarh Sahib was established in 1998. The department is housed in an exclusively designed triple storied structure and has an excellent infrastructure to provide students with necessary requisites to experience maximum learning and development. An exclusive library houses some of the most cherished literature of the corporate world and state-of-the-art class rooms boast of having some of the best learning aids. Classrooms are coupled with modern ICT enabled infrastructure to provide a stimulating academic environment and an effective pedagogy further sets a platform conducive to nurturing the best breed of managerial talent. In order to inculcate the qualities of the effective and efficient Managers, the department leaves no stone unturned to groom the young professionals by educating them in moral values, ethical values, spiritual values, personality development, communication, innovation and creativity which are relevant to the present market situation.

## **2. Introduction about the Master of Business Administration**

In the post 1991 scenario, when the Indian Economy was thrown open, a sea-change was witnessed in the Indian Business world. Multinational Corporations started building their bases in India as they considered it as second important market in the terms of consumption after China. With the arrival of Multinational Companies, the Indian market has become a hub of commercial activities. The quality of products as well as services has gone up tremendously and they can be described as “World Class Products and Services “. The brands which commanded popularity around the world are now available in Indian market and Indian population avails their benefits. In spite of neck-breaking competition in all fields of business like Marketing, Finance, Human Resources, Production, Research and Development, Logistics etc, there are ample opportunities for younger lot to carve out a career in this sphere. India needs a large number of corporate executives to face the challenges in the field of industry, commerce and trade. There has always been a dearth of really *GOOD MANAGERS* in the corporate world. Good Managers are not only *INTELLIGENT* but also really *SMART* who are proactive and can scale the pinnacle of efficiency and effectiveness.

In order to inculcate the qualities of Smart Managers, the Department of Management Studies (established in 1998), Mata Gujri College, Sri Fatehgarh Sahib, has been successfully running Master of Business Administration (MBA) for the last sixteen years. We leave no stone

returned to groom the young professionals by training them in moral, ethical, spiritual values, besides developing their harmonious personality, effective communication, innovative skills and creativity which are relevant to present market situation. The MBA programme is approved by AICTE and Ministry of HRD India

### **Eligibility Conditions:**

- 1) The admission to MBA 1<sup>st</sup> shall be open to any person who has secured 50% marks in bachelor degree in any discipline (45% for SC/ST and physically handicapped with 40% disability) from any University or any other examination recognized as equivalent thereto. The eligibility is determined by university before entrance test/ during counseling.
- 2) Admission to MBA course will subject to candidate's performance in the Entrance Test (CET) conducted by the university or direct admission will be made as per instructions of University /AICTE prescribed admission procedure.
- 3) No Management Quota seats.
- 4) No hidden charges in fees.

## **3. OUTCOME BASED EDUCATION**

### **3.1 Program Educational Objectives (PEO) OF MBA**

The program aims are

**PEO 1.** To equip students with conceptual knowledge about various functional areas of management

**PEO 2.** To inculcate innovative creative and entrepreneurial mindset among the students

**PEO 3.** To improve communication, presentation, interpersonal, decision making and leadership skills of the students

**PEO 4.** To enable students to use functional knowledge and practical skills learnt during the program in identifying and solving problems of business and corporate world

**PEO 5.** To create awareness about importance of human values, professional ethics and value-based leadership in the business world

### **3.2 Programme Outcomes (POs) of MBA**

After completing Post graduate program in management studies, a student will be

**PO 1.** Possessing the understanding of conceptual knowledge and practical skills required for corporate world

**PO 2.** Able to select and apply management concepts, theories and models for discharging their job roles in the industry

**PO 3.** Possessing requisite communication skills, teamwork and leadership skills and will be able to effectively discharge their responsibilities in the industry

**PO 4.** Able to explore identify and evaluate feasible business ideas and set up their entrepreneurial ventures

**PO 5.** Aware of environmental and societal concerns and be able to develop sustainable business models

### **3.3 Programme Specific Outcomes (PSOs) of MBA**

**PSO 1.** To equip the students with requisite conceptual knowledge, necessary skills and positive attitude required for becoming successful managers in global business environment.

**PSO 2.** To develop effective communication and presentation skills required to be a successful business professional.

**PSO 3.** To prepare the students to meet the diverse challenges of global business environment by equipping them with knowledge about various functional areas of management.

**PSO 4.** To develop and understanding of business and professional ethics so as to be able to align organizational goals with ethics.

**PSO 5.** To hone entrepreneurial skills and mindset in the students.

**PSO 6.** To inculcate managerial competencies among the students so that they become employable in current dynamic business world.

**PSO 7.** To develop skill of being a lifelong learner so that they can successfully discharge their responsibilities in future.

#### **4. Ordinances for Master of Business Administration**

##### **(Batch 2023-2024 onwards)**

1. (a) The examination for the degree of Master of Business Administration shall be held in two parts to be called MBA part-1 and MBA part -2. Each part shall consist of two semesters, viz. semester 1<sup>st</sup> and 2<sup>nd</sup> in part -1 and semester 3<sup>rd</sup> and 4<sup>th</sup> in part -2. The examination shall be held in the months of November / December for 1<sup>st</sup> and 3<sup>rd</sup> semester and April /May for 2<sup>nd</sup> and 4<sup>th</sup> semester or on such other date as may be fixed by the **Principal / Director** of College.  
(b) The amount of Examination/admission fee to be paid by a candidate per semester for the external examinations shall be as prescribed by college management.  
(c) Last date for the admission forms and fee for the external examination shall be prescribed by Controller Examinations.
2. The MBA Part -1 shall be open to any person who has passed a degree /post -graduate Degree examination in any faculty with at least 50% marks in the aggregate from any/this university or any other examination recognized as equivalent thereto.
3. The assessment in the first and second semester of M.B.A. part-1 will be 50% internal and 50% external for each paper. The result for the internal examinations to be conducted by the department shall be conveyed to the students/examination branch by the head of department as per approved schedule, failing while the result of concerned candidates will be shown as RL.
4. The internal paper will carry 50 marks and it will be distributed as follows:
  - a. Mid-Semester test carrying 20 marks. Best of two MSTs will be considered for final evaluation provided a students must appear and pass both the MSTs.

- b. Assignment/ seminar / class Test/ Quizzes/ NCC/NSS/ Co-curricular activity/ Minor project carrying 20 marks.
- c. Attendance carrying 5 marks on the basis of following:

S.No	Attendance (in %)	Marks
1.	65% to 70%	1
2.	70% to 75%	2
3.	75% to 80%	3
4.	80% to 85%	4
5.	85% and above	5

5. M.B.A. part 2<sup>nd</sup> shall be open to any person who has passed M.B.A. part 1<sup>st</sup> examination or has cleared at least 50% of total papers prescribed for first and second semesters of M.B.A. course.
6. The assessment in the 3<sup>rd</sup> and 4<sup>th</sup> semesters of M.B.A. part 2<sup>nd</sup> will be 50% internal and 50% external for each paper. The result for the internal examinations to be conducted by the department shall be conveyed to the student/Examination Branch by the Head of the department as per approved schedule failing while the result of concerned candidates will be shown as RL.
7. The syllabus for the session shall be such as prescribed by the College from time to time.
8. (a) The project report shall be submitted as per detailed guidelines given in annexure. In case the difference of marks awarded by two examiners is more than 10 marks, the report shall be referred to the 3<sup>rd</sup> examiner whose award shall be final.
- (b) Training Report would be evaluated internally. The result would be communicated to the examination branch by the head of the department.
9. M.B.A. examination is open only to candidate who:  
 Has been on the rolls of the college throughout the academic semester preceding the examination.  
 Has his/her name submitted to the Registrar by the head/principal of having attended not less than 75% of the total number of lectures delivered in each paper/ subject and 75% of the periods held in practical/lab(map) work in each paper / subject during the Academic semester. The department shall be required to deliver at least 75% of the total number of

lectures prescribed for each paper/subject. Provided that deficiency in the number of lectures can be condoned for special reason subject to ordinance framed on the subject.

10. The medium of instruction and examination shall be English.

11. (i) A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.

(ii) (a) In the event of a candidate failing to secure the requisite 40% marks in terms of clause (i) above, he shall be placed under reappear in that paper (s). Such a candidate would carry the internal assessment marks secured by him for his reappear examination.

(b) However, if any candidate has secured less than 40% marks in the internal assessment in any one or more papers and is placed under reappear in that paper (s), he/she may at his/her option, attend regular classes of that paper(s), after his/her fourth semester examination. The candidate would be required to attend such classes in a semester in which that paper (s) is offered by the department subsequently and thus improve his/her internal assessment score in the concerned paper (s). In case, such a candidate improves upon the earlier internal assessment score the revised internal assessment will replace the old internal assessment. In case he/she fails to improve upon his/her earlier internal assessment in that paper (s) his/her original internal assessment marks would stand.

In case such a paper is dropped from the course of study as a result of any revision the department would indicate a suitable substitute paper in lieu thereof.

12. A candidate who joins first semester for M.B.A. part-1 may on completing attendance requirement, appear in the first semester examination and join the second semester course and appear in the second semester examination on completing attendance requirements on the dates prescribed for each examination. Even if he/she does not clear any paper of the first semester, he/she will be eligible to join the second semester and taken the examination. But he/she will not be eligible to join the third semester unless he/she has cleared at least 50% of total papers prescribed for both the first and second semester examinations. He/she can take the third semester examination on completing the required attendance. He/she may be allowed to join the 4<sup>th</sup> semester, even if he/she has not cleared any of the aforesaid papers namely reappear papers of first and second semester of part-1 examination and all the papers of 3<sup>rd</sup> semester examination. On attending the required



number of lectures of 4<sup>th</sup> semester he/she will be eligible to appear in the 4<sup>th</sup> semester examination. A candidate placed under reappear in any paper, will be allowed two chances to clear the reappear, which should be availed within consecutive two years/chances i.e. to pass in a paper the candidate will have a total of three chances, one as regular student and two as reappear candidate.

The examination of reappear papers of odd semester will be held with regular examination of the odd semester and reappear examination of the even semester will be held with regular examination of even semester. But if a candidate is placed under reappear in the last semester of the course, he will be provided chance to pass the reappear with the examination of the next semester, provided his reappear of lower semester does not go beyond next semester. Provided that he/she shall have to qualify in all the papers prescribed for the M.B.A. course within a period of four years from the date he/she joined the course. In case he/she fails to do so within the prescribed period as aforesaid, he/she shall be declared fail. He/She may, seek fresh admission to the first semester on merit with the new applicants. It is understood that a 'reappear' or failed candidate shall be allowed to take the examination in papers not cleared by him/her according to the date sheets of the semester examinations in which such papers may be adjusted. After completing two years of studies (i.e. four semester courses), he/she shall not be admitted to any semester of the same course and will not have any privileges of a regular student.

13. Viva-voce/practical examination shall be conducted by a committee consisting of the following:-

1. Two external experts
2. One internal examiner (to be nominated by the head of the department)
3. Head of the Department or his nominee.

The quorum of committee meeting would comprise one external and one internal examiner.

14. As soon as possible after the completing of each semester, the Registrar shall publish a list of successful candidates showing their result. Each candidate shall be supplied with a card containing his/her detail of marks. The list of successful candidates on the completion of M.B.A. part-2<sup>nd</sup> shall be arranged in three divisions and the division obtained by the candidate will be stated in the degree.

15. Successful candidates who obtain 75% marks of more of the aggregate marks in part-1 and part 2<sup>nd</sup> examination taken together shall be declared to have passed the examination with distinction and who obtain 60% or more of the aggregate marks shall be placed in first division. Those who obtain 50% or more but less than 60% shall be placed in the second division and all below 50% shall be placed in the third division.
16. The grace marks shall be allowed according to the general ordinances relating to 'Award of grace marks'. These ordinances will apply to all the examinations.
- (i) Up to 1% of the total marks of part-1<sup>st</sup> and 2<sup>nd</sup> examination shall be added to the aggregate of both part-1<sup>st</sup> and part-2<sup>nd</sup> examination to award a higher division/55% marks, to a candidate.
  - (ii) Grace marks to be given shall be calculated on the basis of 1% of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce/internal assessment/ sessional work/skill in teaching/any additional/optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fraction less than half shall be ignored.
  - (iii) To pass in one in or more written papers or subjects, and/or to make up the aggregate to pass the examination but not in practical, sessional work, internal assessment, viva-voce and skill in teaching.
17. The old students who have passed M.B.A. from this college/university will be eligible to seek admission for purpose of additional specialization by qualifying the required examination under the scheme of additional specialization on the pattern of M.B.A. (C.C.) program on the terms and conditions as may be notified by the head of the department.
18. The candidate shall have to qualify in all the papers prescribed for MBA course within a period of four years from the date he/she joins the course. In case, he/she fails to do so within the prescribed period of four years as aforesaid, he/she shall be declared fail.
19. In assessing the performance of the students in examinations, the usual approach is to award marks based on the examinations conducted at various stages (mid semester tests and final examination) in a semester. To convert these marks to letter grades, absolute grading system is being used to award the grades as per rules of examination branch.
20. Grade Scheme and Important Information:

Letter grade is awarded to the students. Each letter grade indicates the level of performance in the course and has a grade point for the purpose of computing the Cumulative Grade Point Average (CGPA) as given below

### Grades and Grade Points

Letter Grade	Marks	Grade Point
O (Outstanding)	91-100	10
A+ (Excellent)	81-90	9
A (Very Good)	71-80	8
B+ (Good)	61-70	7
B (Above Average)	51-60	6
C (Average)	41-50	5
P (Fair)	35-40	4
F (Fail)		0
D (Detained)		

**Division and Position:** Division shall be awarded in the following manner, to the candidates on the basis of their respective CGPA:

CGPA 7.5 or more	1st Division with Distinction
CGPA 6.0 or more but less than 7.5	1st Division
CGPA 5.0 or more but less than 6.0	2nd Division
CGPA less than 5.0	3rd Division

**Equivalence:** Percentage (P) equivalent to CGPA earned by a candidate may be calculated using the following formula:

$$P = \text{CGPA} \times 10$$

## 5. Scheme of Master of Business Administration (MBA)

### 5.1 Credit Distribution for MBA

Course	No of Papers	Credits
Core	12	60
Compulsory Foundation Course	2	6
Elective Foundation Course	4	7
Generic Elective	7	10
Discipline Centric Elective	7	35
<b>Total</b>	<b>32</b>	<b>118</b>



## 5.2 Full Course detail

### MBA 1<sup>st</sup> Year (2023-2024) Semester I

Subject	Course code	Title of paper	Contact hours per week				Examination scheme marks			Credits
			L	T	P	Total	Internal	External	Total	
Core	MBA 101	Management Practices and Organizational Behavior	5	-	-	5	50	50	100	5
Core	MBA 102	Accounting for Management	5	-	-	5	50	50	100	5
Core	MBA 103	Business Environment	5	-	-	5	50	50	100	5
Core	MBA 104	Economic Analysis for Business Decisions	5	-	-	5	50	50	100	5
Core	MBA 105	Business Analytics	5	-	-	5	50	50	100	5
EF	MBA 106	Software Lab (office Automation)	-	-	3	3	-	50	50	1
CF	ENG 1005	Workshop on Executive Communication	-	-	2	2	50	-	50	1
EF	MBA 107	Seminar on Environmental Management	-	-	5	5	100	-	100	2
GE	MBA 108	Viva Voce	-	-			-	100	100	1
		<b>Total</b>	<b>25</b>		<b>10</b>	<b>35</b>	<b>400</b>	<b>400</b>	<b>800</b>	<b>30</b>

EF = Elective Foundation Course

CF = Compulsory Foundation Course

**Note: A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_
4. \_\_\_\_\_ 5. \_\_\_\_\_ 6. \_\_\_\_\_
7. \_\_\_\_\_ 8. \_\_\_\_\_ 9. \_\_\_\_\_
10. \_\_\_\_\_ 11. \_\_\_\_\_

**MBA I<sup>st</sup> Year (2023-2024) Semester II**

Subject	Course code	Title of paper	Contact hours per week				Examination scheme marks			Credits
			L	T	P	Total	Internal	External	Total	
CF	MBA 201	Research Methodology	5	-	-	5	50	50	100	5
Core	MBA 202	Marketing Management	5	-	-	5	50	50	100	5
Core	MBA 203	Financial Management	5	-	-	5	50	50	100	5
Core	MBA 204	Production & Operations Management	5	-	-	5	50	50	100	5
Core	MBA 205	Management of Human Resources	5	-	-	5	50	50	100	5
EF	MBA 206	Workshop on Tally.ERP 9	-	-	5	5	100	-	100	2
EF	MBA 207	Seminar on Ethics & Human Values	-	-	5	5	100	-	100	2
GE	MBA 208	Viva-voce	-	-	-	-	-	100	100	1
		<b>Total</b>	<b>25</b>		<b>10</b>	<b>35</b>	<b>450</b>	<b>350</b>	<b>800</b>	<b>30</b>

**Note: A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

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**MBA 2<sup>nd</sup> Year (2023-2024) Semester III**

Subject	Course Code	Specialization	Title of Paper	Contact Hours Per Week				Examination Scheme Marks			Credits
				L	T	P	Total	Internal	External	Total	
Core	MBA 301		Corporate Legal Environment	5	-	-	5	50	50	100	5
Core	MBA 302		Project Management	5	-	-	5	50	50	100	5
DCE	MBA 303	Marketing Management	Integrated Marketing Communication and Sales Management	5	-	-	5	50	50	100	5
DCE	MBA 304		Marketing Research	5	-	-	5	50	50	100	5
DCE	MBA 305	Human Resources Management	Management of Industrial Relations	5	-	-	5	50	50	100	5
DCE	MBA 306		Human Resource Development	5	-	-	5	50	50	100	5
DCE	MBA 307	Financial Management	Security Analysis & Portfolio Management	5	-	-	5	50	50	100	5
DCE	MBA 308		Financial Services and Markets	5	-	-	5	50	50	100	5
DCE	MBA 309	Operations Management/ Materials Management	Production Planning & Control	5	-	-	5	50	50	100	5
DCE	MBA 310		Inventory Management & Control	5	-	-	5	50	50	100	5

Subject	Course Code		Title of Paper	Contact Hours Per Week				Examination Scheme Marks			Credits
				L	T	P	Total	Internal	External	Total	
DCE	MBA 311	Information Technology	Database Management system	5	-	-	5	50	50	100	5
DCE	MBA 312		Web Designing	5	-	-	5	50	50	100	5
DCE	MBA 313	International Business	Foreign Exchange Management	5	-	-	5	50	50	100	5
DCE	MBA 314		Global Marketing Management	5	-	-	5	50	50	100	5
DCE	MBA 315	Retail Management	Management of Retail Organization	5	-	-	5	50	50	100	5
DCE	MBA 316		Store Management	5	-	-	5	50	50	100	5
DCE	MBA 317	Agribusiness Management	Agricultural Finance	5	-	-	5	50	50	100	5
DCE	MBA 318		Agricultural Marketing	5	-	-	5	50	50	100	5
DCE	MBA 319	Health Care Management	Principles of Hospital Administration and Planning	5	-	-	5	50	50	100	5
DCE	MBA 320		Management of Clinical and Support Services in Hospitals	5	-	-	5	50	50	100	5
GE	MBA 321		Summer Internship Project Assessment	2	--	-	2	100	--	100	1
GE	MBA 322		Viva Voce	-	-	3	3		100	100	1
			Total	32		3	35				32

**Note: A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_  
4. \_\_\_\_\_ 5. \_\_\_\_\_ 6. \_\_\_\_\_  
7. \_\_\_\_\_ 8. \_\_\_\_\_ 9. \_\_\_\_\_  
10. \_\_\_\_\_ 11. \_\_\_\_\_



**MBA 2<sup>nd</sup> Year (2023-2024) Semester IV**

Subject	Course code	Specialization	Title of paper	Contact hours per week				Examination Scheme Marks			Credits
				L	T	P	Total	Internal	External	Total	
Core	MBA 401		Strategic Management	5	-	-	5	50	50	100	5
GE	MBA 402		Research Project Report in Major Areas of Specializations	-	-	8	8	-	200	200	4
GE	MBA 403		Seminar on Project Report	5	-	-	5	100	-	100	1
GE	MBA 404		Viva on Project Report	-	-	-	-	-	100	100	1
DCE	MBA 405	<b>Marketing Management</b>	Consumer Behaviour	5	-	-	5	50	50	100	5
DCE	MBA 406		Digital Marketing	5	-	-	5	50	50	100	5
DCE	MBA 407		Marketing of Services	5	-	-	5	50	50	100	5
DCE	MBA 408		International Logistics	5	-	-	5	50	50	100	5
DCE	MBA 409		Rural Marketing	5	-	-	5	50	50	100	5
DCE	MBA 410	<b>Information Technology</b>	Data Communication & Computer Network	5	-	-	5	50	50	100	5
DCE	MBA 411		PHP Programming	5	-	-	5	50	50	100	5
DCE	MBA 412		Software Engineering	5	-	-	5	50	50	100	5
DCE	MBA 413		DBMS	5	-	-	5	50	50	100	5
DCE	MBA 414		Enterprise Resource Planning	5	-	-	5	50	50	100	5
DCE	MBA 415	<b>Financial Management</b>	Management of Financial Institutions	5	-	-	5	50	50	100	5
DCE	MBA 416		Banking & Insurance Management	5	-	-	5	50	50	100	5
DCE	MBA 417		Management Control Systems	5	-	-	5	50	50	100	5

DCE	MBA 418		Management of Working Capital	5	-	-	5	50	50	100	5
DCE	MBA 419		Corporate Tax Planning	5	-	-	5	50	50	100	5
DCE	MBA 420		International Financial Management	5	-	-	5	50	50	100	5
DCE	MBA 421	<b>Operations Management / Materials Management</b>	Material Planning & Inventory Management	5	-	-	5	50	50	100	5
DCE	MBA 422		Management of Logistics	5	-	-	5	50	50	100	5
DCE	MBA 423		Plant Design & Layout	5	-	-	5	50	50	100	5
DCE	MBA 424		Total Quality Management	5	-	-	5	50	50	100	5
DCE	MBA 425		Technology Management	5	-	-	5	50	50	100	5
DCE	MBA 426		<b>Human Resources Management</b>	Compensation Management	5	-	-	5	50	50	100
DCE	MBA 427	Social security & Labour Welfare		5	-	-	5	50	50	100	5
DCE	MBA 428	Industrial Psychology		5	-	-	5	50	50	100	5
DCE	MBA 429	Management of Training & Development		5	-	-	5	50	50	100	5
DCE	MBA 430	Organizational Development & change		5	-	-	5	50	50	100	5
DCE	MBA 431	Cross Cultural Issues in Global Management		5	-	-	5	50	50	100	5
DCE	MBA 432	<b>International Business</b>	International Economic Environment	5	-	-	5	50	50	100	5
DCE	MBA 433		International Financial Management	5	-	-	5	50	50	100	5
DCE	MBA 434		Foreign trade Policy & Documentation	5	-	-	5	50	50	100	5
DCE	MBA 435		Global Human Resources Management	5	-	-	5	50	50	100	5

DCE	MBA 436		Foreign Language for Business	5	-	-	5	50	50	100	5
DCE	MBA 437	<b>Retail Management</b>	Supply Chain Management	5	-	-	5	50	50	100	5
DCE	MBA 438		Merchandising Management	5	-	-	5	50	50	100	5
DCE	MBA 439		Sales & Distribution Management	5	-	-	5	50	50	100	5
DCE	MBA 440		Consumer Behavior in Retailing	5	-	-	5	50	50	100	5
DCE	MBA 441		Customer Relationship Management	5	-	-	5	50	50	100	5
DCE	MBA 442		<b>Agri- Business Management</b>	Agribusiness Supply Chain Management	5	-	-	5	50	50	100
DCE	MBA 443	Rural marketing		5	-	-	5	50	50	100	5
DCE	MBA 444	Rural Development and Agriculture Extension		5	-	-	5	50	50	100	5
DCE	MBA 445	Farm Business Management		5	-	-	5	50	50	100	5
DCE	MBA 446	<b>Health Care Management</b>	Legal Aspects of Healthcare	5	-	-	5	50	50	100	5
DCE	MBA 447		Finance in Healthcare	5	-	-	5	50	50	100	5
DCE	MBA 448		Insurance in Healthcare	5	-	-	5	50	50	100	5
DCE	MBA 449		Front Office Operations in Hospital	5	-	-	5	50	50	100	5
DCE	MBA 450		Public Healthcare Management	5	-	-	5	50	50	100	5
		<b>Total</b>		<b>25</b>	<b>-</b>	<b>8</b>	<b>33</b>				<b>26</b>

GE= Generic Elective

DCE= Discipline Centric Elective

**Note: A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

- |           |           |          |
|-----------|-----------|----------|
| 1. _____  | 2. _____  | 3. _____ |
| 4. _____  | 5. _____  | 6. _____ |
| 7. _____  | 8. _____  | 9. _____ |
| 10. _____ | 11. _____ |          |

(2023-2024)

## MBA-101 Management Practices & Organization Behaviour

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to familiarize the students with Management Concepts and aims at providing fundamental knowledge and exposure of the Theories and practices in the field of Organization Behavior. After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand the various Concepts of Management.
2.	Understand Planning, Organizing, Staffing, Directing and Controlling Functions of Management.
3.	Understand the Contemporary Management Practices in terms of Motivation and Communication.
4.	Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

### Unit I

Management: Definition, Nature, Scope, Importance, Functions of Management & Manager, Evolution of Management Thought & Management Thinkers: Scientific Management, General Administrative Theories, Quantitative Approach, Behavioral Approach, Systems Approach, Contingency Approach. Planning: Types of Plans, Steps in Planning & Process of Planning, MBO: Concept, Importance & Process of MBO. Organizing: Concept & Process of Organizing, Formal Vs. Informal Organization. Authority & Responsibility: Concept, Delegation of Authority & Process of Delegation.

### Unit II

Personality: Concepts, Theories & Determinants Of Personality, Perception: Nature & Importance, Perceptual Errors. Attitude: Concepts, Sources, Types, Cognitive Dissonance Theory, Work Related Attitudes. Learning: Theories of Learning, its Principles, Reinforcement. Motivation: Meaning, Theories of Motivation (Maslow, Herzberg, McGregor & McClelland's). Communication: Process, Types, Communication Barriers, Leadership: Theories and Leadership Styles in Management, Interpersonal Skill: Transactional Analysis, Johari Window.

### Recommended Texts

- Koontz H. and Wehrich H., Essentials of Management, Tata McGraw- Hill Publishing Co. Ltd., New Delhi .
- Stephen Robbins & Coulter Mary, Management, Pearsons Education
- Griffin, Management: Principle & Applications, Cengage Learning .
- Stoner J., Management, Prentice-Hall of India Ltd., New Delhi.
- Luthans F., Organizational Behaviour, McGraw-Hill, New York.
- Robbins S.P., Organizational Behaviour, Prentice-Hall of India Ltd., New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/Presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

(2023-2024)

## MBA-102 Accounting for Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:**The objective of this course is to acquaint learners with various accounting concepts and highlight the techniques of decision making for day to day business.

After successful completion of this course , the students shall be able to.

Sr. No	Course outcome
1.	Understand the basic Concepts, Principles and Process of Accounting and to make them aware about the formats of Financial Statements.
2.	Understand the concepts of Cost and various intricacies for preparing the Cost Sheet.
3.	Understand the Decision Making Techniques using the concepts of Marginal Costing, Standard Costing And Budgetary Control.
4.	Understand the contemporary developments in the accounting.

### Unit I

Accounting: Meaning, Functions, Users of Accounting Information. Accounting Concepts and Conventions. Accounting Process. Understanding and Constructing of Financial Statements: Final Accounts With and Without Adjustments. Analyzing Financial Statements: Ratio Analysis and Cash Flow Statement. IFRS: Meaning, Objectives, Need and Comparison between GAAP and IFRS.

### Unit II

Introduction to Cost Accounting: Cost concepts, Types of Costs and Cost Sheet. Marginal Costing: Cost Volume-Profit Analysis and its Applications. Cost Analysis & Control: Meaning & Types of Budgets, Budget Preparation, Budgetary control system. Standard Costing and Variance Analysis. Human Resource Accounting, Social Accounting, Forensic Accounting, Activity-Based Costing, Target Costing and Kaizen Costing

### Recommended Texts

- Robert Kaplan, Anthony A. Atkinson, Advanced Management Accounting, Pearson Publishers.
- M Y Khan, P K Jain, Management Accounting- Text, Problems and Cases, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- T.S. Reddy and A. Murthy - Corporate Accounting: Volume 1: Margham Publications
- R.L. Gupta & M. Radhaswamy : Company Accounts; Sultan Chand & Sons
- Charles T. Horngren, George Foster and Srikant M. Datra, Cost Accounting: A Managerial Emphasis, Prentice-Hall of India, New Delhi.
- Charles T. Horngren, Introduction to Management Accounting, Prentice-Hall of India, New Delhi.
- Bhattacharya & Dearden, Accounting for management: Text & Cases, Vikas Publishing House.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II out of which at least one question in each unit should be numerical. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/Presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

(2023-2024)

## MBA-103 Business Environment

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to enable students to analyze different types of Legal, Political, Economical Systems influencing business; to provide them introductory knowledge of Indian Legal Concepts and their application in Business Environment.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Learn impact of legal & regulatory, cultural, political, technological, global and natural environment
2.	Understand the concept of Goods And Service Tax.
3.	Discuss various development strategies in India.
4.	Understand the laws related to business in India.

### Unit I

Business Environment: Concept, Elements, Environmental Scanning and Techniques. Political Environment: Three Political Institutions: Legislature, Executive and Judiciary. Demographic Environment, Economic Environment: Public, Private and Co-Operative Sectors of Indian Economy. Economic Policies-Industrial Policy, Fiscal Policy and Monetary Policy, Money & Capital Markets. Liberalization, Privatization & Disinvestments, International Environment: Globalization- Threats & Opportunities for Indian Business, Control of Foreign Direct Investment, Benefits and Problems from MNCs.

### Unit II

WTO: Role and Functions, FEMA 2000, Intellectual Property Rights, Technological Environment: Appropriate Technology, Technology Transfer and Issues. Goods and Service Tax- Introduction, Components, Advantages, Registration Process and Penalties. Social Responsibility of Business, Special Economic Zone: Concept and Role. Competition Act 2002, Environment Protection Act 1986. Information Technology Act 2000.

### Recommended Texts

- Justin Paul, Business Environment, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai.
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, Delhi.
- M. Adhikary Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- N. D. Kapoor, Elements of Mercantile Law, Sultan chand & Sons.
- Avtar Singh, Company Law, Eastern Book Company.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

(2023-2024)

## MBA-104 Economic Analysis for Business Decisions

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Learning Objective:** The main objective of this course is to understand the use of the tools of Economic Analysis in classifying problems, in organizing and evaluating information and in comparing alternative course of action. After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Understand the basic concepts of Economics and relate it with other disciplines and identify the importance of Economics in managerial decision making.
2.	Recognize the relationship between Short-Run and Long-Run costs and will also be able to establish the linkage between Production Function and Cost Function
3.	Compare and contrast four basic types of market i.e. Perfect, Monopoly, Monopolistic, Oligopoly and can determine Price and Output under different market types.
4.	Understand basic concepts of Macroeconomics and shall be able to measure National Income using different approaches.

### Unit I

Managerial Economist's Role and Responsibilities. Demand Theory and Analysis including Determinants of Demand. Demand Elasticity - Price, Income, Cross and Advertising; their use in Managerial Decision Making. Utility Analysis, Marginal Utility Analysis, Demand Forecasting: Methods and their Application. Production Analysis: Basic Concept and Production Function. Cost Analysis: Cost Concepts and Determinants of Cost. Revenue Concepts.

### Unit II

Pricing under different market structures: Perfect Competition, Monopoly, Oligopoly and Monopolistic Market Structure. Market Mechanism: Interaction of Demand and Supply Forces. Role of Macro Economics for Managerial Decision Making. Different Economic Systems, Concept of National Income: GDP, GNP, GDP (at Market price) Investment Multiplier, Concept of Inflation, Business cycles. Consumption and Saving Function. Concept of MEC

### Recommended Texts

- Edwin Mansfield, W. Bruce Allen, Neil A. Doherty, Keith Weigelt, Managerial Economics: Theory, Application and Cases, W. W. Norton & Co. Inc.
- W.W. Haynes, V.L. Mote and S. Paul, Managerial Economics: Analysis and Cases, Feffers and Simons Pvt. Ltd.
- Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases, Tata McGraw-Hill Publishing Company Limited.
- Joel Dean, Managerial Economics, Prentice-Hall of India Pvt. Ltd.
- Ravindra H. Dholakia, Microeconomics for Management Students, Oxford University Press.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## MBA -105 BUSINESS ANALYTICS

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Objective:** Objective of this course is to acquaint the students for managerial issues relating to business analytics so that they can apply these tools especially in the field of Commerce and Industry. These quantitative methods not only guarantee a deeper insight into the subject but will also lead towards exact and analytical solutions to problems treated.

After successful completion of this course, the students shall be able to.

Sr.No	Course Outcomes
1.	Apply basic statistical techniques and their applications in managerial decision making
2.	Deepen the knowledge in probability theory and types of distributions
3.	Have a deeper understanding of fundamental concepts of statistics in business decision making under subjective conditions

### Unit I

Business Analytics: Definition, Evolution, advantages and application of business analytics for decision making. Data Analysis: Measure of Central Tendency. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, and Standard Deviation and Coefficient of Variation. Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

### Unit II

Probability concepts: Theory of Probability, Addition and Multiplication Law. Theoretical Distributions: Binomial, Poisson and Normal Distribution. Linear Programming: Concepts, Formulation of LP models, Solution of LP Models using Graphical techniques and Simplex Method. Transportation Problems: Concepts and solutions; Optimality Tests – MODI Method & Stepping Stone technique. Game theory: Concepts, Solutions of 2-person games, Pure & Mixed strategy games, Odds method, Dominance Method, Sub Games method, Equal Gains Method, Graphical Solution. Assignments Problems: Concepts and solutions, unbalanced problems.

### Recommended Texts

- Levins, Krehbiel, Business Statistics, Pearson Education Asia.
- Levin & Rubin, Statistics for Management, Prentice Hall of India.
- Sancheti & Kapoor, Business Mathematics, Sultan Chand & Sons.
- Gupta S P, Statistical Methods, Sultan Chand & sons.
- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill,.
- Saha, Suranjan, *Practical Business Mathematics and Statistics*, Tata McGraw Hill.
- Swarup, K., Gupta, P. K. and Mohan, M., *Operations Research*, Sultan Chand & Sons.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 50 Marks****External Evaluation:** 50 marks**Total Credits:**1**Total Pass marks: 20 Marks****Pass marks in external: 20 Marks**

**Learning Objectives:** To introduce the students usage of computer based application packages for Documentation Preparation and Reporting, Presentation and Worksheet for business, Tables and Graphs.

After successful completion of this course , the students shall be able to.

Sr.No	Course Outcome
1.	Learn basic Word Processing.
2.	Learn Presentation, Graphics, Software skills.
3.	Learn basic Spreadsheet and statistics formula used in Spreadsheet
4.	Understand the concept of Database Management system
5.	Understand basics of E-commerce

**Office Automation :** Introduction, Today's Office, Need for Office Automation, its Advantages, Disadvantages and Office Automation Tools.

**MS Word :** Formatting Text, Pages, Lists, Tables, Mail Merge

**MS Excel:** Worksheets, Formatting data, Creating Charts and Graphs, Using Formulas and Functions, Macros, Pivot Table

**MS Power point :** Adding and Formatting Text, Pictures, Graphic Objects, Including Charts, Objects, Formatting Slides, Notes, Handouts, Slideshows, Using Transitions, Animations

**MS Access:** Database Management Systems Concepts, Creating Tables, Adding and Deleting Records, Querying: Creating, Saving and Editing; Joining Tables in Queries Forms: Creating and using Forms, Reports: Creating and Printing Reports.

**E- Commerce:** Definition, Benefits of E- Commerce, E-payment Systems, Maintaining Secure Information, Cryptography, Digital Signature and Other Security Measures

**Internet:** Using Internet, Browser, Email, Search Engines.

#### Recommended Texts

1. Saxena S.,MS Office Xp for Everyone, Vikas Publishing House, New Delhi. Coleman P., Mbas Guide to Microsoft Office Xp, New Age International (P) Limited,New Delhi.
2. Nelson Stephen L., Office Xp: The Complete Reference, Tata McGraw- Hill Publishing Co. Ltd., New Delhi.
3. Sagman S., Microsoft Office Xp for Windows, Pearson Education, New Delhi.

#### Instructions

The evaluation will be as follows:

Evaluation of practical will be done jointly by the external and internal experts and will be from 50 marks.

# ENG 1005 Workshop on Executive Communication

(2023-2024)

**Total: 50 Marks**

**Internal Evaluation:** 50 marks

**Total Credits:** 1

**Learning Objective:** objective of this course is to provide students with a fair knowledge of English language and communication skills to handle future jobs in industry and to apprise the students of the technicalities of presentation skills.

After successful completion of this course, the students shall be able to.

**Total Pass marks: 20 Marks**

**Pass marks in internal: 20 Marks**

Sr. No	Course Outcome
1.	Learn communicate effectively.
2.	Boost the confidence and help them to present their thoughts clearly.
3.	Learn the role of body language as a non- verbal tool of communication.
4.	Learn presentation skills

Methodology: Practical and Activity Based. No Theory examination. Internal evaluation will be based on class performance and attendance. Internal Evaluation will be done after the completion of each Unit.

Prescribed Texts:

1. Popular Short Stories (Published by Oxford University Press)
2. Spoken English: A Self-Learning Guide to Conversation Practice by V Sasikumar and PV Dhamija

## Unit I

Reading Skills :The following short stories from the book *Popular Short Stories* are to be studied.

1. The Gateman's Gift
2. How Much Land Does A Man Need?
3. The Ant and the Grasshopper

Writing Skills

Email Writing

Resume/C.V. Writing

Letter Writing (Business Letters)

## Unit II

Soft Skills: Communication Skills: What is Communication, Types of Communication, Communication Skills: Listening, Speaking, Reading and Writing Skills, Body Language.

Interpersonal Skills: Meaning of Interpersonal Skills, Components of Interpersonal Skills, Techniques required to improve Interpersonal skills, Benefits of effective interpersonal Skills

Speaking Skills

Extempore

PPT Presentation based on the prescribed stories.

Listening Skills: Students will listen to audio recordings and enact the following conversations from Spoken English: A Self-Learning Guide to Conversation Practice.

At the Post Office	At the Doctors
Buying a Shirt	At the Market
In the Library	At the Tailor's
At the Chemist's	At the Railway Station
At the Tea Stall	An Interview
Buying a Motorcycle	At the Book Seller's
At the Garage	Hiring a Taxi
At the Restaurant	An Invitation to Tea
At the Cinema	At the Bank

**Testing:** Pre and Post Test for each Unit, Classroom tasks, Activities, quiz, Role plays, practical file (All topics mentioned under Soft Skills (Letter Writing, E-mail Writing, Resume Writing )

	Marks
PPT Presentation	10
Extempore	05
Role Play	05
Quiz (Based on Stories and Soft Skills)	05
Practical File (All topics mentioned under Soft Skills,	25
<b>Total</b>	<b>50</b>

(2023-2024)

## MBA-107 Seminar on Environmental Management

**Total: 100 Marks**  
**Internal Evaluation:100 marks**  
**Total Credits:2**

**Total Pass marks: 40 Marks**  
**Pass marks in internal : 40Marks**

**Learning Objective:** The objective of this seminar is to have an understanding of Environmental Management Issues, various aspects of Environment and various ways to Conserve Nature and Environment.  
After successful completion of this course , the students shall be able to.

Sr. No	Course Outcome
1.	Develop an understanding towards basic presentation skills.
2.	Become aware about pressing environmental problems
3.	Understand the various Environment Issues In Business Management.

### Unit I

Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to Growth; Environment and Business Schools; Energy Management: Fundamentals-Fossil Fuels use, Energy Production and Trade, Energy Balance; Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry. Environmental Management System: EMS Standards, ISO 14000. Environmental Audit. Clearance/Permissions for establishing industry; Environmental Management and Valuation: Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers

### Unit II

Environmental Ethics; Environmental Management Trade & Environmental Management, Debt and Environment, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL, Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics, Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

### Recommended Texts

- KrishnamoorthyBala, Environmental Management: Text &CasesPHI Learning Pvt LTD, New Delhi.
- Sulphey M.M, Introduction to Environmental Management, PHI Learning Pvt LTD, New Delhi.
- Uberoi, N. K., Environmental Management, Excel Books, New Delhi.
- Pandey, G.N., Environmental Management, Vikas Publishing House, New Delhi.
- Gupta, N. Dass, Environmental Accounting, Wheeler Publishing, New Delhi.
- Economic Survey
- Economic Review

### Instructions

The evaluation will be done internally and will be from 100 marks comprising:

- Written report of assigned topic carrying 30 marks
- Class Participation and Attendance carrying 20 marks
- Presentation to be given on assigned topic. Evaluation of 50 marks will be based on Spoken skills Confidence, Body language & Dress code.

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to have a general understanding of Research Methodology as applicable to Business Management and its use and relevance in areas of Management Research. After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand Research Problem, Research Process and Research Methods.
2.	Develop the skills to identify the appropriate Statistical Techniques for the analysis of data
3.	Design a good Quantitative Purpose Statement and good Quantitative Research Questions and Hypotheses
4.	Understand the various types of Quantitative Sampling Techniques and conditions to use.
5.	Understand effective Report Writing skills

### Unit I

Research Methodology: Objectives, Types of research, Role & Scope in Management Research, Process of Research; Research Design: Exploratory: Types, Direct (Focus group and in depth interview) and indirect Techniques, Descriptive: Survey and observation. Experimental Research Design: Formal and Informal Designs. Tools & Techniques of Data Collection: Primary & Secondary; Sampling: Concept, Process, Types and their Applicability; Scaling Techniques: Nominal, ordinal, interval and ratio scale, Likert, Thurston, Semantic Differential Scaling techniques.

### Unit II

Questionnaire design: process; Classification & Tabulation of Data. Testing of Hypothesis: Concept, types of Hypothesis, Significance Level, Degrees of Freedom, Errors in Hypothesis Testing, Procedure of Testing Hypothesis; Statistical Tests: Chi-square Test, T-test, ANOVA – 1 way and 2 way; Report Writing - Preliminary pages, Main Body and Appendices including Bibliography, Diagrammatic and Graphical Presentation of Data.

### Recommended Texts

- C.R.Kothari, Research Methodology, New Age International Publishers LTD.
- Donald R. Cooper & Pamela S. Schindler, Business Research Methods, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Amir D. Aczel & Jayavel Sounderpandian, Business Statistics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Malhotra Naresh K, Marketing Research: An applied Orientation, Pearson Publishers,
- G. C. Beri, Business Statistics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- J. K. Sharma, Business Statistics, Pearson Education, New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Minor Research Project carrying 25 marks
- Class Participation and Attendance to be of 5 marks

(2023-2024)

## MBA-202 Marketing Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to make students to have an understanding of the concepts of Marketing and the Marketing System. Further the course aims at helping students to understand Evolution of Marketing, the Marketing System, and Marketing Environment, Marketing Mix and Functions. After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Learn the basics of Marketing, Selling, Marketing Mix and its Core Concepts
2.	Understand the intricacies of the Marketing Environment and Marketing Information Systems for effective Marketing Planning and Strategies.
3.	Equip them self with necessary skills for effective Market Segmentation, Targeting and Positioning
4.	Understand the various components of Product Mix, Product Life Cycle and The New Product Development Process.
5.	Gain knowledge about the emerging trends in Marketing

### Unit I

Understanding Marketing and Consumers: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs. Selling, Analyzing Marketing Environment- Micro, Macro, Marketing Information System: Concept and Components. Consumer Behaviour: Factors Influencing Consumer Buying Behaviour, Consumer Buying Process, Market Segmentation & Targeting. Levels of Market Segmentation, Michael Porter's Five Forces Model,

### Unit II

Packaging And Labelling Decisions, Branding & Brand Equity, New Product Development, Product Life Cycle and Strategies. Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods. Supply Chain Decisions: Nature, Types, Channel Design. Personal Selling: Personal Selling Process, Emerging Issues in Marketing: Green Marketing, Guerrilla Marketing, Holistic Marketing, Network Marketing, Buzz Marketing, CRM, Online Marketing. Neuromarketing: An Overview of Neuromarketing and Key Benefits.

### Recommended Texts

- P. Kotler, and K.J. Keller: Marketing Management, A South Asian Perspective, Prentice Hall India.
- V.S. Ramaswamy, & S. Namakumari: Marketing Management, Planning, Implementation and Control, Macmillan.
- Britt and Boyd (ed): Marketing Management and Administrative Action, Tata McGraw Hill.
- T.K. Panda: Marketing Management: Text and Cases, Excel Books.
- P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
- Douglas, K. Hoffman, et al: Marketing, Best Practices, Thomson South-Western
- R. Saxena: Marketing Management, Tata McGraw Hill.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/Presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

(2023-2024)

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to acquaint the students of Management with the basic knowledge of Finance function in a Corporate Enterprise. This course also highlights the emerging issues of Corporate Restructuring, Mergers and Acquisition Decisions.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Explain the Evolution, Objectives and Functions of Corporate Finance and Interface of Corporate Finance with other functional areas.
2.	Illustrate the concept of Time Values of Money and Valuation of Securities.
3.	Understand the applications of Approaches of Working Capital Management
4.	Understand Mergers and Acquisitions, Motives, Legal Procedure and Evaluation.

### Unit I

Financial Management: An Overview, Goals and Functions of Finance and its relationship with other Functional Areas, Concepts in Valuation: Time Value of Money as basis of Financial Decision Making. Cost of Capital, Leverage: Operating Leverage and Financial Leverage. Capital Investment Decision making: Estimation of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for Appraising Capital Investments, Risk Analysis in Capital Budgeting.

### Unit II

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Financing Working Capital needs. Management of Cash, Receivables and Inventories. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure. Dividend Policy and firm's value: Walter Model, Gordon Model & MM Theory. Corporate Restructuring: Mergers and Acquisitions, Motives, Legal Procedure and Evaluation.

### Recommended Texts

- J.J. Hampton, Financial Decision Making: Concepts, Problems and Cases, Prentice-Hall of India, New Delhi.
- Khan and Jain, Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Richard A. Brealey and Stewart C. Meyers, Principles of Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Prasanna Chandra, Financial Management (Theory & Practice), Tata McGraw Hill
- Brigham, Financial Management : Text & Cases, Cengage Learning.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective:** The objective of this course is to have an understanding of Operational issues in Organisations that include Designing, Acquiring, Operating, and Maintaining the facilities and processes; Purchasing raw materials; Controlling and Maintaining Inventories.

After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Understand growing importance of Production and Operations management in uncertain Business Environment.
2.	Examine the issues related to Designing and Managing Operations
3	Understand the concepts of Inventory and Purchasing Management.

### **Unit I**

Production & Operations Management: Concept, Functions, 5 P's of Production. Operations Strategy, Role & Responsibilities of Operations Manager, Operations Management as an Inter-Functional Imperative. Manufacturing Systems: Types & Characteristics. Product Planning and Design: Concepts, Objectives, and Functions, Operations and the Life Cycle, Developing New Products. Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in Facility Layout.

### **Unit II**

Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions. Material Requirement planning: Procedures, Advantages and Disadvantages. Introduction to Modern Productivity Techniques - Just In Time, Kanban System. Total Quality Management, Kaizen & Six Sigma. Inventory Management-Concepts, Classification, Objectives, Inventory Costs. Inventory Control Policy: Concepts & Factors Affecting Inventory Control Policy, Basic EOQ Model, Re-order Level, ABC Analysis. Introduction to Statistical Quality Control: Process Charts & Acceptance Sampling.

### **Recommended Texts**

- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.
- James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, Applied Production and Operations Management, West Publishing Company, International Edition, Minnesota.
- John O. McClain and L. Joseph Thomas, Operations Management, Prentice Hall-of India, New Delhi.
- KanishkaBedi, Production and Operations Management, Oxford University Press, Impression.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

- The internal paper will carry 50 marks and it will be distributed as follows:
- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/Presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.



**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks**

**Learning Objective:** the objective of this course is to develop ability to perform HRM functions to tackle evolving challenges in today's Global Environment and formulate policies to Acquire, Develop, Motivate and Retain Human Resources.

After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Explain the basics of Human Resource Management and analyse the evolution of HRM
2.	Appraise various functions of HRM that facilitate Employee Hiring viz. Human Resource Planning, Job Analysis Recruitment and Selection.
3.	Understand the role of Training, Development, Career Planning and Performance Appraisal functions in Human Resource Development.
4.	Facilitate the development of better understanding of Human Resources issues as they relate to other Managerial Functions.

### Unit I

Human Resource Management: Concept, Function and Role of an Effective HR Manager, HRM Vs. Personnel Management, HRM & HRD. Strategic Human Resource Management: HR's Role in Strategy Formulation & Execution, Traditional HR Vs. Strategic HR. Human Resource Planning. Procurement: Job Analysis & Design, Recruitment & Selection, Placement, Induction, Promotion, Managing Separation. Executive Development & Training: Meaning & Concept of Training & Development, Methods of Training & Development, Difference between Training & Development.

### Unit II

Performance Appraisal: Meaning, Methods & Process. Job Evaluation: Concept, Process & Methods, Wage/ Salary Fixation. Compensation Management: Concepts & Elements of Compensation, Incentives, Sharing Productivity Gains & Profits, Employee Stock Option Plans. Quality of Work Life: Meaning, Concept, Strategies for Improving QWL, Employee Engagement, Employee Empowerment. Counseling: Meaning, Features, Objectives, Types & Counseling Functions. Grievance Handling: Meaning, Forms, Model Grievance Handling Procedure. Discipline: Meaning, Approaches, Disciplinary Action: Punishment, Code of Discipline. Stress Management: Meaning, Nature, Symptoms, Sources & Stress Management Strategies.

### Recommended Texts

- Garry Desseler, Human Resource Management, Prentice-Hall of India Pvt.Ltd.' New Delhi.
- V.S.P.Rao, Human Resource Management, Excel Books.
- K. Aswathappa, Human Resource Management, Tata McGrawHill
- Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management- Gaining A competitive Advantage, Tata McGraw-Hill Publishing Company Ltd.' New Delhi.
- Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments/Presentation each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**Internal Evaluation:100 marks**  
**Total Credits:2**

**Total Pass marks: 40 Marks**  
**Pass marks in internal: 40 Marks**

**Learning Objective:** The objective of this course is to acquaint the students with Computer Aided Accounting Information System -Tally.ERP 9 and to provide them a firsthand knowledge on the procedure of Analyzing, Recording and Reporting of Financial Transaction in Tally.ERP 9

After successful completion of this course , the students shall be able to.

Sr.No	Course Outcome
1.	Become familiar with the Organization format of Tally ERP.
2.	Use technology in managing the Accounts of a company.
3.	Use information generated through tally software.

### Unit I

**BASICS OF ACCOUNTING:** Introduction, Accounting Principles, Types of Accounts, Financial Statements, Transactions - Recording Transactions. **FUNDAMENTALS OF TALLY.ERP 9:** Introduction, technological Advantages, Getting Functional with Tally.ERP 9, Setting up of Company in Tally.ERP 9, Configurations. **CREATE ACCOUNTING MASTERS IN TALLY.ERP 9 :**Chart of Accounts . **CREATING INVENTORY MASTERS IN TALLY.ERP :** Creating Stock Units, Displaying Stock Category, Altering Stock Category. Units of Measure, Godowns - Creating Godowns, Displaying Godowns, Altering Godowns . Stock Items - Creating Stock Items, Displaying Stock items, Altering Stock items. **Voucher Types:** creating Voucher Type, Displaying Voucher Type, Altering Voucher Types.**VOUCHER ENTRY IN TALLY.ERP 9 :**Accounting Vouchers, Inventory Vouchers - Purchase Order, Sales Order, Rejections Out, Rejection In, Stock Journal, Delivery Note, Receipt Note, Physical Stock Voucher.

### Unit II

**GENERATING BASIC IN TALLY.ERP 9 :**Financial Statements - Balance sheet, Profit &Loss A/c, Trial Balance. Accounting Books & Reports - Cash Book, Bank Book, Purchase Register, Sales Register, Journal Register, Debit Note Register, Credit Note Register, Day Book. Inventory Books &Reports - Stock Summary, Stock Item Summary, Stock Unit Summary, Stock Transfer Register.**MULTILINGUAL CAPABILITIES:** Configuring Tally.ERP 9 for Multilingual Capabilities, Creating Masters, Stock Item, ledgers, Entering Transactions - Creating Purchase Invoice, Sales Invoice, Printing Sales Invoice, Generating Reports - Display Stock Summary, Display Profit &Loss Account, Printing Confirmation Letter in Multiple Languages. **TECHNOLOGICAL ADVANTAGES OF TALLY.ERP 9:** Tally Vault - Using Tally Vault Feature, Security Controls - Activate Security Control, Create Security levels, Users and Passwords, Altering and Displaying a User/Type of Security, Loading Company with a User name, Tally. Audit - Using Tally Audit Feature, Backup and Restore - Backup, Auto Backup, Restore, Split Company Data. ODBC Connectivity, Upload, Mass Mailing, Printing Reports

### Recommended Texts

- Nadhani, Tally .ERP 9 Training Guide: Financial Accounting: Invoicing & Inventory, Bpb.
- Tally.ERP 9 Series A Release 1.0 Release Notes
- TDL Reference Manual
- Tally .ERP 9 in Simple Steps: KOAGENT LEARNING SOLUTIONS INC.

### • Instructions

The evaluation will be done internally and will be from 100 marks.

(2023-2024)

## MBA-207 Seminar on Ethics & Human Values

**Total: 100 Marks**  
**Internal Evaluation:100 marks**  
**Total Credits:2**

**Total Pass marks: 40 Marks**  
**Pass marks in internal:40 Marks**

**Learning Objective:** The objective of this course is to enable the students to distinguish between Ethical and other types of Values, recognize Ethical considerations and Values relevant to business activity.

After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Develop an understanding of presentation & communication skills.
2.	Develop Holistic understanding of ethical human conduct
3.	Understand the issues and Ethical Dilemmas in Business Management.
4.	Inculcate trustful and ethical human behavior.

### Unit I

Introduction to Ethics and Values and their importance in Business. Ethics and Social systems. Social responsibility of Business, Ethical conflicts, Whistle blowing. Corporate governance, Ethics and organisations, Ethics in human resource management and organisational culture. Ethics in marketing, Ethics in finance, Ethical codes and incentives in corporate sector. Broader ethical issues in society-- corruption, ecological concerns, discrimination on the basis of gender, caste or race; ethics and information technology, impact of Govt. policies and laws on ethics, resolving ethical dilemmas.

### Unit II

Understanding harmony in the Family: the basic unit of human interaction; difference between intention and competence, difference between respect and differentiation; the other salient values in relationship. Understanding Harmony in the Nature and Existence - Holistic perception of harmony at all levels of existence. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order.

### Recommended Texts

- Sekhar, R.C., Ethical Choices in Business, Response Books, New Delhi.
- S.K.Chakraborty, Managerial Transformation by Values, Sage Publications, New Delhi.
- Ananta K. Giri, Values, Ethics and Business: Challenges for Education and Management, Rawat Publication, Jaipur.

### Instructions

The evaluation will be as follows:

- Maximum Marks: 100
- Internal Assessment: 100

## MBA 301 Corporate Legal Environment

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

The primary objective is to make students familiar with the process of company formation, rights and the duties of the directors. The significance of valid contract, contract of Sale and consumer protection act in India.

After successful completion of this course the students shall be able to.

Sr. No	Course Outcome
1.	Define and describe the legal terms as mentioned in each Act.
2.	Outline and summarize the key legal provisions of each Act.
3.	To identify the fundamental legal principles which form the basis of various business transactions.
4.	Analyze and examine the provisions of each Act from a legal and managerial perspective.
5.	Decide and explain the use of each Act in common business situations.

### UNIT I

Company Law: Definition and Features of Company; Concepts of Corporate Veil; Distinction between Company and Partnership Firm; Type of Companies. Process of Formation and Incorporation of Company, Memorandum of Association and Articles of Association. Definition, Qualification, Rights, Duties and Position of Directors, Constitution of Board of Directors, Chairman of Board, Independent and Executive Director. Introduction to Meetings and Resolution. Consumer Protection Act: Introduction and Definition, Consumer Disputes, Complaints and Procedure of Redressal and Consumer Protection Councils.

### UNIT II

Law Of Contract: Definition, Features Of A Valid Contract, Offer And Acceptance, Consideration, Capacity Of Parties, Free Consent, Legality Of Object, Performance And Discharge Of Contract, Breach Of Contract And Its Remedies. Law Of Sale Of Goods: Nature Of Contract Of Sale, Condition And Warranties, Transfer Of Ownership, Performance Of Contract Of Sale, Rights Of An Unpaid Seller, Remedies For Breach Of Contract Of Sale.

#### **Recommended Texts.**

- N.D Kapoor., Mercantile Law, Sultan Chand & Sons, New.Delhi.
- Maheshwari & Maheshwari, Mercantile Law, Himalaya Publishing House, Mumbai.
- M.M.Sulphey & Az-Har Basheer, Laws For Business, Phi Learning Pvt, Ltd. Delhi
- S.S. Gulshan, Mercantile Law, Excel Books, New Delhi

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Units. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**  
**Learning Objective**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. After successful completion of this course, the students shall be able to.

Sr.No	Course Outcome
1.	Understand suitable framework for gaining insight in the Process of Preparation, Appraisal, Monitoring and Control of a Project.
2.	Focuses on the role of Project Management Techniques and how to mobilize finance for domestic and international projects.
3.	Understand the underlying concepts, strategies and issued involved in the management of project's risk.
4.	To become familiar with Microsoft Project in performing simple project management tasks.

### UNIT-I

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a Project, Project Life Cycle Phases, Project Identification and Formulation, Role of a Project Manager. Project Planning Model, Techniques: Work Breakdown Structure. Cost Planning –Components of Capital Cost of a Project, Cost Estimation. Project Appraisal: Technical Appraisal, Economic Appraisal, Financial and Marketing Appraisal.

### UNIT-II

Financial Evaluation, Appraisal under Risk and Uncertainty, Sensitivity Analysis. Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic Approaches to Social Cost Benefit Analysis. Project Scheduling: Bar Charts, Network Analysis, Network Techniques: PERT and CPM. Project Implementation: Stages and Problems in Project Implementation, Resource Allocation. Overview of MS-Project 2000. Control of Projects: Progress Control, Performance Control, Schedule Control and Cost Control.

### **Recommended Texts**

- Harvey Maylor, Project Management, Pearson Education, New Delhi.
- Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation & Review, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Larson, Gray, Project Management, The Mc Graw Hill Companies, Special Indian.
- Nagarajan K, Project Management, New Age International Publishers.
- Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
- Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
- Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

## MBA 303 Integrated Marketing Communication and Sales Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective** The primary objective is to make students familiar with basics of integrated marketing Communications. Advertisement and Sales Management and the duties & roles played by advertising agencies & salesmen. The growing significance of process of advertising deserves the same focus and attention.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Apply the key terms, definitions, and concepts used in integrated marketing Communications.
2.	Understand Rules and Techniques of Effective Advertising
3.	Understand and apply the concepts of sales management
4.	Explain various sales operations

### UNIT-I

Role of IMC in marketing process: IMC planning model, IMC Components. Communication Process, Steps Involved in Developing IMC Programme, Types of IMC. Advertising: Nature & Scope of Advertising Research, Media Planning, Merits and Demerits of various Media Types, Emerging Media, Process of advertising – Copy Testing, Advertising Budget. Measuring Advertising Effectiveness, Deceptive Advertising, Role of Advertising Agencies, Legal Framework of Advertising. Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising.

### UNIT-II

Sales Management: Nature & Scope of Sales Management, Sales manager- Qualities & functions, types of salesman. Recruitment & Selection of Sales Personnel. Sales Budget, Sales Quota, Sales Territories. Sales Theories.

#### **Recommended Texts**

- Clow and Baack - Integrated Advertising, Promotion and Marketing Communication, Pearson Education.
- Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Batra Myers and Aker - Advertising Management, Pearson/ Prentice Hall.
- Cundiff, Still & Govani, Sales Management, Prentice-Hall of India, New Delhi.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-304 Marketing Research

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits: -5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

### Learning Objective

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Know about the Meaning & role of Marketing Research
2	Design Questionnaires & Observation forms for different Marketing Research Situations
3	Solve the case studies on Sampling Decisions like Defining Universe, Sampling Unit, Sampling Element, Choice of Sampling Frame, Determining Sample Size for Probability & Non-Probability Sampling Methods
4	Know about the Experimentation in Marketing Research and Interpretation of Data.
5	Test and develop Interpretation of the hypothesis with the techniques like Chi Square Test, Conjoint Analysis

### UNIT-I

Marketing Research: Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, Product research: Introduction, New Product Development Process. Research Designs: Introduction, Exploratory, Descriptive and Causal Research. Data Collection Methods: Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & Interpretation of Data, Development of Questionnaire. Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size.

### UNIT-II

Measurement Process: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability. Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS). Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research, Applications of Marketing Research: Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

### Recommended Texts

- Malhotra Naresh. K, Marketing Research- An applied orientation, Pearson Publishers.
- Lacabucci, Marketing Research, Thomson Publications, Mumbai.
- Green, Tull and Album, Research for Marketing Decision, Prentice-Hall of India, New Delhi.
- Kothari C. R., Research Methodology Methods & Techniques (New Age International Publishers).

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**  
**Learning Objective**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

The course has been designed to make the students aware of the sensitivity of employer-employee relationship.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	To understand meaning and approaches for establishing sound industrial relations
2.	Understand the significance & functioning of Trade Unions.
3.	Examine and apply various provisions of law for settlement of Industrial Disputes.
4.	Assess the importance of Collective bargaining, Negotiation techniques and Workers Participation in Management in Industrial Relations.
5.	To decide and determine the Compensation payable to the employees per The Workmen's Compensation Act, 1923 and Employee's State Insurance Act, 1948

#### **UNIT-I**

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Theories of IR, Systems approach to IR. Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches to Trade Unions, The Trade Unions Act, 1926: Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions. The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts, Lay off and Retrenchment. Collective Bargaining: Concept, Meaning, Objectives of collective bargaining, Negotiating techniques and skills, Process of collective bargaining, Impact of Collective Bargaining.

#### **UNIT-II**

The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation. Workers Participation in Management. Industrial Relations and emerging scenario: Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations. Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders. Employee's State Insurance Act, 1948: Contribution, Principle employer, Immediate employer, Different benefits.

#### **Recommended Texts**

- Venkataratnam, C.S., Industrial Relations, Oxford University Press.
- Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai.
- Singh, B.D., Industrial Relations: Emerging Paradigms, Excel Books, New Delhi.
- Srivastava S.C., Industrial Relations and Labour Laws, Vikas.
- Venkata Ratnam, Industrial Relations, Oxford.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.



## MBA 306 Human Resource Development

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

### Learning Objective

The module aims to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	To build an understanding and perspective of Human Resource Development as discipline appreciating learning.
2.	To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.
3.	Critically understand the foundations of HRD, from orientation and skills training to career development and organizational development.
4.	Apply relevant theories and concepts to case examples or to their own workplace

### UNIT-I

Introduction to Human Resource Development: Concept, Relationship between Human Resource Management and Human Resource Development, HRD Functions, Roles and Competencies of HRD professionals, Challenges to organization and to HRD professionals, HRD Process. Learning and HRD: Individual differences in the learning process, Learning Strategies and Styles, Assessing HRD needs: Definition and Purpose of Needs Assessment, Levels of Needs Analysis. Designing Effective HRD Programs: Objectives of HRD Interventions, Training and HRD Process Model. Implementing HRD Programs: Training Delivery Methods and Techniques. Evaluating HRD Programs- Purpose of evaluation, Models and Frameworks of Evaluation

### UNIT-II

Employee Socialization and Orientation- concept of socialization, various perspectives on the socialization process; Employee orientation programs. Coaching and Performance management- definition of coaching, coaching analysis, coaching discussion. Employee counseling and wellness services: employee counseling programs, employee assistance programs, stress management interventions, issues in employee counseling; Career management and development- career concepts, process of career management, roles in career management, models of career development, issues in career development. Management Development- management roles and competencies, management training and experiences. HRD and Diversity.

### Recommended Texts

- Jon M. Werner and Randy L. DeSimone, Human Resource Development, South-Western/Cengage Learning.
- Mankin, David, Human Resource Development. Delhi: Oxford University Press.
- Werner & DeSimone, Human Resource Development. Thomson Press, Network.
- Rao V S P, Human Resource Management, Excel books.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

### Learning Objective

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Define the concept of investment management and different alternatives of investment
2.	Understand the role of Risk – Return Framework and economy, industry and company analysis.
3.	Discuss Technical Analysis and Capital Asset Pricing Model
4.	Understand Portfolio Management

### UNIT-I

Investment: Objectives and Principles, Risk and Return: Investment Alternatives-Equity Shares, Debentures, Derivatives: Futures Contracts & Options Contracts. Securities Valuation-Valuation Models of Equity Shares. Security Analysis; Fundamental Analysis: International Environment; Global Economy Overview and Linkages between Global Market and Indian Market. Economic, Industry and company analysis: Analysis of Financial Statements.

### UNIT-II

Technical Analysis: Introduction of Dow Theory, Different types of charts, Concept of Trend, Trends Lines. Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharpe Model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory. Market Efficiency and Portfolio Evaluation and Revision Techniques.

### Recommended Texts

- Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management, Prentice hall of India, New Delhi.
- V. A. Avadhani, Investment Management, Himalaya Publishing House, Mumbai.
- Francis, J .C., Management of Investments, McGraw-Hill Book Company.
- Marshall J.F. and Vipul K. Bansal, Financial Engineering-- A Complete Guide to Financial Innovation, Prentice-Hall of India Private Limited, New Delhi, Second.
- Frank Reilly Keith Brown Investment Analysis & Portfolio Management, Shroff Publications

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

## MBA 308 Financial Services and Markets

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

This course is aimed at providing the basic understanding of financial markets that how the markets are inter-linked, structured and regulated. The course also provides an overview of various financial services, their emerging role, regulations and as to the performance related issues.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	To understand and recall the concept of financial system, its components and their importance.
2.	To classification and compare money market and capital market.
3.	To identify and apply SEBI Guidelines relating to various segments of Financial markets
4.	Illustrate the working of Depository system and its contribution to the Indian Financial system
5.	To assess and evaluate various financial services namely leasing, merchant banking, credit rating, and venture capital.
6.	To Develop necessary knowledge and skills required by a finance professional.

### UNIT-I

Financial system in India: An overview Structure and Growth, Major Problems and Deficiencies. Financial markets in India: Money Market in India, Constituents, Regulations and Recent Developments, Capital Market in India: Constituents, Regulations and Recent Developments, New Issue Market, Mode of Raising Capital from Primary Market, SEBI Guidelines relating to Primary Market. Depository: Concept, Depository Participants, Functioning of Depository Systems, Process of Switching over to Depository Systems.

### UNIT-II

Leasing: Meaning, Types, Financial and Tax Aspects, Difference between Leasing and Hire Purchase. Factoring: Types, Legal and Financial Aspects, Forfeiting: Meaning and Mechanics, Mutual Funds: Meaning, Types, Constitution & Management of MFs, SEBI Guidelines Relating to MFs. Merchant Banking in India: Role and Functions, SEBI guidelines relating to Merchant Banking, Venture capital: Meaning, Characteristics, Modes of Venture Capital and SEBI Guidelines Relating to Venture Capital Funds, Role of Venture Capital Firms for New Entrepreneurs. Credit Rating: Meaning, Types and Functions of Credit Rating Agency, Process and Methodology of Credit Rating.

### Recommended Texts

- M.Y. Khan, Financial Services, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- L. M. Bhole, Financial Institutions and Markets, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Vasant Desai, Indian Financial System, Himalaya Publishing House.
- L.K.Bansal, Merchant banking & Financial Services, Unistar Books Pvt. Ltd.
- E Gordon and Natrajan, Financial Markets and Services, Himalaya Publishing House.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 309 Production Planning and Control

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

As the subject has derived greater attention in Business Management thus the students would be made conversant with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand the problems and opportunities faced by the operations manager in Manufacturing And Service Organizations.
2.	Develop an ability to apply PPC concepts in a various areas like Sampling Plans. Dispatching and Expediting, Recording progress and feedback.
3.	Examine several classic Operations Management planning topics including production planning and inventory control.
4.	Summarize the basic idea of quality control to improve decision-making abilities.

### UNIT-I

Production Planning and Control functions, Types of production systems, Sales Forecasting: Forecasting techniques, Forecast errors. Aggregate Planning: concept, relevant costs, methods. Material Requirement Planning, Capacity Planning. Linear Programming: Basic concepts, Applications.

### UNIT-II

Operations Scheduling: Forms of schedules, Job shop scheduling, Batch shop scheduling, scheduling for continuous production systems. Inventory models, Inventory control systems. Statistical Quality Control Methods: Process control charts, Process Capability. Acceptance Sampling: Operating Characteristic curve, Sampling Plans. Dispatching and Expediting, Recording progress and feedback.

### Recommended Texts

- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi.
- William S. Messina, Statistical Quality Control for Manufacturing Managers, John Wiley & Sons.
- R. Paneerselvam, Production and Operations Management, Prentice-Hall of India, New Delhi.
- Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts, Models and Behaviour; Prentice Hall of India Private Ltd., New Delhi.
- Gaither, Norman, Production and Operation Management, Dryden Press, Thomson Learning, Bombay.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

## MBA 310 Inventory Management & Control

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective** The objective of this course is to provide the student an appreciation of the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of methods and models for Inventory Management.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Integrate operations concepts with other functional areas of business
2.	Examine several classic Operations Management planning topics including inventory control, Safety Stock, Standard Order Quantity.
3.	Understand various techniques related to inventory management such as Materials Handling & Warehouse Management and JIT.
4.	Apply selective inventory control techniques and understand its significance

### UNIT-I

Fundamental concepts of Inventory: Introduction, Functions of Inventories, Importance of Inventories in a Manufacturing Organisation; Types of Inventories, Factors Affecting Inventory Control, Classification of Inventories; Codification of Inventories; Simplification & Standardization of Inventories; Selective Inventory Control Techniques: ABC, HML, FSN, VED Analysis etc., Material Requirement Planning. Inventory Management and Control: Inventory Costs Concepts, Inventory Control Concepts: Lead Time, Re-order Point, Requirement of Materials; Safety Stock, Standard Order Quantity, Service Levels; Inventory

### UNIT-II

Control Models: Static & Dynamic Inventory Control Models; Economic Order Quantity with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity & Price discounts, Economic Production Quantity, FOQ & FOC Systems, Probabilistic Inventory Control Models. Inventory Checking & Accounting, Evaluation of Inventory Performance; Materials Handling & Warehouse Management; JIT and Inventory Management, ERP and Inventory Management; Supply Chain Management & Inventory Management; Operations Research in Inventory Control: Application of Linear Programming, Queuing Theory in Inventory Control; Inventory Information Systems, Applications of Computers to Inventory Management & Control.

### **Recommended Texts**

- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.
- Kanishka Bedi, Production and Operations Management, Oxford University Press.
- Lee J. Krajewski, Operations Management: Processes and Value Chains, Prentice-Hall of India, New Delhi.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

## MBA 311 Database Management System

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** To provide a formal foundation in database concepts and technology. Upon completion, the students should be able to understand different issues involved in design and implementation of a database system

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand database concepts and structures and query language.
2.	Understand the E R model and relational model
3.	To design and build a simple database system and demonstrate competence with the fundamental tasks involved with modeling, designing, and implementing a DBMS.
4	Understand Functional Dependency and Functional Decomposition.
5	Apply various Normalization techniques.

### Unit-I

Database Management System: Definition, Characteristic advantages over traditional file processing system, Uses of database, DBA and its responsibilities Database schema, instance. DBMS architecture, data independence, mapping between different levels. Database language: DDL, DML, DCL. Data Models: hierarchical, network, relational. Keys: Super, candidate, primary, unique, foreign. Constraints: types of constraints, Integrity constraints,

### Unit -II

Entity relationship model: concepts, mapping cardinalities, entity relationship diagram, weak sets, strong entity sets, aggregation, generalization, converting ER diagram to tables. Relational Algebra: Basic operations, additional operations. Database design: Functional dependency, decomposition, Normalization, multi valued dependency. Database design process, database protection, database integrity,

#### Recommended Texts:

1. Date C.J., An Introduction to Database Management Systems, Narosa Publishing House
2. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database Management System, McGrawHill.
3. Ivan Bayross, Oracle Developer, BPB Publications, New Delhi.

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Units. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 312 Web Designing

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** To provide the conceptual and technical knowledge about latest developments in the field of Internet and Web designing. Upon completion, the students should be able to design web pages using basic Web tools.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1	Understand Static and Dynamic concepts of web designing.
2	To introduce the basic elements of web page designing
3	Design web pages that apply various dynamic effects on the web site.
4	Solve complex and large problems using Scripting Language & Markup Language.

### UNIT-I

Introduction to Internet: WWW, HTTP, Web pages, Web Browsers, URL, Search Engines. Introduction to HTML: HTML Tags and Attributes Paired and Unpaired Tags, Text-Formatting Tags-Bold, Italic, Underline, Strike, Superscript, Subscript, Font Face, Font Size, Font Color. Marquee Tag, Creating External and Internal Links, Using Images as Links. Ordered and Unordered Lists: Lists, Unordered Lists, Ordered Lists, Nested Lists, Image Tag and Its Attributes, Using Image as a Link, Image Maps. **Tables:** Table Creation in HTML, Width of The Table and Cells, Cells Spanning Multiple Row and Columns, Coloring Cells, Column Specification, Presenting Information in Tables, Table Attributes.

### UNIT-II

Forms: Introduction, Form Elements, Different Control Types with Input Elements, Button Elements, Textarea Elements, Drop down List, Action Attributes and Method Attributes. Introduction to Javascript: Script Tag, Declaring Variables in Javascript, Operators in Javascript, Arithmetic Operators, Assignment Operators, Comparison Operators, Logical Operators, Conditional Operators, Conditional Statements, If Statement, If-Else Statement, Introduction to Functions-Inbuilt and User Defined Functions, Events in Javascript.

**Text Book:**

1. Beginning HTML and CSS Rob Larsen, Wrox Publications.

**References:**

1. HTML AND CSS: Design and build websites by Jon Duckett, Wrox Publishers.
2. Learning Web Design: A Beginner's guide to HTML,CSS, Javascript and Web Graphics, by Jennifer Niederst Robbins.
3. Beginning Web Programming with HTML, XHTML, and CSS Jon Duckett

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## Software Lab based on Web Designing

**Max Marks: 50 Marks**

**Pass marks: 20 Marks**

**Learning Objective:** To enhance the conceptual and practical skills of the students about design of web pages as well as to give experience needed for entry into the web design and development field.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand the Uses of internet , designing of web pages
2.	Understand implementation of Java Script Functions

The setting and evaluation will be done by a board of examiners consisting of Head External Examiner and the teacher(s) involved with the teaching of this paper.

The practical paper will consist of four exercises and the candidates will be required to attempt any three exercises.

The breakup of marks for the University Examination will be as under:

Viva-voce:10

Exercises:20

Lab. Record:20

### Practical Based on Paper Web Designing

- Implement HTML Tags, Formatting Tags.
- Implement Different types of List.
- Implement Tables.
- Implement Forms.
- Implement Java Script Functions.



## MBA 313 Foreign Exchange Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

The course has been developed to acquaint the students with the basic terminology linked with Foreign Exchange markets, measurement of Foreign Exchange Exposure and Hedging against such risk.

After successful completion of this course, the students shall be able to.

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	Understand International Trade Policy and Foreign Exchange
2.	Understand World Financial Environment ,Spot rate, Forward rate Direct & Indirect quote
3.	Elaborate Economic, Transaction and Translation Exposure
4.	Explain Multinational Cash Management. International Taxation

### UNIT-I

International Finance: Recent Trends in the Globalised Financial Markets. Foreign Exchange Market: Functions, participants, Spot Market and Forward Market. Currency Quotes: American quotes and European quotes, Bid Price, Ask Price and Spread in foreign exchange quotations, Spot Rates, Forward Rates, Cross Rates. International Parity Relationships: Purchasing power parity and Interest rate parity theory. Forecasting Foreign Exchange Rates: Forward Contracts and their Significant Features, Forward Premium and Discounts. Currency Futures: types of future contracts, functions of future markets and Applications of futures. Currency Options: trading of options, Applications of currency options and Types of option instruments.

### UNIT-II

Foreign Exchange Exposure and Management, Exchange risk, Types of Exposure: Transaction Exposure, Translation Exposure and Economic Exposure. Transaction Exposure v/s Economic exposure, Measurement of Exposure, Strategies for Exposure Management. Exposure Management Techniques. Parameters and Constraints on Exposure Management. Internationalisation: Methods to increase international Business, Foreign Direct investment and Foreign Portfolio investment.

### Recommended Texts

- Michael S. Eun and Bruce G. Rusnick, International Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,.
- Levi M., International Finance: Financial Management and International Economy, McGraw-Hill, New York.
- Shapiro A., Multinational Financial Management, John Wiley & Sons Inc.
- Julian Walmsley, The Foreign Exchange and Money Markets Guide, John Wiley & Sons, New York.
- Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 314 Global Marketing Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand basics of International Marketing.
2.	Understand the EXIM Policy of India.
3.	Understand the various International Distribution Channels.
4.	Understand the concept of Export Risk Insurance.

### UNIT-I

Concept, Features, Benefits, Need and Drivers of International Marketing, its Differentiation from Domestic Marketing, Process of International Marketing. International Marketing Orientation- EPRG framework. Classical trade theories: Theory of Mercantilism, Absolute Advantage, Comparative Advantage, Modern Theory of International Trade: Heckscher and Ohlin theory, Porter's Diamond Theory of National Advantage. India's International Trade Policy-EXIM Policy. International Marketing Environment: Socio-Culture Environment, Political & Legal Environment, Economical Environment, Technological Environment. Trade Barriers- Tariff and Non-Tariff Barriers. International Market Entry Strategies: Licensing & Franchising, Exporting, Contract Manufacturing, Turnkey Contracts, Entry Strategies of Indian Firms.

### UNIT-II

International Marketing Channels: Concept, Types of Distribution Channels, Intermediaries in International Distribution: Home Country Intermediaries & Foreign Country Intermediaries, International Distribution Policy & Elements, Factors Influencing Channel Decision. International Pricing Decisions: Approaches, Strategies & International Pricing Issues. Export Marketing: Introduction to Export Marketing, Export Documentation, Export Procedures, Institutional set up for Export Promotion. Export Risk Insurance: ECGC and Export Credit Insurance.

**Recommended Texts**

- Siddiqui A.Shakeel, International Marketing, Dreamtech Press, New Delhi.
- Cherunilam Francis, International Marketing, Himalaya Publishing House, Mumbai.
- Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill Company.
- Oak Onkvisit and J.J. Shaw, International Marketing, Prentice Hall of India, New Delhi.
- S.J. Paliwoda and M.J. Thomas, International Marketing, Butter Worth-Heinemann, Oxford.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 315 Management of Retail Organisation

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Apply a broad theoretical and technical knowledge of Retail Management to understand opportunities and challenges for creating excellent retailing experience.
2.	Make analysis of Market Information to assess the Retailing Environment and Formulate Effective Retail Strategies.
3.	Learn how to procure, display and maintain merchandise to meet daily business requirements.
4.	Understand retail formats, functions, retail operation and promotion

### UNIT-I

Retailing-Definition and Scope. Benefits of Retailing: Benefits to Customers, Benefits to Manufacturers and Wholesalers, Benefits to the Economy. Evolution of Retailing-Factors behind the change of Indian Retailing Industry. Retail Information System. Theories of Institutional Change - Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection.

### UNIT-II

Classification of Retailers – Store-Based Retailers, Non-Store Retailer. Retailing Environment - Economic Environment, Legal Environment, Technological Environment, and Competitive Environment. Designing a Retail Organization Structure - Defining Organisational Objectives, Identifying Organisational Tasks. Forms of Retail Organization – Levels of Organization. Retail Organization Structures - Independent Store Organizational Structure, Department Store Organizational Structure, Chain Store Organisational Structure.

### **Recommended Texts**

- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi.
- Michael Levy M. and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Lamba A. J., The Art of Retailing, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 316 Store Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

### Learning Objective

The objective of this course is to make students learn about the Importance of Store Management so that they can handle the retail operations efficiently and effectively.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand basics of Store Management and Roles and Responsibilities of Store Managers.
2.	Make Critical analysis of Cost Controls - Labor scheduling, Store Maintenance, Reducing inventory shrinkage,
3.	Understand Market Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas.
4	Relate concepts learnt to control stock, keep records and manage business risk.

### UNIT-I

Store Management - Role of Store Managers, Managing the Store Personnel, Minimizing the Cost of the Retail Store, Managing the Buying and Selling Activities, Providing Customer Service. Cost Controls - Labour Scheduling, Store Maintenance, Reducing Inventory Shrinkage, Detecting and Preventing Shop Lifting. Introduction - Creating a Store Image. Creating a Buying Environment. Store Exteriors - Marquee, Entrances, Door Types, Walkways, Display Windows, Size of the Building, Colours and Materials.

### UNIT-II

Stores Interiors - Managing Space, Merchandise Presentation Techniques – Store Layout, Visual Merchandising, Atmospherics. Store Security - Customer Theft, Employee Theft, Supplier Pilferage. Selecting the Store Location. Market Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure, Estimating Sales Potential-Area Sales Activities, Level of Competition. Trade Area Analysis-Size and Shape of Trade Areas, Measurement and Definition of the Trade Area.

### Recommended Texts

- Varley R. and Rafiq M., Principles of Retail Management, Palgrave Macmillan, New York.
- Patrick M. Dunne and Robert F. Lusch, Retailing, Thomson South Western Publisher, Cincinnati.
- Dobler & Burt, Purchasing & Supply Management: Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 317 Agricultural Finance

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

### Learning Objective

The contents of this syllabus will help the students to understand the various topics related to Agribusiness Finance and its trends. It also covers the contents concerned to the Risks in agribusiness and agricultural lending industries.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand in detail about Agriculture Finance and International Trends in Agribusiness.
2.	Learn legal formalities regarding issue loan and interest rate.
3.	Understand role of Institutions in Agri-Finance - Public and Private Sector Banks
4.	Learn about recent developmen t in agricultural credit.

### **Unit I**

Introduction to Agribusiness Finance; Importance of Finance to Agribusiness; Domestic and International Trends in Agribusiness Finance. Agricultural Lending Industry: Commercial Banks and the Farm Credit System; Rural Credit Structure-Demand, Supply, Sources and Forms; Estimation of Credit Requirement; Credit Appraisal- 3 Rs and 3 Cs of Credit; Reforms in Agricultural Credit Policy. Risk in Agribusiness: Financial and Business Risk; Attitudes Toward Risk; Sources of Business Risk in Agriculture; Risk Management in Agriculture.

### **Unit –II**

Agribusiness Loans: Legal Issues, Terms, and Interest Rates; Parties to Loan Transactions; Default and Foreclosure; Determinants of Interest Rates; Basic Loan Calculations and Analysis. Innovations in Agricultural Financing - Microfinance, Kisan Credit Cards; Role of Institutions in Agri-Finance - Public and Private Sector Banks; Cooperatives, Micro-Finance Institutions (Mfis), Successes and Failures of Co-Operative Sector in India.

### Recommended Texts

- Dr. V.B. Jugale, Theories of Agricultural Finance, Atlantic Publishers & Distri
- Ralph W. and Robert C. Thompson, JR., Fundamentals of Agribusiness Finance, Willey Publishers.
- Dr. Shivaji S. Waghmare, Agricultural Economics, Agricultural Extension and Insurance, Oxford Publication Book Company.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 318 Agricultural Marketing

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

### Learning Objective

The contents of this syllabus will help the students to understand the functions performed by the agricultural marketing system and generate awareness of current issues and trends in agricultural markets.

After successful completion of this course, the students shall be able to

Sr. No	Course Outcome
1.	Classify Agriculture markets, its components and dynamics of market structure.
2.	Explain Packaging and its Impact on Selling.
3.	Understand Marketing Channels: Distribution Channels, Marketing Agencies and Marketing Institutions
4.	Understand agricultural pricing policy and effect of fluctuations on agriculture market.

### **UNIT-I**

Agricultural Marketing: Definition, Need for Understanding, Scope, New Role of Agricultural Marketing, Differences in Marketing of Agricultural and Manufactured Goods. Markets and Market Structure: Classification of Agriculture Markets, Meaning of Market Structure, its Components, Dynamics of Market Structure. Packaging: Meaning of Packing and Packaging, Advantages of Packaging, Packing Material and New Inventions in Packaging. Sale of Agricultural Produce: Under Cover System, Open Auction System, Sale by Private Agreement, Dara Sales, Closed Tender System.

### **UNIT - II**

Agricultural Pricing : Need , Objectives of Price Policy, Fluctuations in Agricultural Prices, Effects of Fluctuations in Agricultural Prices, Price Policy of Government, Features of New Agriculture Policy, Effects of Agricultural Price Policy. Problems of Agriculture Marketing: Concept, Recommendations to solve these problems, Government Measures to improve Agricultural Marketing. Marketing Channels: Distribution Channels, Marketing Agencies and Marketing Institutions Transportation of Farm Products: Means of Transport, Functions of Transportation, its Advantages, Transportation Methods. Problems in Transportation of Agricultural Commodities, Suggestion for Improvement.

### Recommended Texts

- Acharya and Aggarwal: Agriculture marketing in India; Oxford and IBH Publishing.
- K.K Tiwari: Agricultural marketing- New Trends and Techniques; D.N.D Publications.
- Jaico and Ramaakishen: New Perspectives in Rural Agricultral Marketing.
- Verma, Jiloka and Mandel: Rural Agriculture and Marketing; Deep & Deep Publication.
- Jagdish Prasad and Arbind Prasad: Indian Agricultural marketing; Mmittal publications.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 319 Principles of Hospital Administration and Planning

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

This course is designed to explore the concept of Hospital Administration and role of administrators. The aim of this course is to develop awareness among learners regarding concept Management of Hospitals, planning and controlling. This course will help them to gain the in-depth knowledge of disaster management, the various causalities and Disaster organisation.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	Understand the various Concepts of Hospital Administration
2.	Understand various approaches of Problem Solving in Hospitals
3.	Know about the planning process for new hospitals
4.	Gain the knowledge about Disaster management, the concept of Triage and Disaster organisation

### Unit-I

Planning-concepts, components and steps involved in planning process, advantages and limitations of planning. Planning the Hospital, planning for a new hospital, Equipment planning, Operational plan. Decision Making: Types of Decisions, the Decision Process Controlling: Introduction, The Basic Control Process, Forward Action, Critical Control Points And Standards, Control Techniques, Effective Controlling, Disaster Management: Phases of a Disaster, General Considerations, Sorting out Casualties in a Disaster Situation: The Concept Of Triage, Triage at Site of Disaster, Organisation of Disaster Management at the Hospital, Disaster Organisation.

### Unit-II

Hospital Administration: Definition, Role and Skills of Hospital Administrators, Functions of Management, Principles of Management, Features of Hospital Management, Types and Classification of Hospitals, Problem Solving in Hospitals: Steps in Problem Solving, Approaches in Problem Solving: Routine, Scientific, Decisional, Creative, Quantitative. Challenges in Hospital Administration.

### Recommended Texts

- Joshi: Hospital Administration, Jaypee Brothers Medical Publishers.
- B.V. Subrahmanyam: Hospital Management and Administration Principles and Practice Including Law , CBS Publishers And Distributors Pvt Ltd
- Sakharkar: Principles Of Hospital Administration And Planning ,JPB
- Ramani: Hospital Management: Text & Cases, Pearson Education India

### Instructions

- The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.
- The internal paper will carry 50 marks and it will be distributed as follows:
- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective**

This course is designed to explore the need and functions of support departments as well as the physical facilities required. The aim of this course is to develop awareness among learners regarding concept of location, layout and the infrastructure and staff requirements to formulate general procedures and policies for management of support services.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

<b>Sr. No</b>	<b>Course Outcome</b>
1.	Develop Layout and Design of various Clinical Services
2.	Develop the management of various services provided by hospitals.
3.	Know about the need and functions of support departments as well as the physical facilities required.
4.	Maintain Hospital Medical Records and role of Committees.

**UNIT-I**

Hospital Management of Clinical Services: Management, Layout, Design of – Reception services, OPD Services, Emergency Services, Medico Legal Services, Administrative Services. Guiding Principles in planning hospital facilities and services. Layout and Design of - Nursing Services, Dietetic Services, Housekeeping Services, Laundry and Linen Services, Ambulance Services, Blood Bank Services. OPD Services, Emergency Services, Clinical Laboratories, Radiological Services, Operation Theatres.

**UNIT-II**

Medical Records, Operation Theatre Services, Laboratory Services, Personnel Department HRD, Imaging Department. Hospital Committees, Problems of hospital services. Hospital medical Records department: History of Medical Records, Consent for Procedure, Medicolegal Records, Medical Records Committee, Medical Audit, Guidelines for Completion of Medical Records. . Biomedical Waste Management. Pharmacy Services. Patient Coordination and Welfare Department.

**Recommended Texts**

- Jaydeep Das Gupta: Hospital Administration and Management – A Comprehensive Guide, Jay Pee Publications.
- Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Jaypee Publications.
- G.D. Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill.
- Dr. S.L. Goel and Dr. R. Kumar: Hospital Administration & Management Theory & Practice, Deep & Deep Publications.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



## **MBA 321 Summer Internship Project Assessment**

**Internal Evaluation: 100 Marks**

**Pass marks in internal: 40 Marks**

**Total Credits:-1**

Every student will have to submit summer training project report within one week of completion of training and to present a seminar on project report where each student is required to face a board composed of nominee of head of the department and one internal examiner.

## **MBA 322 Viva Voce**

**External Evaluation: 100 Marks**

**Pass marks in external: 40 Marks**

**Total Credits:-1**

Every student will have to appear for Viva at the end of the semester. This Viva-Voce examination is based on the summer internship where each student is required to face a board composed of one external examiner, one internal examiner & the principal/director of the college or his nominee.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits: -5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning Objective:** This course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

After successful completion of this course, the students shall be able to

Sr. No	Course Outcome
1.	Focus on the link between Strategic Analysis and Strategic Management, Interdependence of Strategic Analysis.
2.	Develop the skills of various perspective and concepts in Strategic Management.
3.	Develop the skills for applying the concepts for solving business problems.
4.	Use analytical tools of Strategic Management and business policy.

#### **UNIT-I**

Strategic Management: Definition and Characteristics of Strategic Management and Formulation of Strategy, Various Stages, Components, Model and Process of Strategic Management, Determination of Various Objectives like Corporate, Divisions and Departmental. Vision and Mission: Definition, Importance and Writing a Mission and Vision Statement. Environment Appraisal: Organisational capability (Financial, Marketing, Operations, personnel) Mckinsey's 7'S Framework & External Environment (Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces) and Competitive Analysis, CPM). Strategic Alternatives: Types of Strategies, Generic Strategies, Grand Strategies and Business Strategy. Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, GAP Analysis, BCG Matrix and Porter's 5 Force Model.

#### **UNIT-II**

Implementation of Strategy: Annual Objectives, Policies, Resource Allocation, Projects and Procedural Issues, Managing Conflicts, Matching Structure with Strategy, Managing Resistance to Change, Leadership and Culture, Values, Power and Ethics, Organizational Policies: Marketing, Production, Financial, Personnel. Strategy Control and Evaluation: Importance and Symptoms of Malfunctioning of Strategy, Operations Control and Measurement of Performance, Analysing Variances, Role of Organizational Systems in Evaluation.

#### **Recommended Texts**

- Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill.
- Fred R. David, Strategic Management - Concepts and Cases, Pearson Education.
- Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill.
- Jauch & Glueck 'Business Policy & Strategic Management' Tata McGraw Hill

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these UnitThe Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

## MBA-402 Research Project Report in Major Areas of Specialisations

**External Evaluation: 200 Marks**

**Pass marks in external: 80 Marks**

**Total Credits: -4**

The report will be prepared by the student under the guidance of respective project guide allocated by the college in their major area of specialisation. Prepared report will be sent for external evaluation.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Gain deeper understanding in specific areas.
2	Develop Research Aptitude
3	Prepare project report with assigned topics

## MBA-403: Seminar on Project Report

**Internal Evaluation: 100 Marks**

**Pass marks in internal: 40 Marks**

**Total Credits: -2**

Every student will have to present a synopsis, a midterm progress report and seminar on the project report where each student is required to face a research board composed of Head of the Department, one Internal Examiner, Respective Teacher Guide & the Principal/Director of the college or his nominee.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Explore an Empirical Research Topic
2	Gain exposure while doing survey
3	Expand knowledge base with Literature Review on the current topic
4	Apply research test to various problems pertaining to research area

### **Instructions:**

1. The synopsis will carry 20 marks. It should be submitted within one week of commencement of classes.
2. Midterm progress report will carry 30 marks.
3. Seminar will carry 50 marks.

## MBA-404: Viva on Project Report

**External Evaluation: 100 Marks**

**Pass marks in external: 40 Marks**

**Total Credits:-1**

Every student will have to appear for Viva at the end of the semester. This Viva-Voce examination is based on the project report where each student is required to face a board composed of one external examiner, one internal examiner & the principal/director of the college or his nominee.

## MBA 405 Consumer Behaviour

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

To understand the theory of consumer and industrial buyer behaviour and be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems.

After successful completion of this course, the students shall be able to.

Sr. No	Course Outcome
1.	Understand Environmental Influences on Consumer Behavior
2.	Illustrate Influence of Marketing Mix Variables,
3.	Understand Individual Determinants of Consumer Behavior and formulation of Consumer Attitude.
4.	Create awareness of the theories of motivation and perception as applied in consumer behavior.

### **UNIT-I**

Consumer Behaviour: Concept, Importance, Applications of Consumer Behaviour in Marketing and interdisciplinary nature. Factors Influencing Consumer Behaviour, Buying Decision Process. Consumer Research: Objectives, Process. Market Segmentation: Meaning and Bases of Segmentation, Criteria for Effective Targeting. Consumer Motivation: Concept and Types of Motives, Model of Motivation Process, Motivational Theories (Maslows and McGregor's X and Y), Personality: Theories, Self and Self image.

### **UNIT-II**

Consumer Attitude: Functions of Attitude, Attitude Models: Tri-Component Attitude Model, Attitude Toward Object Model, Fishbein's Behavioural Intentions Model. Attitude Theories: Cognitive Dissonance, Attribution Theory. Group Influences & Consumer Behaviour: Meaning and Types of Reference Groups, Influence of Reference Groups on Consumers. Diffusion of Innovations: Diffusion Process, Adoption Process, Introduction to Consumer Decision Making: Decision Making Process- Pre Purchase, Purchase and Post Purchase Process, Models of Consumer Decision-Making: Howard Sheth, Nicosia Model, Engel- Kollat-Blackwell Model.

### Recommended Texts

- Schiffman, L. G. and Kanuk, L. L., Consumer Behaviour, Prentice-Hall of India, New Delhi.
- Batra K. & Kazmi.H.H , Consumer Behaviour, Text & Cases, EXCEL BOOKS, New Delhi
- Blackwell, Roger D., Miniard, Paul W., and Engel, James F., Consumer Behaviour, South-Western.
- Gupta S.L and Sumitra Pal, Consumer Behaviour: An Indian Perspective; Sultan Chand & Sons; New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits: -5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

**Objective:** The objective of the course is to develop in the students an appreciation of the concept of Digital Marketing. It focuses on the digital environment, online buying behaviour and the social media. It makes the students aware of marketing programs and strategies in the era of online relationship marketing.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Understand fundamentals of Digital Marketing and difference between Traditional and Digital Marketing Communication.
2	Learn Online Consumer Behaviour and Segmentation.
3	Explain E-CRM and approaches to its implementation.
4	Understand future challenges of Digital Marketing and E-Payment System.

### UNIT-I

Overview and Introduction to Digital Marketing: Fundamentals of Digital Marketing, Nature and Scope of Internet for Marketing, Techniques of E-Marketing, Strategic Approach to Digital Marketing, Types of E-Markets, Differences between Traditional and Digital Marketing Communications, E-Marketing Mix Strategy, Digital Environment: Different Environment Components, Marketplace and Market Space, Online Consumer Behaviour, Segmentation, Targeting and Positioning for E-Markets, Community Marketing and Social Network, Facebook, Twitter and LinkedIn.

### UNIT-II

Digital Strategy Development: Digital Marketing Strategy, Strategic Goal Setting, Strategy Formulation and Implementation, Internet Marketing and Advertising, Direct and Email Marketing, Relationship Marketing using the Internet, E-CRM and Approaches to its Implementation, Implementation and Practice of Digital Marketing: Delivering the Online Customer Experience, Researching Requirements, Designing the User Experience, Service Quality, Interactive Marketing Communications, Offline and Online Promotion Techniques, Search Engine Optimization, Viral Marketing, E-Payment System, Challenges in Digital Marketing, Mobile Marketing, E-Commerce.

#### **Recommended Books:**

- Judy Strauss; Raymond Frost- E-MARKETING, PHI.
- Chaffey, Dave; Ellis-Chadwick, Fiona; Johnston, Kevin and Mayer, Richard, Internet Marketing Strategy, Implementation and Practice, Pearson-Dorling Kindersley (India)
- Ryan, Damien and Jones, Calvin, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Publishing,
- Wind, Jerry and Mahajan, Vijay, Digital Marketing, John Wiley & Sons,

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

## MBA-407 Marketing of Services

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits: -5**

### Learning Objective

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

After successful completion of this course, the students shall be able to

Sr. No.	Course outcome
1	Know about the Definition, Significance, Characteristics of Services
2	Frame Extended Marketing Mix for Services, Traditional Marketing Mix Elements in Services
3	Explain Service Process
4	Illustrate People & Physical Evidence
5	Demonstrate Applications of Service Marketing: like Tourism, Hospitality, Airlines, etc.

### **UNIT-I**

Service Marketing: Concept, Emergence, Nature, Scope of Services Marketing, Factors Influencing Services Marketing, Difference in Goods and Services, Importance of Service Marketing. Consumer Behaviour in Services: Factors Influencing Service Consumer Behaviour, Consumer Decision Making Process, Service Encounter: Types, Factors Affecting Service Encounter. Customer Expectation of Services: Levels of Expectation, Tolerance Zone, and Factors Influencing Customer Expectation of Services. Service Quality: Integrated gaps model of service quality, Prescriptions for closing quality gaps.

### **UNIT-II**

Managing Relationships in Services: Building Customer Loyalty, Complaint Handling and Service Recovery Strategies. Service Development and Design: Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process. Service Blueprinting: Nature, Need and Process of Blueprinting. Physical Evidence and The Servicescapes: Nature, Importance And Types, Role And Its Effect On Consumer Behaviour. Integrated Services Marketing Communications and Services Marketing Triangle

### Recommended Texts

- Zeithmal, V. A. and Bitner, M. J., Services Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Lovelock, Christopher H., Services Marketing: People, Technology, Strategy, Pearson Education, New Delhi.
- Shankar Ravi, Service Marketing, Excel Books, New Delhi.
- Christopher Lovelock, Service Marketing: People, Technology, Strategy, Pearson Education, N.Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-408 International Logistics

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

### Learning Objective

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1.	Prepare, explain Logistics Documentation like Commercial Invoice, Certificate of Origin, Bill of Lading
2.	Explain Modes of transportation, Air Cargo, Major Ports in India and Important Sea Routes of world, concept of Containerization, Inland Container Depots & Container Freight Stations
3.	Compare and explain Types of Ships and Explain Shipping Formalities and Function and Roles of Shipping Intermediaries
4.	Understand Freight and Carriage of Goods by Road, Rail, Air and Sea

### **UNIT-I**

Physical Distribution: Nature and Scope of Logistics, Defining Physical Distribution and Understanding its Activity Centers. Physical Distribution and its Relationship with Marketing and Material Management. Geo-Market Dynamic Logistical Operation. Physical Distribution and Elements of Inventory: Inventory Costs; Concept of EOQ, Safety Stock. Transportation & Physical Distribution: Different Transportation Modes and their Pros and Cons. Freight Rate Structure and Road Transportation. Sea & Air Cargo-Tariff Structure. Practices And Procedures of their Operation and Services provided by them.

### **UNIT-II**

Intermodal Transportation, Containerisation's Concept and its Operation. Interstate Tariffs and Documentation. Pricing and Related Services. Elements of Storage and Material Handling, Including Warehousing and Packing Alternatives. Receipt and Dispatch and Loading and Unloading. Handling Machinery. Dispatch of Vehicles. Organisation and Control for Physical Distribution Information System, P.D. Information System In Logistics.

### Recommended Texts

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co.,Inc., New York.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi.
- David Taylor, Manufacturing Operations & Supply Chain Management, Vikas Publishing House, New Delhi.
- Khanna K.K., Physical Distribution Management : Logistical Approach, Himalaya Publishing House, N.Delhi,

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits: -5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

## Learning Objective

the course aims to familiarize the students with the basic concepts of Rural Marketing and the nature of Rural Consumer. It will also explore the students in special areas regarding Rural Marketing Environment and Marketing of Agricultural Inputs and Produce.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Gain Conceptual knowledge about rural marketing with special reference to Indian context
2	Understand the Rural Market Distribution and Environment.
3	Know about the Consumer Behaviour and Trends in Rural Marketing
4	Understand about the working of Cooperative institutions.
5	Know about the various agriculture inputs and their uses.

### UNIT I

Rural Marketing: Introduction, Definition of Rural Marketing, Nature and Scope. Rural Market Environment: Population, Occupation Pattern, Income Generation, Location of Rural Population, Literacy Level, Land Distribution, Infrastructure Facilities, Development Programs. Rural Demand and Rural Market Index; Thompson Rural Market Index Indicators Considered for Rural Market Index. Marketing of Agriculture Input- 4P'S and SWOT analysis; Consumable Inputs and Durable Inputs, Fertilizers, Agrochemicals, Seeds, Tractor and Power Tillers, Irrigation Equipment and Problems in Rural Marketing.

### UNIT II

Marketing of Agriculture Produce and Rural, Cottage Industry Product; Regulated Markets Formation of Cooperative Organisation, Contract Farming, Agriculture Export Zones. Role of Cooperative Institutions in Rural Marketing; Cooperative as Organization, Structure of Corporate Organization, Types of Corporate Organization, Impact of Corporate Organization on Rural Marketing. Rural Market Strategies; Rural Market Segmentation, Social Marketing.

## Recommended Texts

1. Rural Marketing Environment Problem and Strategies, T.P Gopal Swami, Vikas Publication House.
2. Rural marketing concepts and practices by Balram Dogra, Karminder Ghuman, Tata Mcgraw hill Education Pvt. Ltd.
3. Cases in Rural Marketing, an integrated approach by G Krishna Macharyulu, Pearson Education Pvt. Ltd.

## Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## MBA-410 Data Communication & Computer Network

**Total: 100 Marks**

**Total Pass marks: 40 Marks**

**External Evaluation: 50 Marks**

**Pass marks in external: 20 Marks**

**Internal Evaluation: 50 Marks**

**Pass marks in internal: 20 Marks**

**Total Credits:-5**

**Total L/T/P: 55**

**Objective:** To build an understanding of the fundamental concepts of data communication and computer networks. Upon completion, the students should be able to understand various types of computer network protocols.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Have a good understanding of the OSI Reference Model and in particular have a good knowledge of Layers
2	Analyze the requirements for a given organizational structure and select the most appropriate networking architecture and technologies
3	Have a basic knowledge of the use of cryptography and network security;
4	Specify and identify deficiencies in existing protocols, and then go onto formulate new and better protocols
5	Have an understanding of the issues surrounding Mobile and Wireless Networks.
6	Security Attacks and Security mechanism,virus and worms

### Unit-I

Introduction: Data Flow, Network Categories; Reference Model: OSI, TCP/IP and their comparison.Physical Layer: Concept of Analog & Digital Signal; Data Rate Limits: Nyquist formula, Shannon Formula; Multiplexing; Transmission media, wireless transmission, Switching. Data Link Layer: Error correction & Detection, Medium Access Sub layer: Channel Allocation; Random Access: ALOHA, CSMA protocols; Controlled Access: Polling, Reservation, Token Passing; Examples of IEEE 802.3, 802.11 standards. Elements of Transport Protocols; Example transport protocols: TCP and UDP. Application Layer: World wide Web; Domain Name System; Simple Network Management Protocol; Electronic Mail.

### Unit-II

Network Security: Introduction , The OSI Security Architecture, Security Attacks, Security Services,Security Mechanisms, A Model for Internetwork Security, Internet Standards the Internet Society, Symmetric key Cryptography, DES, Triple DES, AES, and other Symmetric Ciphers, Block Cipher Modes of Operation. Number theory: Prime Numbers, Chinese Remainder Theorem, Discrete Logarithms; RSA,. Intruders and Intrusion Detection, Password Management; Malicious Software, Viruses, Worms and Related Threats; Firewalls and their Design Principles, Trusted Systems.

#### **Suggested Readings:**

1. Andrew S. Tanenbaum: Computer Networks, Pearson Education.
2. Behrouz A Forouzan: Data Communication & Networking, 4th edition, Tata McGraw Hill.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Objective:** To build an understanding about the development of web application using server side programming language. Also to perform hands on practice to build dynamic Web pages using MySQL database.

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand how server-side programming works on the web.
2	PHP Basic syntax for variable types and calculations.
3	Creating conditional structures.
4	Storing data in arrays.
5	Use PHP built-in functions and creating custom functions.
6	Understand POST and GET in form submission.

**Unit - I**

Introduction to PHP:PHP Introduction, Inventions and Versions, Important Tools and Software Requirements (Like Web Server, Database, Editors Etc.) PHP with Other Technologies, Scope of PHP Basic Syntax, PHP Variables and Constants Types of Data in PHP , Expressions, Scopes of a Variable (Local, Global) PHP Operators : Arithmetic, Assignment, Relational , Logical Operators, Bitwise , Ternary and MOD Operator. PHP Operator Precedence and Associativity. Handling HTML Form with PHP: Capturing Form Data GET and POST form Methods Dealing with Multi Value Fields Redirecting a Form After Submission. PHP Conditional Events and Loops:PHP IF Else Conditional Statements ( Nested IF And Else) Switch Case, While ,For And Do While Loop Goto , Break ,Continue and Exit.

**Unit -II**

PHP Functions: Function, Need of Function, Declaration and Calling of a Function PHP Function with Arguments, Default Arguments in Function Function Argument with Call By Value, Call By Reference Scope of Function Global and Local. String Manipulation and Regular Expression: Creating and Accessing String , Searching & Replacing String Formatting, Joining and Splitting String , String Related Library Functions Use and Advantage of Regular Expression over Inbuilt Function Use of Preg\_Match(), Preg\_Replace(), Preg\_Split() Functions in Regular Expression. Array: Anatomy of An Array, Creating Index Based and Associative Array ,Accessing Array Looping with Index Based Array, with Associative Array Using Each() And Foreach() Some Useful Library Function.

**Text Book:**

1. Beginning PHP 5.3 by Matt Doyle

**References:**

1. WordPress 24-Hour Trainer, 3rd Edition by George Plumley
2. Beginning PHP 6, Apache, MySQL 6 Web Development by Timothy Boronczyk, Elizabeth Naramore, Jason Gerner, Yann Le Scouarnec, Jeremy Stolz

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## Software Lab Based on PHP

**Internal Evaluation: 50 Marks**

**Pass marks in internal: 20 Marks**

**Objective:** To enhance the conceptual and practical skills of the students about development of Web applications using server side programming language PHP and to provide hands on practice to build dynamic Web pages using MySQL database.

During the Software lab. (Based on PHP) the students are required to maintain file record of the practical programs and required to attend the internal viva. The breakup of marks for the software lab. will be as under:

Viva-voce:10  
Exercises:20  
Lab. Record:20

1. Create a PHP page using functions for comparing three integers and print the largest number.
2. Write a function to calculate the factorial of a number (nonnegative integer). The function accept the number as an argument.
3. WAP to check whether the given number is prime or not.
4. Create a PHP page which accepts string from user. After submission that page displays the reverse of provided string.
5. Write a PHP function that checks if a string is all lower case.
6. Write a PHP script that checks whether a passed string is palindrome or not? ( A palindrome word, phrase, or sequence that reads the same backward as forward, e.g., madam or nurses run)
7. WAP to sort an array.
8. Write a PHP script that removes the whitespaces from a string. Sample string : 'The quick " " brown fox  
Expected Output : The Quick""brown fox

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Objective:** To build an understanding about the software development life cycle and to provide a professional guidance to apply current theories, models and necessary techniques of software engineering. After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Aware about the engineering approach to analysis, design and built the software
2	Understand the phases and activities involved in the software life cycle models
3	Analyse problems, and identify and define the computing requirements appropriate to its solution.
4	Apply design and development principles in the construction of software systems of varying complexity
5	Apply current techniques, skills, and tools necessary for computing practice.
6	Apply various testing techniques to test a software
7	Measure various characteristics of software.
8	Compare and choose between maintenance and reengineering of software, when there is requirement to make changes in the software.

**Unit-I**

Introduction: Evolution Software Engineering, Software Crisis, Trends in Software Engineering. Software Life Cycle Models: Use of models, Waterfall Model, Iterative Waterfall model, Prototype Model, Evolutionary Model, Spiral model, Comparison of models Software Project Management: Project Planning, Project size estimation and Technique, COCOMO Model, Scheduling, Staffing, Risk management. Requirements Analysis and Specification: Requirement Gathering and Analysis , Software requirement Specification Document, Functional requirement, Non Functional requirement, Organization of SRS Document. Software Design: characteristics of Good software design, Design Principles:- Modularity, Cohesion, coupling. Function Oriented design: Structured Analysis, Data Flow Diagram, Structure Charts.

**Unit -II**

Object Oriented Design using UML: Object oriented concepts, Unified Modeling Language, UML Diagrams, Class diagrams, State diagrams, Interaction Diagram User Interface Design: Characteristics of Good User interface, Types of User interface, GUI Development Coding: Coding Standards and Guidelines, Code Review, Software Documentation. Testing: Error, Failure, Test case, Test Suite, Levels of Testing, Unit testing, Black Box testing, White Box Testing, Integration Testing, System Testing.

**Text Book:**

1. Rajib Mall, "Software Engineering", PHI Publication.

**References:**

1. P. Jalote, "An Integrated Approach to Software Engineering", Narosa Publications.
2. Roger.S.Pressman," Software Engineering-A practitioner's Approach", 3rd edition, McGraw-Hill.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Objective:** To provide an enhanced conceptual and technical knowledge about relational database concepts. Upon completion, the students should be able to understand different issues involved in design and implementation of relational database system.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand database concepts and structures and query language.
2	Understand the E R model and relational model
3	Design and build a simple database system and demonstrate competence with the fundamental tasks involved with modeling, designing, and implementing a DBMS.
4	Understand Functional Dependency and Functional Decomposition.
5	Apply various Normalization techniques.

**UNIT-I**

The Relational Model: Introduction to the Relational Model, ER to Relational Model Conversion, Integrity Constraints over Relations, Enforcing Integrity Constraints, Relational Algebra, Relational Calculus, Querying Relational Data. Relational Query Languages: SQL: Basic SQL Query, Creating Table and Views, SQL as DML, DDL and DCL, SQL Algebraic Operations, Nested Queries, Aggregate Operations, Cursors, Dynamic SQL, Integrity Constraints in SQL, Triggers and Active Database, Relational Completeness, Basic Query Optimization Strategies, Algebraic Manipulation and Equivalences.

**UNIT-II**

Transaction Management: ACID Properties, Serializability, Two-phase Commit Protocol, Concurrency Control, Lock Management, Lost Update Problem, Inconsistent Read Problem , Read-Write Locks, Deadlocks Handling, 2PL protocol. Database Protection: Threats, Access Control Mechanisms, Discretionary Access Control, Grant and Revoke, Mandatory Access Control, Bell LaPadula Model, Role Based Security, Firewalls, Encryption and Digital Signatures. Physical Data Organization: File Organization and Indexing, Index Data Structures, Hashing, B-trees, Clustered Index, Sparse Index, Dense Index, Fixed length and Variable Length Records.

**Text Book:**

1. Siberscharts, Korth and Sudarshan, "Database Concepts", Mcgraw Hill Publication.

**References:**

1. Ivan Bayross, "Oracle 7 The complete reference", BPB Publications.
2. C..J. Date, "An Introduction to Database Systems", 3rd Ed., Narosa Publishers, (Reprint).
3. Jeffrey D. Ulliman, "Principles of Database Systems", 2nd Ed., Galgotia Publications.
4. D. Kroenke, "Database Processing", Galgotia Publications.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-414 Enterprise Resource Planning

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Objective:** To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Make basic use of Enterprise software, and its role in integrating business functions
2	Analyze the strategic options for ERP identification and adoption.
3	Design the ERP implementation strategies.
4	Create reengineered business processes for successful ERP implementation.
5	Basics of SCM and E-Business

### UNIT - I

Enterprise Resources Planning: Evolution of ERP- MRP and MRP II - Problems of System Island's need for System Integration and Interface- early ERP Packages - ERP Products and Markets - Opportunities and Problems in ERP Selection and Implementation; ERP Implementation Identifying RP benefits team formation- Consultant Intervention - Selection ERP- Process of ERP Implementation. Managing Changes in IT Organisation- Preparing IT infrastructure- Measuring benefits of ERP.Integrating with other systems: The emergence of reengineering concept- concept of business process rethinking of processes identification of reengineering need -preparing for re- engineering- implementing change- change management - BPR & ERP.

### UNIT- II

Supply Chain Management: The concept of Value Chain Differentiation between ERP and SCM- SCM for customer focus- Nee and Specificity of SCM. SCM scenario in India- Products and Markets of Sehl-issue in Selection and Implementation of SCM solution- CRM solutions; E- Business: Introduction to 1- Net technologies- Evolution of E-Commerce, EDI and EBusiness -Business Opportunities basic and advanced business models on Internet- Internet Banking and related Technologies- Security and Privacy issues- technologies for E- Business. Future and Growth of E- Businesses.

#### **Recommended Texts**

1. Langenwalter, A. Gary, Enterprise Resources Planning and Beyond. St.Lucie Press, USA. Alexis, Leon, ERP Demystified. Tata McGraw Hill. Mahadeo Jaiswal and Ganesh Vanapalli, Textbook of Enterprise Resource Planning,Macmillan Publishers India.
2. S Parthasarathy, Enterprise Resource Planning- Managerial & Technical Perspective, New Age International.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning objectives:** The basic objective of this course is to acquaint the students of finance with the Working, Performance and Regulations of Commercial Banking, Development Finance, and Investment Finance and about the various risks faced by Financial Institutions.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand Financial Institutions in India and their role in economic development.
2	Discuss models and concept of micro and non-banking finance companies.
3	Elaborate growth of Insurance Industry in India.
4	Understand about the structure of banking system in India.

### UNIT-I

Financial Institutions in India: An overview, Types and their Role in Economic Development, Banking System in India: An Overview, Structure of Indian Banks: Public, Private and Foreign Banks, Their Role and Performance, Banking Sector Reforms in India. Micro-Financing: Concept, Models, and its Role in Poverty Alleviation. Non-Banking Finance Companies (NBFCs): Introduction, Evolution, Progress and Growth, Regulatory Framework, Problems and Prospects.

### UNIT- II

Insurance Industry in India: Evolution, Growth, Insurance Sector Reforms. An overview of Risks Faced by FIS: Types of Risk, Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Foreign Exchange Risk, Technology and Operational Risk.

### Recommended Texts

- Anthony Saunders and Marcia Million Cornett, Financial Markets and Institutions, Tata McGraw-Hill Education Private Limited.
- L.M. Bhole, Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited.
- R.M. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai.
- Khan M.Y., Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India.
- Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
- John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-416 Banking & Insurance Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective :** The main objective of this paper is to make students understand the applications of banking and insurance operations in the business.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand basic concepts and functions of banking and KYC norms and operations.
2	Understand Universal Banking, ADR and GDR.
3	Explain Insurance Business Environment in India and regulations of IRDA.
4	Know about the Retail Banking, its products and Wholesale banking.

### UNIT-I

Introduction To Banking; Basic Concepts: Origin, Need, Types, Scope and Functions of Banking, Types of Relationship Between Banker and Customer, Banker's obligations to Customers. Customers' Accounts with Banks, Banking Operations -Types of Accounts - Banking Services - Current Scenario, Financial Inclusion and Banking Regulations & Role of RBI. KYC Norms and Operation. Retail Banking-Products, Opportunities; Wholesale Banking, Products; International Banking, Requirements of Importers & Exporters, Remittance Services; Universal Banking; ADRS; GDRS; Participatory Notes. Introduction to Risk Management; Basel I, II & III Accords

### UNIT -II

Introduction to Insurance Understanding Risk - Kinds of business risks - Need and Scope of Insurance - Evolution of insurance - Principles of insurance - Types of Insurance and Policies - Risk and Return Relationship. Insurance Business Environment in India Growth of Insurance Business -Actuarial Role - Claim and Settlement Procedures - Insurance Regulations Role of IRDA. Bancassurance- Concepts , Critical Issues , Functional Aspects , Indian Scenario, Future Prospects , Insurance Accounting , Financial Analysis and Valuations, Solvency and Performance Measures.

#### **Recommended books:**

- L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill
- Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi.
- Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi,
- Gordon & Natrajan, Banking (Theory, Law and Parctice) Himalaya Publishing
- Agarwal, O.P. Banking and Insurance, Himalaya Publishing

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## MBA-417 Management Control Systems

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** The objective of this course is to develop the ability in the students to gain knowledge, insights and analytical skills related to how a firm's manager can go about designing, implementing, and using planning and Control systems to implement firm's strategies.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Discuss basic Concepts And Domain Of Management Control.
2	Explain responsibility centres and informal and formal control systems.
3	Analyse Financial Performance Report and Management Control Of Multinational Companies.
4	Describe methods relating to reporting, communication, decision making and accountability in the management control area.

### UNIT-I

Management Control Systems: Basic Concepts and Domain of Management Control, Designing the Control Process and Managerial Controls. Management Control Environment: Understanding Strategies. Organizational Context of Management Controls: Formal And Informal Control Systems. Responsibility Centers: An Overview, Expense Centers, Engineered Expense Centers, Discretionary Expense Centers And Their Control Characteristics, Revenue Centers, Profit Centers, Investment Centers.

### UNIT-II

Transfer Pricing: Meaning and Methods. Structure of Analysis: Measures of Assets Employed, EVA vs. ROI. Budget Preparation: Process, Behavioral Aspects. Analyzing Financial Performance Reports. Performance Measurement Systems: Balanced Scorecard, Concept, Implementing Performance Measurement Systems, Difficulties in Implementation. Management Control of Multinational Companies.

### Recommended Texts

- Robert N. Anthony and Vijay Govindarajan, .Management Control Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Joseph A. Maciariello and Calvin J. Kirby Management Control Systems, Prentice-Hall of India, New Delhi.
- Management Control Systems – Anthony and Govindrajana
- Management Control Systems – P. K. Sinha
- Management Control Systems – Jayant Oke & S. M. Inamdar
- Management Control Systems – Gautam Pherwani
- Management Control System by – Dr.N.M. Vechlekar

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

## MBA-418 Management of Working Capital

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Define and understand the concept and importance of working capital.
2	Understand the classification of various sources of working capital.
3	Choose and apply the techniques of managing cash flows in the organization.
4	Examine and inspect the Inventory management function in the organization.
5	Design and develop credit policy for the organization.

### UNIT-I

Working capital management: concept and importance of working capital, Working Capital: balance-sheet concept, operating cycle concept, levels of working capital, optimum level of working capital, proportion, and cost of short-term and long-term financing, alternative financing policies for working capital, working capital leverage, bankers, appraisal of working capital, proposals and restrictions under working capital advances. Financing of Working Capital: Cash credit, Advances & overdraft, Letter of Credit, Unsecured and Secured Borrowing, Concept of Security and Margin. Trade credit, Accrued expenses and Deferred income, Commercial Papers.

### UNIT-II

Management of Cash: Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows and Sources of uncertainty in cash forecasting, hedging cash flow uncertainties. Management of surplus cash. Cash Management Models. Management of Inventory; ABC Analysis, Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management. Management of Receivables: Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit, Collection management.

#### **Recommended Texts**

- James C. Van Horne, Fundamentals of Financial Management, Prentice Hall of India Private Ltd., New Delhi.
- Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Khan and Jain, Financial Management: Text and Problems, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Bhalla, I V K, : Working Capital Management, Text and Cases. Delhi, Anmol.
- Smith, Keith V. and G. W. Gallinger : Readings on Short- term Financial Management.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Learning Objective:** The basic objective of this course is to explain the students with the concept of Corporate Tax Planning. The syllabus will help the student's to learn about the various concepts concerning to the tax planning.

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Understand the concept of Corporate Tax, Important definition, Residential Status of company and Computation of GTI of companies.
2	Learn about Deductions to be made in Computing Total Income of Company, Deduction of Tax at Source.
3	Know about various tax planning decisions with regard to capital structure, bonus shares & dividend policy, make or buy decision, own or lease, closure or continue and repair or renewal.
4	Understand the concept of GST and its process of registration under GST

**UNIT-I**

Corporate Tax law and Planning: Introduction, Tax planning, Tax avoidance, Tax Evasion, Tax Management and Implications of Tax Planning. Corporate Taxation: Important definitions, Residential status and Incidence of Tax. Computation of GTI of companies, Deductions available to Corporate Assesses and Provisions of Minimum Alternate Tax under Section 115JB, Tax Credit under MAT, Dividend Distribution Tax u/s 115-O. Tax deduction at source and advance payment of tax. Tax planning with regards to new business: Form of Organisation, Tax factors affecting choice of form of organisation, Location of business and nature of business. Tax issues relating to business restructuring: Tax issues relating to Amalgamation, Demerger and Slump Sale.

**UNIT-II**

Tax planning and financial management decisions: Capital structure decisions, Dividend policy decisions, Inter- Corporate Dividends and bonus Share. Tax planning and Management decisions: Own or Lease, Make or Buy, repair, replace, renewal or renovation and shut down or continue. Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due Dates for Payment of GST, GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due Dates for Filing of Returns. Final Assessment.

**Recommended Texts**

- V.K.Singhania, Direct Taxes, Taxman Publication (P) Ltd., Delhi.
- Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latest .
- Ahuja, G K & Gupta Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
- Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman.
- Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw, Hill.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-420 International Financial Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** The objective of the course is to provide the student with a thorough understanding of the structure of International Financial System, Financial Markets and Instruments that are in use in those markets and to enable students to understand finance in global settings.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Elaborate concepts and role of International Finance manager in a MNC.
2	Understand Role of IMF, IBRD and Development banks.
3	Explain Multinational Fund Flows and Country Risk Analysis.
4	Express International Investment Management, Mergers and Acquisitions.

### UNIT-I

International Finance: Concept and role of International Finance Manger in an MNC; International Financial Environment, International Transaction and Financial Market, Trade and Capital Flows; International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Instruments: GDR, ADR, Euro Issues, CP and ECBs. Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment cannels, Multinational Capital Budgeting–Significance and various techniques

### UNIT-II

Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange Markets; Factors affecting and determination of Exchange Rate, Foreign Exchange Risk and Exposure; other risks exposures in International Investments, Managing various Risks and Exposures., Managing Multinational Fund Flows: International Working Capital Management and Foreign Trade, International Cash Management, Management of International Account Receivables; International Dimension of Taxation. Country Risk Analysis, Cost of Capital and Capital Structure of Multinational Corporate, International Investment Management, International Mergers and Acquisitions.

### Recommended Texts

- P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi.
- Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi
- Bhalla, V K. International Financial Management, New Delhi, Anmol.
- Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. Miami Florida, Kolb.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-421 Material Planning and Inventory Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning objective:** the main objective of this subject is to introduce the student to the concept, functions, objectives and importance of Material Planning in an Organization and to appraise the students about Inventory Systems, Valuation of Inventories, Inventory Decisions and other Inventory Control Techniques.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand the Elements of Inventory Management, Types of inventory and Role of inventory in Operations.
2	Elaborate Inventory costs, Carrying costs, Ordering costs, Shortage costs in Inventory Management.
3	Elaborate the concept of Economic Order Quantity Models based on Reorder Point, Safety Stocks, Service Level and order size.
4	Knowledge of Inventory control techniques.

### Unit I

Introduction to Materials Management: Meaning, definition, Scope and Functions of Materials Management, Objectives and Advantages of Materials Management. Interfaces of Materials Management: Internal and External Interfaces. Organisation for Material Management. Material MRP: Input and Output of MRP system, Management Linkages: Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, HRM, IT, TQM Cost Involved in Material Management: General discussion on concept of Costs and Cost Classification, Specific Costs associated with Material Management.

### Unit II

Types of Inventory Decisions, Relevant Costs Involved in Inventory Decisions. Quantity Order Decision – Economic Order Quantity and its Calculation as per Tabular, Graphical and Mathematical Approaches, EOQ with Quantity Discount, Re-Order Decision : Fixation of Various Levels and Determination of Re-Order Point, Safety Stock etc. FSN Analysis, JIT Approach, VED Analysis. Management of Process Inventories (WIP). Spares Parts Management

### Recommended Texts

- Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
- Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
- Arnold, Champman and Ramakrishnan, Introduction to Materials Management Pearson Education, Inc.
- Sehgal, Ashok and Sehgal Deepak, Financial Accounting, Taxmann's New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Learning Objective:** to make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics management.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand Geo-Market dynamic Logistical operation and network.
2	Explain different transportation modes and their pros and cons.
3	Describe Material Handling including Warehousing and Packing.
4	Understand about the Organisation and Control for Physical Distribution Information System.

### UNIT-I

Physical Distribution: Nature and Scope of Logistics, Defining Physical Distribution and Understanding its Activity Centers. Physical Distribution and its Relationship with Marketing and Material Management. Geo-Market Dynamic Logistical Operation. Physical Distribution and Elements of Inventory: Inventory Costs; Concept of EOQ, Safety Stock. Transportation & Physical Distribution: Different Transportation Modes and their Pros and Cons. Freight Rate Structure and Road Transportation. Sea & Air Cargo-Tariff Structure. Practices And Procedures of their Operation and Services provided by them.

### UNIT-II

Intermodal Transportation, Containerisation's Concept and its Operation. Interstate Tariffs and Documentation. Pricing and Related Services. Elements of Storage and Material Handling, Including Warehousing and Packing Alternatives. Receipt and Dispatch and Loading and Unloading. Handling Machinery. Dispatch of Vehicles. Organisation and Control for Physical Distribution Information System, P.D. Information System in Logistics.

#### Recommended Texts

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi.
- G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan.
- Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore.
- Dr. Gopal Krishnan – Material Management rearview, pearson New Delhi.
- B.S. Sahay, Macmillan – Supply Chain Mangement, (Pearson Education)

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

## MBA-423 Plant Design & Layout

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to Plan, Analyze And Design new or modify existing manufacturing and service facilities.

After successful completion of this course , the students shall be able

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Discuss types of building and importance of ideal building.
2	Elaborate Plant Layout, Designing Process Layout and Line Balancing Concepts.
3	Understand Material Handling System and classification of Material Handling Concepts.
4	Discuss about Plant Location concepts and its factors.

### UNIT-I

Factory Buildings: Building Design, types of Buildings, Importance of Ideal Buildings and Requirements, Recent Trends. Plant Location Concept: Factors influencing Plant Location, Single Facility Location, Multi-Facility Location.

### UNIT-II

Plant Layout: Layout Planning, Strategic Issues, Designing Process Layout, Designing Product Layout, Line Balancing Concepts. Material Handling: Function of Material Handling, Relationship to Plant Layout. Material Handling Systems: Unit Load Concepts, Material Handling Principles, Classification of Material Handling Concepts.

### Recommended Texts

- Meyers, Fred, Plant Layout & Material Handling, Prentice-Hall of India, New Delhi.
- Francis, McGinnis, and White, Facilities Layout and Location, Prentice-Hall of India, New Delhi.
- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA-424 Total Quality Management

Total: 100 Marks

External Evaluation: 50 Marks

Internal Evaluation: 50 Marks

Total Credits:-5

Total Pass marks: 40 Marks

Pass marks in external: 20 Marks

Pass marks in internal: 20 Marks

**Total L/T/P: 55**

**Learning objective:** The course is designed for the students who wish to acquire a professional, theoretical , practical understanding and to develop a sound understanding of tools and techniques applicable to the area of Total Quality Management

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand methods and history of TQM.
2	Express Reliability of Quality characteristics and Quality directors.
3	Understand JIT, its cause and effects.
4	Knowledge about TQM implementation and its techniques.

### UNIT I

Introduction to TQM-History, Aims, Objectives, Benefits, Gurus and their Principles, TQM Process and Phases of a Typical Implementation of TQM, reasons for use of TQM, Methods to assist the progress of TQM, Introduction to Tools and Techniques- Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W. and Is/Is-Not Questions, Why-Why Diagrams.

### UNIT II

TQM for Marketing Function: Quality in Marketing and Sales, factors for Excellence, Organization for Quality: Quality Circles, Self Managing Teams, Quality Director, Reliability of Quality Characteristics, Workforce Teams: Team Work for Quality, Types of Teams and Tasks involved, Characteristics of Successful and Unsuccessful Teams, Barriers to Team Work, JIT-definition, benefits, JIT ccause and Effects, JIT implementation in Manufacturing. TQM Implementations & Barriers to Implementation, Six Sigma, Introduction to ISO 9000, ISO 9001: 2000 Series of Standards.

#### **Recommended Texts**

- Evans, J.R., Total Quality Management, Organization and Strategy, Thamson.
- Huxtable, N., Small Business Total Quality, Chapman & Hall.
- Juran, J.M. and Gryna, F.M., Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
- Rampersad, H.K., Managing Total Quality, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Singhal & Singhal 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide' PHI Learning

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## MBA-425 Technology Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning objective :** To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand various aspects and issues of Technological Change and Innovation.
2	Elaborate Technology Acquisition and alternatives for acquiring new Technology.
3	Discuss Technological Environment in India and role of various Government Organizations such as DST.
4	Understand about the Technological policies and policy instruments.

### UNIT I

Management of Technology: Various Aspects and Issues, Strategic Considerations, Technological Change and Innovation, Impact of Technological Change on Employment and Productivity, Social Consequences. Technology Forecasting, Technology Development, Technology Acquisition and Transfer. Technology Absorption and Diffusion, Technology; Product Technology. Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a company for obtaining a New Technology, Management of Acquired Technology,

### UNIT II

Aspects and Issues in Technology Management: Technological Change- Characteristics of Technological Change; Classification of Technological Change; Impact of Technological Change, Technology Life Cycle, Technology Transformation, Technology Policies and Policy Instruments, Technological Development Options and Strategies, Technology and Socio-Economic Planning, Diffusion and Growth of Technologies- Technology Policy, Role of various Government Organisations such as DST, CSIR in Development and Dissemination of Technology, Technology Development at Organisation Level, Role of Information System, Quality Systems and Market Feedback.

#### Recommended Texts

- Fredruck Betz, Managing Technology, Prentice Hall.
- MaukDudgson, Technology Strategy and the Firm, Longman Publications.
- Morse and Babcock, Managing Engineering and Technology, PH
- Sharif Nawaz, Management of Technology Transfer and Technology, APCTT Bangalore.
- UN-ESCAP: Technology for Development, ESCAP Secretariat.

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

## MBA-426 Compensation Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** The course designed will appraise the students regarding the new trends in Compensation, the benefits available to employees and the Law governing the payment of wages and bonus.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Understand Compensation Management in Organization, factors affecting compensation system in Organization.
2	Understand the types of Grade and Pay Structures for Organizational Performance.
3	Elaborate Govt. and Legal issues in Compensation System, National Wage Policy.
4	Know about the Employee's Benefits methods.

### UNIT-I

Wage concepts: Theories of Wages, Importance, Wage Policy and Impact of Compensation on Organizational Effectiveness; Economic and Behavioral issues in Compensation, Internal and External equity of Wage System. Wage Fixation: Criteria, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Law relating to Payment of Wages and bonus in India.

### UNIT-II

Employee's Benefits: Conventional Reward Methods and their Inadequacies. Developing Reward Strategy – Skill Based Pay, Broad Banding, Team Based Pay, Payment By Results and Performance Related Pay, Variable Compensation. Compensation for Executives and R&D Staff, Remunerating the Top Brass. Reward Structure in New Industries (BPO, IT, Hospitality, Tourism, Etc.), MNCs and other Organizations. Remuneration Plan and Business Strategy. Profit Sharing, Payment of Bonus. Types and Significance of Incentives, Fringe Benefits. Retirement Plans, Productivity and Wages. Understanding Tools in Designing, Improving and Implementing Compensation Packages.

#### Recommended Texts

- Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi.
- Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi.
- Armstrong, Michel and Murlis, Helen: Reward Management: A Handbook of Salary Administratin, London, Kegan Paul.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 427 Social Security and Labour Welfare

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning Objective:** Labour Laws play an important role in the functioning of an organization and the same can be a bone of contention between employer and employee relationship. The course designed will appraise the students regarding the new trends in labour welfare, the benefits/facilities available to employees and the norms fixed by law prevailing, for the betterment of employee employer relationship.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Define and understand Scope, Theories, Principles and Approaches of Labour welfare
2	Plan the fulfillment of various provisions of The Factories Act, 1948 at workplace
3	Determine wages payable to employees as per law
4	Examine misconduct by the employees and determine Disciplinary Action
5	Ensure the fulfillment of various provisions of The Employees' Provident Funds And Miscellaneous Provision Act & The Payment Of Gratuity Act

### UNIT-I

Labour Welfare: Meaning, Definition, Scope, Theories, Principles and Approaches. Statutory and Non statutory labour welfare, Intra Mural and Extra-Mural Welfare.

Legislation:-

- The Factories Act, 1948
- The Payment Of Wages Act, 1936
- The Minimum Wages Act, 1948

### UNIT-II

Legislation:-

- Laws Relating To Discharge, Misconduct, Domestic Enquiries, Discipline Action.
- The Employees' Provident Funds And Miscellaneous Provision Act, 1952
- The Payment Of Bonus Act, 1965
- The Equal Remuneration Act, 1976
- The Maternity Benefit Act, 1961
- The Payment Of Gratuity Act, 1972

### Recommended Texts

- Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi.
- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi.
- Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi
- H.L. Kumar, Labour & Industrial Law in 2 volumes with free case law reference.
- Srivastava SC "Industrial Relations and labour Law", Vikas, New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective:** The objective of the course is to acquaint the students about the Psychology of the executives in the organization and then to use it to enhance the productivity.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand the basic concepts of Psychology.
2	Learn about the concept of Individual Differences.
3	Elaborate Organisation about Stress and managing Stress
4	Know about the Job Satisfaction- its Measurement and Attitude concept.

**UNIT-I**

Psychology: Nature and Scope, Psychology and Management, Industrial Psychology and its relation with Sociology, Social Psychology. Psychology with special reference to Personnel Management. Individual differences and behavior, Human needs and their implications for a work organization. Personnel Selection and Impoof Testing Techniques, Psychological and Projective Tests.

**UNIT-II**

Job Satisfaction and its Measurement, Creativity a work-element of creativity in Leadership and Decision Making. Attitude: Meaning, Features and Methods of measuring Attitudes. Morale and Motivation. Organizational Stress: Role Stress-Managing Stress, Burnout-Causes, Effect and Coping, Work Stress and Women, Monotony, Boredom and Fatigue at Work Places, The Physical surroundings of Work Place-Quality of Work Life.

**Recommended Texts**

- H.L. Kalia, Industrial Psychology, The Associated Publishers.
- Cary L. Cooper and Edwin A. Locke, Industrial and Organizational Psychology, Blackwell Publishing.
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi.
- Michael G. Aamodt, Industrial / Organizational Psychology, Cengage Learning.
- Wayne Weiten and Margaret A. Lloyd, Psychology Applied to Modern Life, Thomson Learning.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 429 Management of Training and Development

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will appraise the students regarding the new trends in training methods and their effectiveness and HR practices.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Define and tell the key concepts related to Training & Development of employees
2	Explain the training process and understand classification of various methods of Training
3	Identify training needs existing in the organizational context.
4	Examine the impact of training on KSAs of employees.
5	Evaluate the training process and determine its benefits to various stakeholder's organizational contexts.
6	Design and develop training modules for various categories of employees.

### UNIT-I

Training: Concept, Process and Importance. Role and Responsibilities of Trainer & Challenges to Training Managers, Organization and Management of Training System: Systems Model, Instructional Design Model, Transitional Model. Training Needs Assessment: Organizational Analysis, Operational Analysis and Person Analysis. Action Research. Training Process Model: Instructional Objectives and Lesson Planning.

### UNIT-II

Learning: Concept and Theories, Conditions for Learning, Factors Affecting the Learning Process, Barriers to Learning. Concept of Adult Learning, Learning cycle by Kolb. Training Climate and Pedagogy; Facilities Planning and Training Aids. Training Methods and Techniques; Training Evaluation: Process and Approaches. Training and Development in India. MNCs Perception of Training Function. Perception of Training in a Public Sector Organization.

#### Recommended Texts

- Buckley, R., & Caple, J. The theory and practice of training. London and Sterling,
- Lynton, R., Pareek, U, Training for Organisational Transformation;
- Part 1 for Policy Makers and Change Managers, Sage, London
- Rae, L, How to Measure Training Effectiveness, Gower, Aldershot.
- Lynton, R Pareek, U. Training for Development. New Delhi, Vistaar
- Reid, M A etc. Training Interventions: Managing Employee Development London, IPM

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 430 Organisational Development & Change

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the objective of the subject is to develop understanding of organization change and illustrate theories of planned change, their relevant foundations, strengths and weaknesses.

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Facilitate Organizational Change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.
2	Understand concepts related to system theory, Action Research and Models,
3	Examine various issues in the relationship between Client and Consultant Relationship.
4	Understand the role of various Intervention strategies in Organizational Development.

### UNIT-I

Organisational Change: Forces of Change, Importance of Change, Nature of Change, Process Of Organisational Change, Resistance to Change, Managerial Options for Implementing Change, Guidelines Facilitating Change. Organisational Effectiveness and Excellence. Organisational Change Management: Management Organisational Change, Leadership and Organisational Change, Technology Management, Attitude Measurement for Change, Organisational Culture and Change ,TQM Practices and Organisational Change, Knowledge Management and Change. Introduction to Organisational Development: Need, Assumptions, Issues, and Future Of OD: Models and Theories and Planned Change. Process of OD, Issues in Consultant-Client Relationship.

### UNIT-II

OD Interventions: Definition, Classification and Selection Of OD Interventions, Approaches and Models, Planning Interventions; Human Resource Management Intervention, Team Interventions; Human Process Interventions, Technical Interventions. Inter Group and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Personal Interventions, Strategic Change Interventions ,Research On OD.

### Recommended Texts

- Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western.
- Nilakant V, Managing Organisational Change, Sage Publications Chennai.
- Abad, Ahmed, Developing Effective Organization, Sri Ram Centre for Industrial Relations, New Delhi.
- French, Bell, Vohra, Organization Development, Pearson Publication.
- Burke Warner, Organization Change, Sage Publications.
- Anderson Donald, Organization Development, Sage Publications.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning Objective:** The course has been designed to make the students aware of the changing role of HR in International Organizations having large number of Subsidiaries which are operating in different Counties and Cultures as compared to the Domestic Companies.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand the concept of International Cultural Environment, Comparison of Cross-cultural
2	Elaborate Cross Cultural Communication and Negotiation
3	Elaborate Ethics in International Business
4	Understand the concept Diversity at Work, Managing diversity and Causes of diversity

### **Unit I**

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural, Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Cultural Uniqueness vs. Pan Culturalism. Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies Structural Evolution of Global Organizations. Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations

### **Unit II**

Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context. Diversity at Work: Managing diversity: Causes of diversity, the Paradox of Diversity, Diversity with special reference to handicapped, Women and Aging people, Intra Company Cultural difference in employee Motivation. International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

### **Recommended Texts**

- Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution.
- Harvard Business School Press.
- Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press.
- Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey
- Bass Publishers, San Francisco, USA.
- Adler, N J. International Dimensions of Organisational Behaviour. Boston, Kent.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Learning Objective:** the objective of this course is to develop a diagnostic and conceptual understanding of the International Economic Environment and related behavioral variables in the management of global organizations.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Understand International Economic Organisation
2	Elaborate stages of Economic Integration and factors affecting Economic Integration.
3	Have Understanding of various Regional Blocks.
4	Know about the World Bank and its Developing countries

**UNIT-I**

International Economic Integration, Gains from Economic Integration, Stages of Economic Integration, Factors Driving Economic Integration, Economic Integration and Endogenous Growth, Emergence of Regional Blocks, Globalization vs. Regional Blocks, Resource Allocation, Environment Problem, Technology Transfer. Emergence of EU and its Benefits, Euro Zone and its Benefits, NAFTA, ASEAN, WTO vs. RTO, RRTAS as exception in WTO, Polarization of Trade

**UNIT-II**

Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton Woods and International Monetary set-up, World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD). International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), ASEAN, SAARC. World Bank and Developing countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO).

**Recommended Texts**

- Jackson, J., The World Trading System, Cambridge, Mass: MIT Press.
- Krugman, Paul R. and Obstfeld, M., International Economics: Theory and Policy, Pearson Education.
- Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.
- Dreze, Jean and Sen, Aamrtya, Indian Development: Selected Regional Perspectives, Delhi, Oxford University Press.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## MBA-433 International Financial Management

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning Objective:** the objective of the course is to provide the student with a thorough understanding of the structure of International Financial System, Financial Markets and Instruments that are in use in those markets and to enable students to understand finance in global settings.

After successful completion of this course , the students shall be able to

Sr. No.	Course outcome
1	Know about the operations in Capital Budgeting and its use for MNCs
2	Describe complexities of managing finance of multinational firm, currency and interest rate risk management
3	Understand the regulatory framework within which the operations can take place
4	Know about key elements and issues of International Taxation

### UNIT-I

International Finance: Concept and role of International Finance Manger in an MNC; International Financial Environment, International Transaction and Financial Market, Trade and Capital Flows; International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Market Instruments: GDR, ADR, Euro Issues, CP and ECBs. Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment cannels, Multinational Capital Budgeting– Significance and various techniques

### UNIT-II

Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of Exchange Rate, Foreign Exchange Risk and Exposure; other risks exposures in International Investments, Managing various risks and exposures., Managing Multinational Fund Flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation. Country Risk Analysis, Cost of Capital and Capital Structure of Multinational corporate, International Investment Management, International Mergers and Acquisitions.

#### Recommended Texts

- P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi.
- Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi
- Bhalla, V K. International Financial Management, New Delhi, Anmol.
- Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. Miami Florida, Kolb.

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 434 Foreign Trade Policy and Documentation

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the objective of this course to make students understand set of guidelines and instructions established in matters related to the Import and Export of goods and services in India.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Know about the significance of Procedures and Documentation in International Trade, the Procedures and Documentation as Trade Barriers.
2	Elaborate the official machinery for trade Procedures and Documentation, methods of payment in International Trade, realization of export proceeds – provisions of RBI's, Export Promoting Institutions, Pre-shipment and Post Shipment
3	Define the Export Order Processing & Export Price Quotations, role of Forwarding Agents; Cargo Insurance and Claim Procedure.
4	Knowledge about the Shipment Credit.

### UNIT I

Global Trade and its Growth, India's Position in World's Trade, India's Recent Trade Policy: Objectives and Features; Balance of Trade & Balance of Payments; Exchange Control, Exchange Rate and its Fixation; Current and Capital Account Convertibility and its Impact on Foreign Trade, Deemed Exports. Manufacturer Exporters, Merchant Exporters; EOU/SEZ/AEZ Biotech Parks/Food Parks; Export Houses, Trading Houses, Super Trading Houses and Super Star Trading Houses; Export Incentives Including Fiscal Incentives; Export Promotional Institutional Set Up; Foreign Direct Investment in India, Foreign Collaborations; Indian Joint Ventures Abroad; Counter Trade Arrangements; Projects and Consultancy Exports.

### UNIT II

Documents for Starting Up a New Export Venture; Aligned Documentation System: Meaning, Rationale, Various Documents, EDI Initiative; Methods of Payment: Advance Payment, Open Account, Consignment Sales, Documents Against Acceptance (D/A), Documents Against Payment (D/P), Letter of Credit; Pre Shipment Credit: Meaning, Procedure, Rates, Documents Needed; Post Shipment Credit: Meaning, Procedure, Types and Documents Needed. ECGC; its Role and Theories . Customs and Port Clearance .

#### **Recommended Texts**

- Czinkota, M. R., International Business, Cengage Learning.
- Current Foreign Trade Policy, Government of India.
- Joshi, R, M., International Business, Oxford University Press.
- Nabhi's Board of Editors, How to Export, Nabhi Publications.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 435 Global Human Resources Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the main objective of this course is to introduce the concepts, theoretical frameworks and issues in IHRM and to make participants understand the role of HRM in international context. To appreciate IHRM practices across cultures and nations.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Explain forms of International HRM and its functions.
2	Describe Global Workforce Management and Organizational renewal.
3	Understand Structural Evaluation of Global Organization and Cross Cultural Communication.
4	Understand about the International Performance Management.

### UNIT I

International HRM: Definition, Concepts and Approaches. Forms of International HRM. The comparative nature of HRM. Differences between Domestic and International Human Resource Management. Development of IHRM function, IHRM as a driver of competitive advantage, Theoretical Frameworks. Strategic issues in IHRM. IHRM a Cross-Cultural Approach. Global Workforce Management, HR contribution towards Global Strategic Alliances and Organizational Renewal, International Recruitment and Selection, Developing International Staff and Multinational Teams, Global Staffing, Managing Global Diverse Workforce, Expatriation and Repatriation-Issues and Concerns. Training Imperatives for Global workforce. Issues in Cross- Cultural Training.

### UNIT II

Structural Evolution of Global Organisations; Cross Cultural Communication and Negotiation; Cross Cultural Leadership and Decision Making. International Performance Management:-Concepts and Purposes, Cultural Factors and Issues in Performance Management. Expatriate and Managing People in International Context- India, China, Japan, EU, USA. Industrial Relations in Comparative Perspective, Global Unions, Regional Integration and Framework Agreements. Human Resources Management in Global Organisations: Ethics in International Business, Western and Eastern Management Thoughts in The Indian Context. Research in HRM.

#### Recommended Texts

- Alder N.J., International Dimensions of Organisational Behaviour, South-Western Publisher.
- Bartlett, Christopher A and Ghoshal, S., Transnational Management: Text, Cases and Readings in Cross Border Management, Chicago Irwin.
- Dowling, P.J., International Dimensions of Human Resources Management, California, Wadsworth.

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

**Learning Objective:** the main objective of this course is to make students averse and conversant about the importance and applicability of foreign language.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Explain Definite & Indefinite articles
2	Describe Conjunction of verbs of the first and second groups
3	Understanding of Demonstrative articles, past tense with avoir and etre.
4	Understand Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

### UNIT-I

**Grammar:** Definite & Indefinite articles, Singular and plural of nouns, feminine & plural of adjectives, Conjunction of verbs of the first and second groups and of etre, avoir and faire. Possessive adjectives, contracted articles.

### UNIT-II

**Grammar:** Demonstrative articles, past tense with avoir and etre, partitiae articles, future tense, the imperative, conjugation of verbs of third group. **Grammar:** Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** the objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organization and also to understand the changing distribution scenario.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Understand Concept & Definitions of Supply Chain, Supply Chain Structure, distribution management in SCM
2	Explain Role of SC as a value driver : Integrative Management, Responsiveness, Financial Sophistication
3	Study impact of Globalization & Technological revolution in Supply Chain management.
4	Understand the concepts of Inventory Decisions.

### Unit I

Introduction to Supply Chain and its Role, Objectives and Importance. Supply Chain Drivers; Obstacles, Decision Phases in Supply Chain. Logistics Strategy and Planning. Logistics and Customer Service. Logistics Product - Nature of Product, Functional vs. Innovative Products, Product Life Cycle- Product Characteristics. Retailing- Role of Information, Information Flow, and Information Sources, Internal Information, External Information. Information Systems in Retail Logistics - Logistics, Distribution Centre, Outsourcing, Store vs. Supply Chain Inventory Management; Introduction and its Different Models .

### Unit II:

Distribution Centre Delivery, Pull vs. Push Logistics Strategies. Strategic Advantages of Information Systems in Logistics - Improved Product Availability, Improved Assortment, Improved Return on Investment. Co-Ordination in The Supply Chain - Bull Whip Effect. Transport Decisions - Modal Choice, Vehicle Routing and Scheduling. Network Design Decisions. Inventory Decisions - Pull and Push Types of Systems. Sourcing Strategy. Supply Chain Performance – SCOR Model, Balanced Score Card Approach and Performance Metrics .

### Recommended Texts

- Robert B. Handfield, Ernest L. Nichols, Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.
- James, A. O'Brien, Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Sunil Chopra and Peter Meindel, Supply Chain Management, Pearson Education.
- Dobler & Burt, Purchasing & Supply Management : Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 438 Merchandising Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits: -5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

**Learning Objective:** the objective of this course is to understand the Assortment Planning and Merchandise Purchasing Techniques and also the effective Pricing strategies used by Retail Organisations.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Discuss needs and importance of Visual Merchandising.
2	Explain the Psychological effects of Colours and identify basic colour schemes.
3	Critical analysis of Ethical and Legal issues in Merchandise Purchasing and Pricing Strategies.
4	Understanding of Pricing Strategies and Practices.

### Unit I

Introduction to Merchandising: Definition, Need, Significance and Importance, Use of Design Elements in Creating Various Moods and Impressions in Visual Merchandising. Core Design Strategies, Principles of Design, Balance of a Display, Point of Emphasis in a Display, Pattern and Compatibility in a Display. Identify the Basic Colors and their Properties. Explain the Psychological Effects of Color, Identify Basic Color Schemes. Assortment Planning Process - Need for Trade-Off between Variety, Assortment and Product Availability, Assortment Plan. Product Mix Trends, Sales Forecasting, Setting Financial Objective.

### Unit II

Merchandise Purchasing. Branding Strategies – Manufacturer’s Brands, Private Label Brands. Managerial Issues in Global Sourcing Decisions. Merchandise Purchasing and Handling Process. Ethical and Legal Issues in Merchandise Purchasing. Setting the Retail Price - Price Setting Objectives, Price Setting Determinants. Pricing Strategies and Practices - Every Day Low Pricing (EDLP), High/Low Pricing, Coupons, Rebates, Leader Pricing. Price Bundling. Multiple Pricing. Price Lining, Odd Pricing. Methods of Setting Prices. Adjustments to the initial Retail Price.

#### **Recommended Texts**

- Martin M. Pegler: Visual Merchandising and Display, Fifth Edition, Fairchild Books.
- Robert Colborne: Visual merchandising: the Business of Merchandise Presentation, Thomson Learning.
- Richard Carty: Visual Merchandising: Principles and Practice, MPC Educational Publishers.
- Swati Bhall, Anuraag Singhal: Visual Merchandising, Ababook.
- Martin Pegler: Visual Merchandising & Display, Fairchild Books.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits: -5****Learning Objective:** the main objective of this course is to understand the sales process in detail including the Process and Organizations of Distribution of good used by retail organizations.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

Sr. No.	Course Outcome
1	Explain Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management, Sales Planning and Sales Forecasting & Budgeting, Sales Quotas and Targets,
2	Define Marketing Channels and Functions and Significance, Structure -Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place
3	Explain Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report
4	Define Significance and role of channels, C&F Agents, Types of the Wholesalers

**Unit I**

Sales Management: Sales Functions and organization, Sales Functions and its relationship with other Marketing Functions, Relationship of the Sales Department with distributors, Government and Public. Qualities of a Sales Executive, Salesmanship: Various aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget, Sales Force Management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Managing expenses of sales personnel, Staff meeting and Sales Contests, Controlling the Sales Force Evaluation and control of sales force, Sales Territories, Sales Quotas.

**Unit II**

Distribution Control and Planning : Activities of Intermediaries; Types and Role of Channel Intermediaries for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Design And Strategy; Selection of Channel Partner, Motivation, Control and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

**Recommended Texts**

- Harald Dyckhoff et al, Ed.: Supply Chain Management and Reverse Logistics, Springer (India).
- Jayashree Dubey and M.L. Saikumar Ed.: Supply Chain Management, IPE Hyderabad and New CenturyPublication.
- Sarika Kulkarni, Ashok Sharma: Supply Chain Management-Creating Linkages for Faster Business Turnaround, McGraw Hill.
- RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
- Richard R Still, Cundiff W Edward and Govoni A P Norman: Sales Management, Decisions, policies and Cases, Pearson Education.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5**

**Learning Objective:** The objective of this course is to understand the role of Retail Customer in the success of a retail store; and understand the service quality in retail stores.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand Consumer Behavior and Decision Making Process.
2	Explain types of groups and family influence on decision making.
3	Understand Gaps Model of Service Quality
4	Elaborate Sales forecasting and Demand measurements.

### Unit I

Introduction to Consumer Behavior: Introduction, Consumer Behavior and Marketing Strategy, Situational characteristics that affects Consumption Behavior, Consumer Decision Making Process, Post Purchase Behavior. Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, Psychological Processes (Motivation, Perception, Learning and Memory) affecting Consumer Behavior, The Buying Motive, High Involvement and Low Involvement Buying Situations, Consumer Behavior towards Adapting New Products, Buying Decisions Participants, Group Effects- Definition, Types of Group (Primary, Secondary, Formal Etc.), Family Influence, Roles.(Family Life Cycle)

### Unit II

Service Quality Gaps - Gaps Model of Service Quality -Knowledge Gap, Standards Gap, Delivery Gap, Communications Gap. Service Recovery Listening to the Customer, Providing Solution, Resolving Problems Quickly. Introduction to Marketing Research: Meaning, Scope and Importance of Marketing Research, Defining the Market Research Problem and Developing an Approach, Research Design Formulation, Ethical Issues in Marketing Research. Product Research- Product Development, Specifications and Attributes, Test Marketing, Market and Sale Analysis, Sales Forecasting, Demand Measurement.

#### Recommended Texts

- Schiff man and Kanuk, Consumer Behaviour, Prentice Hall of India, New Delhi, 8th Edition, 2003.
- Hall Louden, D. & Della Bitta, Consumer Behaviour, McGraw-Hill Publishing Company, New York, 3rd Edition S.L. Gupta: Marketing Research, Excel Books.
- G.C. Beri: Marketing Research, McGraw Hill.
- Nigel Bradley: Marketing Research - Tools and Techniques, Oxford University Press.

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** The objective of this course is to understand the relationship marketing as a means of building relations with all the stakeholders

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Fundamentals concepts in Relationship Marketing.
2	Role of CRM in various sectors
3	Understand about how to develop and Implementing CRM
4	Sales promotion and public relations and determining promotional budget.

### UNIT-I

An overview or Relationship Marketing. Fundamental Concepts in Relationship Marketing Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web Based Technologies. Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers. CRM and Technology: CRM Technology and Sales; Marketing Strategy and CRM; CRM, Marketing Automation and Communication

### UNIT-II

CRM in various sectors: Developing and Implementing CRM strategy; Understanding Privacy and Ethical consideration in CRM; Future of CRM; CRM in Practice-CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels, CRM in Telecom, CRM in Pharmaceutical Industry, CRM in Retailing. Sales promotion, Public Relations, Personal selling. Planning Retail Communication Program-Establishing Objectives, determining Promotional Budget, Objectives and Task Method, Thumb Rule Method. Assigning the Promotional Budget. Implementing Advertising Programs - Creating Message Advertising Agencies, Selecting Advertising Media, Determining the Frequency and Timing of Advertisements. Evaluating the Effectiveness of Advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

#### **Recommended Texts**

- Barnes James G., Secrets of Customer Relationship Management, McGraw-Hill.
- Swift Ronald S. Accelerated Customer Relationships, Prentice-Hall of India, New Delhi.
- Gosney, John W., and Boehm, Thomas P., Customer Relationship Management Essentials, Prentice-Hall of India, New Delhi.
- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 442 Agribusiness Supply Chain Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** The contents of this syllabus will help the students to understand the various substances related to Agribusiness Supply Chain Management. It also covers the contents concerned to the supply chain management elements, inventory and transportation and distribution.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Evaluation of Supply chain management and its significance.
2	Understand Inventory management, EOQ,ABC Inventory Control System
3	Understanding about the Functional Management in Supply Chain.
4	Elaborate the use of IT in supply chain management.

### Unit-I

Supply Chain Management: Introduction, Concept of SCM, Evolution of Supply Chain Management, Elements of Supply Chain Management, Need of SCM and its Significance. Supply Chain Management Elements: Meaning, Order Processing, Material Handling, Warehousing. Inventory Management: Its Need, Economic Order Quantity Model, ABC Inventory Control System. Transportation and Distribution: Different Transportation Modes and their Pros and Cons.

### Unit-II

Functional Management in Supply Chain: Meaning, Demand Management and its Methods of Forecasting, 5 M's in Operation Management, Customization and its basic features. Logistics Management: Meaning, its Features, Importance, Location of the Distribution Centres. IT in Supply Chain Management: Meaning, Characteristics of Good IT system in Supply Chain, Need of IT, Meaning of ERP and its Basic Usage in Supply Chain, Pros and Cons of ERP, Information System in Logistics. Supply Chain Performance Measurement: Meaning, Need, Objectives, and its Models (SCOR Model, Balance Scorecard, Six Sigma)

### Recommended Texts

- Chopra, Sunil; Meindl, Peter and Kalra, D.V.; Supply Chain Management: Strategy, Planning & Operation; Pearson Education, New Delhi.
- Ballou, Ronald H. and Srivastava, Samir K.; Business Logistics/Supply Chain Management; Pearson Education.
- Bowersox, Donald J. and Closs, David J.; Logistical Management; Tata McGraw-Hill, New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 443 Rural Marketing

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the course aims to familiarize the students with the basic concepts of Rural Marketing and the nature of Rural Consumer. It will also explore the students in special areas regarding Rural Marketing Environment and Marketing of Agricultural Inputs And Produce.

After successful completion of this course, the students shall be able to

Sr. No.	Course Outcome
1	Understand the basic Rural Market Environment.
2	Describe Rural Demand and Rural Market Index.
3	Explain the role of Corporative Institutions in Rural Marketing.
4	Know about the Consumer Behaviour and Trends in Rural Marketing
5	Know about the various agriculture inputs and their uses.

### UNIT I

Rural Marketing: Introduction, Definition of Rural Marketing, Nature and Scope. Rural Market Environment: Population, Occupation Pattern, Income Generation, Location of Rural Population, Literacy Level, Land Distribution, Infrastructure Facilities, Development Programs. Rural Demand and Rural Market Index; Thompson Rural Market Index Indicators Considered for Rural Market Index. Marketing of Agriculture Input- 4P'S and SWOT analysis; Consumable Inputs and Durable Inputs, Fertilizers, Agrochemicals, Seeds, Tractor and Power Tillers, Irrigation Equipment and Problems in Rural Marketing.

### UNIT II

Marketing of Agriculture Produce and Rural, Cottage Industry Product; Regulated Markets Formation of Cooperative Organisation, Contract Farming, Agriculture Export Zones. Role of Cooperative Institutions in Rural Marketing; Cooperative as Organization, Structure of Corporative Organization, Types of Corporative Organization, Impact of Corporative Organization on Rural Marketing. Rural Market Strategies; Rural Market Segmentation, Social Marketing.

### Recommended Texts

1. Rural Marketing Environment Problem and Strategies, T.P Gopal Swami, Vikas Publication House.
2. Badi R.V.and Badi N.V. Rural Marketing, Himalaya Publishing House.
3. Rural marketing concepts and practices by Balram Dogra, Karminder Ghuman, Tata Mcgraw hill Education Pvt. Ltd.
4. Cases in Rural Marketing, an integrated approach by G Krishna Macharyulu, Pearson Education Pvt. Ltd.
5. Advertising and Sales Promotion Techniques in Rural India by An and MM.
6. Habeeb-Ur-Rehman, Rural Marketing in India, Himalaya Publishing House.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the course aims to familiarize the students with the basic concepts of Rural Development and Agriculture Extension. It will also explore the students in regard to the Rural Area, Rural Development and Rural Development Programmes.

After successful completion of this course , the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No.	Course Outcome
1	Understand Rural Environment in India and comparison between rural and urban business environment.
2	Learn about various development programs such as Food for worker, Indra Awaas Yojna and NREGA Yojna.
3	Understand about Agriculture Extension in detail.
4	Understand Agencies for Rural and Agriculture development.

### Unit-I

Rural Area:- Definition, Nature and Scope in India. Rural Environment: - Definition, Meaning, Composition of Rural Environment in India and Comparison Between Rural and Urban Business Environment. Rural Development:- Meaning, Objectives ,Concepts, Major Problems in Rural Development in India Rural Development Programmes: Food For Work (FFW) Development Programme, Jawahar Rozgar Yojana(JRY), Swarnajayanti Gram Swarozgar Yojana(SGSY), Indira Awaas Yojana (IAY), Bharat Nirman, NREGA Yojna

### Unit-II

Agriculture Extension: - Meaning, Concepts, Objectives, Importance and Basic Principles of Agriculture Extension Programmes. Rural Industries:- Definition, Different Forms of Rural Industries- Cottage ,Agro Processing, Handicrafts, Handlooms and its Role in Indian Economy. Rural-Urban Linkages:- Meaning, Concept, Importance and Issues in Rural-Urban Linkages in India. Agencies for Rural and Agriculture Development:-Public, Private and Co-Operatives Societies- FCI, NABARD ,MARKFED, AGRICULTURAL BANKS .

### Recommended Texts

- Dr. M.K Sharma: “Rural and Micro Finance”, by Himalaya Publishing House.
- Dr. Dan Singh: “Agricultural Extension and Rural Development”, by Narendra publishing House, New Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA- 445 Farm Business Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective:** the course aims to familiarize the students with the basic concepts of Farm Management with an emphasis on application of Economic principles and to develop skills in planning and budgeting decisions of Farm Management.

After successful completion of this course , the students shall be able to

Sr. No.	Course Outcome
1	Elaborate the concept of Farm management in India.
2	Learn about the Production Relationships in farm management.
3	Explain the Classification and Composition of Farm Labour, Labour Problem Under Indian Conditions.
4.	Understand tools of Farm Management Analysis

### Unit-I

Farm Management: Meaning, Scope & Importance of Farm Management in India, Farm Management Decisions, Farm Management Problems Under Indian Conditions. Characteristics of Farming as Business. Changing Economic Environment and Farming. Production Relationships: Factor Product Relationship, Types of Production Functions, Impact of Technological Changes on Production Function. Principles involved in Farm Management Decisions.

### Unit-II

Tools of Farm Management Analysis: Farm Planning, Techniques of Farm Planning, Farm Budgeting, Steps in Farm Budgeting. Farm Business Analysis: Types of Farm Records and Accounts, Parts of Farm Record. Economic Feasibility Test of a Farm Credit Proposal. Land Management, Soil Management. Classification and Composition of Farm Labour, Labour Problem Under Indian Conditions. Farm Machinery Management.

### Recommended Texts

- Heady E. O & Jensen H, “ Farm Management Economics” Prentice Hall.
- Johl S.S & Kapoor T.R, “Fundamentals of Farm Business Management' Kalyani Publishers
- Kahfon A.S & Singh K, “ Economics of Farm Management in India”, Allied Publishers

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## MBA 446 Legal Aspects Of Healthcare

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### **Learning Objective**

The course aims at enabling the students to have knowledge regarding legal aspects of Health Care Management and to understand the implications of legal provisions.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	Understand and manage the ethical issues in health care services.
2.	Understand the right to privacy of the patients
3.	Know about the need and functions of health insurance
4.	Understand the basics of various laws applicable to healthcare

### **UNIT-I**

Legal aspects in health care: Introduction, Health as a fundamental right; Medical ethics and international code of medical ethics ; rights and responsibilities of patients; confidentiality issues with respect to contractual obligations towards the patients, electronic medical records and Health Insurance Portability and Accountability Act (HIPPA); Liability and accountability towards patients and third parties and employees, vicarious liability.

### **UNIT-II**

Medical negligence: Definition, The Bolam test, Civil and criminal negligence, Relevant sections of Indian Penal code, Defence against medical negligence; procedure followed in each; Professional Indemnity; Legal Implications in Medical Emergencies; Euthanasia types and the international & national Perspective ; the concept of Living Will. Health Care and Laws: Laws related to healthcare - Human Organs Transplantation Act, Inquest and its proceedings, The Drugs and Magic Remedies Act, Registration of Birth and Death Act, PNDT act (1994) and MTP Act (1971). Regulatory framework of hospitals: The Indian Medical Council act.

### **Recommended Texts**

- George D Pozgar: Legal Aspects of Health Care Administration, Aspen publications.
- Laurinda Beebe Harman, Boston: Ethical Challenges in the Management of Health Information, Jones and Bartlett Publishers.
- B.V Subrahmanyam: Hospital Management and administration principles and practices including Law, CBS Publishers.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

## MBA 447 Finance in Healthcare

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The course aims at enabling the students to have knowledge regarding basic concepts of finance and insurance in Healthcare.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	Understand and manage the various Financial issues
2.	Understand the component of health care Finance system
3.	Know about the need and functions of health insurance
4.	Understand the basics of various forma and clauses of health insurance

### Unit-I

Introduction to Health Care Finance, Financial Environment: Concepts, Objective, Importance and component of health Care Finance System. Health Environment: Introduction to Health Environment. Concept of Medicare/Medicaid/Capitation. Capital Structure and Understand the different types of capital available to health services organizations.

### Unit-II

Financial Management System: How the system work in health care, basic system elements, The annual management cycle. Record financial operations: Inflows and outflows of health care business. Cost classification in health care industry. Tools and techniques used to analysis the financial operation of health care business. Report and measurement of financial reports of health care business.

### Recommended Texts

- Health Care Finance: Basic Tools for Nonfinancial Managers by Judith J. Baker Jones and Bartlett Publishers, Inc;
- Health Insurance, Second Edition (Aupha/Hap Book) by Michael Morrissey, Health Administration Press;
- Gapenski's Fundamentals of Healthcare Finance, Third Edition (Gateway to Healthcare Management) Health Administration Press;
- Health Care Finance And The Mechanics Of Insurance And Reimbursement by Michael K. Harrington, Jones and Bartlett Publishers, Inc;

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

## MBA 448 Insurance in Healthcare

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	Understanding the meaning and History of different Insurance and its policies.
2.	Discussing Different types of documents required for the purpose of insurance
3.	Understanding the process of insurance claim and also aware about the procedure of insurance claim
4.	Understanding about the premium receipts.

### UNIT I

Health Insurance: Definition of Health, determinants of Health, Levels of Healthcare, Types of health care, Factors affecting the health systems in India, Evaluation of health insurance in India. Concepts of Health Insurance, health insurance regulations of IRDAI. IRDA guidelines on standardization in health insurance. Hospitalization indemnity product, Top up covers or highdeductible insurance plans, Senior citizen policy, fixed benefit covers, Micro insurance and health insurance for poor sections Group health insurance, Underwriting of personal accident insurance. Employees State Insurance Scheme, Central Government health scheme, Commercial health insurance, Health Insurance Market.

### UNIT II

Insurance Documentation: Proposal forms, Standard form of Declaration, Nature of questions in a proposal form, Elements of Proposal. Role of intermediary, Duty of an intermediary towards prospect (client), Acceptance of the Proposal (Underwriting) Note on underwriting and processing of proposals. Premium receipts, Definition, Payment of premium in advance, Method of payment of premium, Policy Document, Conditions and warranties. Claims management in insurance, Role of claims management in insurance company

### Recommended Texts

- MBA for Health Care by Joseph Sanfilippo (Author), Eric Bieber (Author), David Javitch (Author), Richard Siegrist Jr. (Author)
- Insurance: Concepts & Coverage: Concepts & Coverage: Property, Liability, Life, Health and Risk Management
- Insurance Principles and Practices by M N Mishra (Author), S B Mishra (Author)

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



## MBA 449 Front Office Operations in Hospital

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**  
**Total L/T/P: 55**

### Learning Objective

This course is designed to explore the need and functions of front office operations as well as the physical management of services at front office in the hospitals. The aim of this course is to develop awareness among learners regarding concept of front office operations, IPD, OPD and challenges at front office in hospitals

After successful completion of this course, the students shall be able to

Sr. No	Course Outcome
1.	Manage the front office operations
2.	Manage of various services provided to IPD & OPD patients
3.	Know about the need and functions of data and record at front office in the hospitals
4.	Handle the queries of attendees at the front office.

### UNIT-I

Front office: introduction, importance and functions of front office. OPD Management: OPD Schedule, timing, registration and billing management. Help desk management: Front office , call center and appointment handling. Preventive health care program management. Report delivery process. Front office record and data management.

### UNIT-II

Patient Handling: handling of different categories of patients, paid patients, non-paid patient, emergency, VIP etc. Handling of attendees of patients. IPD Admission and discharge process, IPD patient handling, Insurance TPA management. Problem management of IPD patients.

### Recommended Texts

- Jaydeep Das Gupta: Hospital Administration and Management – A Comprehensive Guide, Jay Pee Publications.
- Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Jaypee Publications.
- G.D. Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill.
- Dr. S.L. Goel and Dr. R. Kumar: Hospital Administration & Management Theory & Practice, Deep & Deep Publications.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

## MBA 450 -Public Health Care Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### **Learning Objective**

This course is designed to prepare public health care managers having the knowledge and skills to improve community health for sustainable development and to develop ability to design and implement strategies to enhance public health and strengthen the health systems.

After successful completion of this course, the students shall be able to

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Total L/T/P: 55**

Sr. No	Course Outcome
1.	To introduce students to the discipline of public health
2.	To give an overview of the methods of prevention and health promotion
3.	To understand the determinants and measures of disease and health related states
4.	To understand the status of health and disease at global and national levels

### **UNIT-I**

Health, its determinants and public health, History and evolution of public health care, Disease, its measures and prevention, Measures of disease in population, Global health and epidemiological transition, Sources and usage of global health data in health care policy making, Health Policy and analysis – policy actors, focus and forms of policy analysis – policy analysis triangle

### **UNIT-II**

Evolution of global public health initiatives : primary health care, selective primary health care, MDGs, SDGs, Functional organisation of the public health system in India, Overview of the health system in India, human resource, Sources of demographic and Health data : Population census, Vital registration system, Sample Registration System, National Family Health Survey (NFHS), District Level Health Survey (DLHS), Annual Health Survey(AHS), National Sample Survey Organization (NSSO) (demonstrate the practical use of the data and its advantages and limitations.)

### **Recommended Texts**

- Epidemiology and Management for Health Care: Sathe ,et al. Popular Prakashan, Mumbai,
- Preventive and Social Medicine, K Park, Bansaridas Bhanot Publishing House.
- Principles of population Studies: Asha Bhende and Tara Kanitkar, Himalaya Pub, Houses, Mumbai,

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The Unit III will carry 5 short answer questions, carrying 2 marks each and will be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.