

RAJASTHAN TECHNICAL UNIVERSITY



COMPLETE SCHEME AND SYLLABUS FOR FOUR SEMESTERS

Approved by Academic Council

FOR

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

2013-2015

RAJASTHAN TECHNICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

MBA Semester Scheme

The Master of Business Administration (MBA) is 4 semesters program. The following shall be the scheme for teaching and examination of MBA Course for academic session 2013-2015.

MBA

“THE DURATION OF EXTERNAL EXAMINATION FOR EACH PAPER WOULD BE 3 HOURS.”

First Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-101	Fundamentals of Management	3	0	0	30/12	70/28	100
M-102	Organizational Behavior	4	0	0	30/12	70/28	100
M-103	Business Mathematics & Statistics	3	1	0	30/12	70/28	100
M-104	Managerial Economics	4	0	0	30/12	70/28	100
M-105	Accounting For Management	3	1	0	30/12	70/28	100
M-106	IT for Managers	3	0	0	30/12	70/28	100
M-107	Business Environment	4	0	0	30/12	70/28	100
M-108	Communication for Management	2	0	0	30/12	70/28	100
M-109	Information and Communication Techniques Lab	0	0	2	60/30	40/20	100
M-110	Business Communication Lab	0	0	2	60/30	40/20	100
	Total	26	2	4	360	640	1000

Second Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-201	Human Resource Management	3	0	0	30/12	70/28	100
M-202	Cost Accounting for Management	3	1	0	30/12	70/28	100
M-203	Financial Management	3	1	0	30/12	70/28	100
M-204	Marketing Management	3	0	0	30/12	70/28	100
M-205	Operations and Supply Management	3	0	0	30/12	70/28	100
M-206	Research Methods in Management	3	1	0	30/12	70/28	100
M-207	New Enterprise and Innovation Management (NE&IM)	3	0	0	30/12	70/28	100
M-208	Operations Research	3	1	0	30/12	70/28	100
M-209	Seminar on Contemporary Issues*	0	0	2	60/30	40/20	100
M-210	Computer Applications Lab	0	0	2	60/30	40/20	100
	Total	24	4	4	360	640	1000

M-209 Seminar on Contemporary issues. The faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the **Director/ Principal /Head Of Department of the institute. There will be regular internal assessment and regular class room interactions as per the number of hours allotted to it. The average number of pages in the report shall be 40 and should be hand written in your own handwriting.*

8 weeks summer training project
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M-101
FUNDAMENTALS OF MANAGEMENT

Course/Paper : M-101	MBA Semester-I
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The objective of this paper is to familiarize the student with basic management concepts and processes in the organisation. It will enable students to evaluate and analyze a firm's management philosophy, to understand the impact of this philosophy on the organization and operation of the business.

Section A

Module I: Basic concepts of management: (4 Hours)

Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency

Module II: Contribution of Management Thinkers: (6 Hours)

Kautilya, Taylor, Fayol, Peter Drucker and C.K. Prahlad.

Module III: Functions of Management: (6 Hours)

Planning: Essentials of Planning and Managing by Objectives; Strategies, Policies and Planning Premises; Decision making.

Module IV: Organizing (6 Hours)

The Nature of organizing, Entrepreneurship, and Reengineering; Organizational Structure, Departmentation; Line/staff authority, empowerment, and decentralization; Effective organizing and organization culture;

Module V: Staffing (4 Hours)

Human resource Management and Selection; Performance Appraisal and Career Strategy; managing change through Manager and Organization Development.

Module VI: Leading (6 Hours)

Human Factors and Motivation; Leadership: Committees, Terms, and Group Decision making; Communication.

Module VII: Controlling (6 Hours)

The system and process of controlling; Control Techniques and Information Technology; Productivity, Operations Management and Total Quality Management.

Module VIII: Management practices of:

Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

Section B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied above and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities.

Note: Faculty can either identify the organizations/leaders or students can be allowed to choose the same.

Recommended Books:

- 1 Wehrich, Heinz and Koontz, Harold. *Management A Global and Entrepreneurial Perspective*. McGraw Hill.
- 2 Koontz. *Essentials for Management: An International Perspective*. Tata McGraw-Hill.
- 3 Robbins, Stephen P., Decenzo, David, A. *Essentials of Management*. Pearson Education.
- 4 Bhat. *Management: Principles, Processes and Practices*. Oxford University Press.
- 5 Tripathi. *Principles of Management*. Tata McGraw-Hill.
- 6 Drucker, Peter. *The Practices of Management*. Allied Publishers.

List of Journals/Periodicals/Magazines/Newspapers

- Harvard Business Review, Business India / Business Today / Business World, “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Effective Executive, etc.

M-102
ORGANIZATIONAL BEHAVIOUR

Course/Paper : M-102	MBA Semester-I
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The objective of this paper is to help student to understand dynamic nature of Organizational Behavior.

Section –A

Module I: Concept of Organizational Behavior (8 Hours)

Models of Organizational Behavior, Emerging issues in organizational behavior.

Module II: Perception and Attribution (8 Hours)

Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception, Attribution theory.

Module III: Attitude (6 Hours)

Concept, and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Module IV: Personality (6 Hours)

Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Concept and Theories of Learning.

Module V: Motivation (6 Hours)

Concepts and Their Application, Principles, Content & Process Theories, Employee Recognition, Involvement, Morale.

Module VI: Dynamics (6 Hours)

Transactional Analysis, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Organizations and Citizen ship behavior.

Module VII: Organizational Power and Politics (10 Hours)

Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, **Conflict:** Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict.

Module VIII: Organizational Culture: (6 Hours)

Concept, Characteristics & Importance of Culture. Understanding Work Stress and Its Consequences, Causes of Stress, Managing Stress and change.

Section B

At Least one Case Study from each Module

Questions will be case/inferences/application based

Practical Component

- **Preparing the leadership profiles of any 5 business leaders and studying their behaviours with respects to the trait, behavioural and contingency theories studied.**
- **Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.**

Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

Recommended Books:

- 1 Mishra. *Organizational Behavior*, Vikas Publishing House.
- 2 Greenberg, Jerald and Baron, Robert. *Behavior in Organizations*, Prentice Hall of India.
- 3 Aswathappa. *Organization Behavior (Text, Cases & Games)*, Himalaya Publishing House.
- 4 Luthans, Fred. *Organizational Behavior*, Tata McGraw-Hill.
- 5 Newstrom. *Organizational Behavior: Human Behavior at Work*, Tata McGraw-Hill.
- 6 Stephen, P. Robbins., Timothy, A. Judge., Timothy Campbell *Organizational Behavior*. Pearson Education.

List of Journals/Periodicals/Magazines/Newspapers

- Harvard Business Review, Decision, Vikalpa, etc.

M-103
BUSINESS MATHEMATICS AND STATISTICS

Course/Paper : M-103	MBA Semester-I
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of the course is to enable the student to familiarize with the Knowledge and Skills necessary to solve a variety of arithmetic & statistical issues in management problems that are commonly found in business situations.

Section A

Module I: Matrices and Determinants **(6 Hours)**

Definition of a matrix, types of matrices, algebra of matrices, Transpose, Adjoint, elementary and Inverse of a matrix.

Module II: **(4 Hours)**

Solving linear equations by using matrices, Input-Output analysis. Application of matrices for solution to simple business and economic problems.

Module III: Role of statistics **(6 Hours)**

Numerical descriptive measures of central tendency and dispersion and their implications, Mean, Mode, Median, Variance and standard deviation.

Module IV: Correlation **(4 Hours)**

Coefficient of Variation. Covariance and coefficient of correlation. Visual explorations using software like Microsoft Excel/MINITAB

Module V: Regression **(6 Hours)**

Types of Regression models, determination of simple linear regression equation using least square method, coefficient of determination, Overview of Partial and Multiple regressions.

Module VI: Index Numbers **(5 Hours)**

Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: Fixed base and Chain base methods. Fisher ideal index number. Proportion, percentage, Interval, Ratio and Interest.

Module VII: Probability **(5 Hours)**

Basic probability concepts, conditional probability, marginal probability and its uses in business decision-making; Bayes' theorem and its applications.

Module VIII: Probability Distributions **(6 Hours)**

Concept and application of Binomial, Poisson, Exponential and Normal distributions

Section B

At least one Case Study from each Module

Note: 50% of the questions will be Numerical /application oriented.

Recommended Books:

- 1 Doane. *Applied Statistics in Business and Economics*. Tata McGraw-Hill.
- 2 Beri. *Business Statistics*. Tata McGraw-Hill.
- 3 Aczel. *Complete Business Statistics: with student CD-ROM (SIE)*. Tata McGraw-Hill.
- 4 Gupta, S.P. *Statistical Methods*. Sultan Chand & Sons.
- 5 Shrivastava. *Statistics for Management*. Tata McGraw-Hill.
- 6 John C. Lee., *Business and Financial Statistics Using Minitab 12 and Microsoft Excel 97*. World Scientific Publisher

M-104
MANAGERIAL ECONOMICS

Course/Paper : M-104	MBA Semester-I
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The objective of the course is to provide insights into management of Economics and to the time tested tools and techniques of managerial economics to their relevance in decision making.

Section-A

Module I: Introduction to Managerial Economics (4 Hours)

Managerial Economics: Meaning, Nature, Scope, & Significance. Relationship of Managerial Economics with Statistics.

Module II: Fundamental Concepts (4 Hours)

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Firm and Industry.

Module III: Demand and Supply Analysis (10 Hours)

Law of Demand, Elasticity of Demand - Price, Income & Cross elasticity. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

Note: Illustrative numerical examples to be used to explain the concepts.

Module IV: Cost Analysis and Pricing Approach (8 Hours)

Concepts, Types of cost, Cost curves, Cost - Output Relationship in the short run and in the long run, LAC curve. Factors affecting cost at Micro-level. Full cost pricing, Product line pricing, Product life cycle pricing. Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module V: Production and Utility analysis (8 Hours)

Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Consumer behavior and Surplus. Marginal Utility Analysis, Economies of scale.

Module VI: Market structure and pricing practices: (12 Hours)

Perfect Competition, Features, Pricing under perfect competition. Monopoly: Features, Pricing under monopoly. Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Module VII: National Income and Index No (4 hours)

Consumer Pricing Index (CPI), WSI, and Combination composition and calculation

Module VIII: Profits (6 Hours)

Determinants of Short-term & Long-term profits. Classification - Measurement of Profit. Break Even Analysis - Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

Section-B

At least One Case study from each module

Questions will be case/inferences/application based

Practical Components:

- **Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)**
- **Study of demand elasticity for a product when there is a price increase or price decrease.**
- **Market surveys/ consumer intention survey for an existing or a new product/service.**
- **Opinion polls to understand the buyer behavior for a product or a service.**
- **Demand forecasting - Mini project may be given to students to assess the demand for a product or a service using any method.**
 - **Preparing a project proposal for a new business venture to understand the BEP using real time data.**
 - **Exploring application and usage of econometric models by using appropriate software packages.**

Recommended Books:

- 1 Damodaran. *Managerial Economics*. Oxford University Press.
- 2 Petersen, H. Craig., Lewis and Jain. *Managerial Economics*. Pearson Education.
- 3 Brickley. *Managerial Economics & Organizational Architecture*. Tata McGraw-Hill.
- 4 Mote, Paul and Gupta. *Managerial Economics: Concepts and Cases*. Tata McGraw-Hill.
- 5 Paul, G. Keat, and Young, K. Y. *Managerial Economics: Economic Tools for Today's Decision Makers*. Prentice Hall.
- 6 Nag. *Macro Economics for Management Studies*. Macmillan Publishers India.

List of Journals/Periodicals/Magazines/Newspapers

- Margin- The Journal of Applied Economic Research
- South Asia Economic Journal
- Global Business Review
- Asian Journal of Management Cases
- Global Journal of Emerging Market Economics
- Economist, Economical and Political Weekly, Economic Times, Business Standard, etc

M-105
ACCOUNTING FOR MANAGEMENT

Course/Paper : M-105	MBA Semester-I
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management.

Section -A

Module I: Introduction to Accounting (4 Hours)

Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations.

Module II: Elementary Preparation of Books of Accounts (6 Hours)

Journals, ledgers and trial balance. Final Accounts, Trading, Profit Loss account with adjustments, Balance Sheets

Module III: Financial Statements (6 Hours)

Concept and application, Income statement, statement of change in financial position

Module IV: Analysis of Financial Statements (6 Hours)

Comparative, common size and trend analysis, Ratio Analysis, Cash flow Statement as per AS3, Analyzing Balance sheet using spread sheet

Module V: Accounting Standards and Introduction to IFRS (6 Hours)

IFRS and proposed changes in Indian Accounting Standards.

Module VI: Inferences and Interpretations from Published Financial Statement (4 Hours)

Module VII: Emerging issues in Financial Accounting (4 Hours)

Introduction, Price level Change, Zero based Budgets, Responsible Accounting

Module VIII: Valuation (6 Hours)

Valuation of goodwill, Inventory, Depreciations

Section B

At least One Case Study from each module

Note: 50% of the Questions will be Numerical & Cases/Inferences based.

Practical Components:

- **Collecting Annual reports of the companies and analyzing the financial statements using**

different techniques and presenting the same in the class.

- **Analyzing the companies' cash flow statements and presenting the same in the class.**
- **Exposing the students to usage of accounting software's (Preferably Tally)**
- **Analysis of Balance Sheet using Excel**

Recommended Books:

- 1 Kumar, Vijay. *Accounting for Management*. Tata McGraw-Hill.
- 2 Kaplan and Atkinson. *Advanced Management Accounting, 3rd Ed.*, Prentice Hall.
- 3 Kaplan, Atkinson and Young. *Management Accounting*. Pearson Education.
- 4 Vij. *Management Accounting*. Macmillan Publishers India.
- 5 Shah. *Management Accounting*. Oxford University Press.
- 6 Bhattacharya, S.K. and Dearden J., *Accounting for Management: Text and Cases*, Vikas Publishers, New Delhi.

List of Journals/Periodicals/Magazines/Newspapers

The Students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad

M-106: IT FOR MANAGERS

Course/Paper : M-106	MBA Semester-I
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

This course is designed to make the students familiar with the basic concept of computer and its application. This will help students to understand the role of information systems and technology with current business and management application.

Section A

Module I: Basic of Computers

(4 Hours)

Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit)

Module II: Software

(4 Hours)

Introduction; broad classification of software; Systems software – Operating systems: Windows, MS-Office: MSWord, MS Excel, MS PowerPoint, MS Access and MS Project

Module III: Business value of telecommunication networks

(4 Hours)

The basics of doing business on the Internet- the Internet revolution - the business value of Internet, Intranet and Extranet. Introduction to Web page Design. Creating Web Pages using HTML. Introduction to Cloud Computing.

Module IV: Information Systems (IS)

(8 Hours)

Concept of Data and Information, Kinds of Information Systems (IS); Elementary study of; Operations Support System (OSS), Management Support System (MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System (MIS), Decision Support System(DSS). Artificial Intelligence (AI), Neural Networks, Fuzzy Logical Control System, Expert Systems (ES).

Module VI: Developing MIS Systems

(6Hours)

System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance.

Module VI: e-Business and e-Commerce

(4 Hours)

E-Business systems: e-Business models - Enterprise e-Business systems -E-Commerce systems - essential e-Commerce processes - electronic payment processes - e-commerce application trends - Web store requirements, m-commerce.

Module VII: Applications

(4 Hours)

IT in business: functional business systems - cross-functional enterprise systems - Enterprise resource planning (ERP) - Customer relationship management (CRM) and Supply chain management (SCM).

Module VIII: Management challenges

(4 Hours)

Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Section B

At least One Case study from each Module

Questions will be inferences/application based

Recommended Books:

- 1 Kumar, K. And Rajkumar, S. *Computer Applications in Business*. Tata McGraw-Hill.
- 2 Lucas. *Information Technology for Management*. Tata McGraw-Hill.
- 3 Cyganski, *Information Technology: Inside and outside* , Pearson.
- 4 Laudon K C and Laudon J P., Rajanish Dass., *Management Information Systems: Managing the Digital Firms*, Pearson.
- 5 Stair,Ralph. M. Reynolds,George. Reynolds,George. W. *Principles of Information System*. Cengage Learning.
- 6 Murdick, Ross & Claggett. *Information Systems for Modern Management*,. Prentice Hall of India.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

M-107: BUSINESS ENVIRONMENT

Course/Paper : M-107	MBA Semester-I
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The objective of this course is to acquaint the students to the emerging trends in business environment. Also to understand the government policies and current issues in Indian perspective.

Section A

Module I: Business Environment (8 Hours)

Nature, Concept and Significance, Types of environment: economic and non economic environment and their interaction, Environment scanning and its process, Interaction between internal and external environments, Emergence of Market Driven Economies, Essential of competitive economies.

Module II: Assessment of Liberalization, Privatization and Globalization (LPG) (6 Hours)

Assessment of LPG in India with respect to Financial, Automobile and FMCG

Module III: Emergence of Micro, Small and Medium (MSME) enterprises and Role of Institutions (8 Hours)

Micro, Small and Medium enterprises in India, Critical evaluation of latest economic policies of India: Monetary policy, Fiscal policy, Industrial policy, Export-Import policy, and their impact on business environment, Role of SIDBI and other institutions

Module IV: Assessment of Fiscal, Monetary Policy and Price Stability for last Five years (8 Hours)

Introduction to FEMA, consumer protection act, the changing dimensions of these laws and their impact on business. Stock exchange, Commodity exchanges in India, the role of SEBI.

Module V: Competition commission (6 Hours)

Assessment of Regulatory Business Environment, Change from control to regulation-changing role of RBI, IRDA, Pension, Board of Financial Supervision

Module VI: Agriculture and Business (6 Hours)

Role of Agriculture in Economic Development, Trends in Agricultural Production, Agro based Industries, Dependence of Business on Agriculture, Corporate India Initiatives.

Module VII: Case Study of Indian Industries (8 Hours)

Recent Mergers and Acquisitions by Indian Industries

Module VIII: Balance of payment and Balance of Trade (6 Hours)

Exchange rate and competitiveness, foreign capital flows and foreign collaboration, FDI in India.

Section B

At least one Case Study from each Module

Questions will be case/inferences/application based

Recommended Books:

- 1 Gopal, Namita. *Business Environment*. Tata McGraw-Hill.

- 2 Shaikh, Saleem. *Business Environment*. Pearson Education India.
- 3 Conklin, David, W. *Cases in The Environment of Business*. SAGE Publications, Inc.
- 4 Pailwar. *Economic Environment of Business*. Prentice Hall of India.
- 5 N. Gregory Mankiw, *Principles of Macroeconomics*, Cengage Learning
- 6 Farrokh K. Langdana, *Macroeconomic Policy: Demystifying Monetary and Fiscal Policy*, Springer, 2009

M-108
COMMUNICATION FOR MANAGEMENT

Course/Paper : M-108	MBA Semester-I
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Lectures Hrs: 28	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

This course is designed to make the students familiar with the basic fundamentals and importance of communication for managers. Also prepare students to acquire necessary communication skills required for performance.

Module I: Introduction

(3 Hours)

Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

Module II: Employment Communication

(4 Hours)

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

Module III: Oral Communication

(3 Hours)

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Module IV: Written Communication

(3 Hours)

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

Module V: Business Letters and Reports

(4 Hours)

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, circular, what is a report purpose, kinds and objectives of reports, writing reports

Module VI: Case Method of Learning

(3 Hours)

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

Module VII: Presentation Skills

(4 Hours)

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

Module VIII: Group Communication

(4 Hours)

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Section-B

At least one Case study from each Module

Questions will be case/inferences/application based

Recommended Books:

- 1 Murphy, Effective Business Communication, 7th edition, Tata McGraw-Hill.
- 2 Bentley, T. J., Report Writing in Business, The Chartered Institute of Management Accountants, Viva books Pvt. Ltd.
- 3 Kaul, Asha, Effective Business communication, Prentice Hall of India.
- 4 Chaturvedi, P. D. and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education.
- 5 Ludlow, Ron & F. Panton, The Essence of Effective Communication, Prentice Hall of India.
- 6 Thill, John & C. V. Bovee, Excellence in Business Communication, McGraw Hill

List of Journals/Periodicals/Magazines/Newspapers

Bulletin of the Association for Business Communication,
Business Communication Quarterly,
Journal of Business Communication,
Communication World, Strategic Communication
Management, Journal of Business and Technical Communication;
Thousand Oaks, Journal of Communication Management;
London, Journal of Organizational Culture, Communication and Conflict;
Cullowhee, Journalism and Mass Communication Quarterly;
Columbia, Management Communication Quarterly;
MCQ; Thousand Oaks, Strategic Communication Management;
Chicago, Technical Communication Quarterly; St. Paul,
Harvard Business Review,
Journal of Creative Communications,
Business India / Business Today / Business World, University News,
Journal of Business Communication, Business Communications Quarterly

M-109: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) LAB

Course/Paper : M-109	MBA Semester-I
No. of Practical Hrs/week: 02	Internal Marks: 60
Total No of Practical Hrs: 28	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

This Lab work is designed to make the students of management familiar with the basic concept of working various applications on computer.

Lab Sessions relating to

- MS Word
- Developing business presentation with MS-PowerPoint
- MS Access
- MS Project

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel

- Draw all types of Diagrams and Graphs
- Construction of one way and two way tables
- Arithmetic Mean
- Geometric Mean
- Harmonic Mean
- Median, Mode
- Quartiles, Deciles, Percentiles
- Minimum, Maximum, Range
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance,
 - Coefficient of Variance
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient
- Regression coefficient - Slope (b in $y = a + bx$)
- Regression Constant - Intercept (a in $y = a + bx$)

Design your own web page and web page of your college

M-110
COMMUNICATION LAB

Course/Paper : M-110	MBA Semester-I
No. of Practical Hrs/week: 02	Internal Marks: 60
Total No of Practical Hrs: 28	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

This Lab is designed to make the students of management familiar with the basic fundamentals and importance of communication for managers. This laboratory shall prepare students to learn and acquire necessary communication skills for transacting business and management activities.

Sessions and Assignments during lab

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis. Demonstrate using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Business etiquettes to be demonstrated in role play by students
- Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty
- Preparation of CV.
- An initiation with argument of Group Discussion on any topic.
- A mock interview with FAQs and answers.
- Preparation of different types of reports.
- A letter writing practice.
- Preparation of a case.
- Preparation of minutes of a meeting.
- Research Proposal writing
- Data Interpretation and report writing: Short and Long reports:
Report presentation methods, ex: Power Point Presentation, etc

M-201: HUMAN RESOURCE MANAGEMENT

Course/Paper : M-201	MBA Semester-ii
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Section A

Module I: Introduction

(6 Hours)

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

Module II: Pre-recruitment functions of HRM

(4 Hours)

Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III: Recruitment, selection and appointment

(6 Hours)

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

Module IV: Training and development

(4 Hours)

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

Module V: Employee Remuneration

(4 Hours)

Meaning and significance of compensation, Principles of remuneration, intrinsic equity v/s extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

Module VI: Performance management

(6 Hours)

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

Module VII: Strategies of employee retention and emerging trend in HRM

(6 Hours)

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

Module VIII: Career and succession planning

(6 Hours)

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

Section B

At least one Case/Problems from each module

Questions will be case/inferences/application based

Practical Component:

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a news paper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

Recommended Books:

- 1 Byars, L & Rue, L. *Human Resource Management*. McGraw Hill.
- 2 Aswathappa, K. *Human Resource Management*. Tata McGraw-Hill.
- 3 Dessler, Varkkey. *Human Resource Management*. Pearson.
- 4 Jyothi. *Human Resource Management*. Oxford University Press.
- 5 Mondy, R. *Human Resource Management*. Prentice Hall.
- 6 Steve Fleetwood ., Anthony Hesketh, *Explaining the Performance of Human Resource Management*, Cambridge University Press

List of Journals/Periodicals/Magazines/Newspapers

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

M-202: COST ACCOUNTING for MANAGEMENT

Course/Paper : M-202	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of the course is to provide the students with a learning framework for understanding the concepts and application of cost accounting for assessment of corporate performance.

Section A

Module I: Introduction (5 Hours)

Cost Management, Cost Management Tools- A Strategic View to Cost Management.

Module II: Cost Sheet and Composition (10 Hours)

Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

Module III: Marginal Costing (10 Hours)

MARGINAL COSTING - Nature and Scope- Applications-Break even analysis, Advantages and Disadvantages of Marginal Costing.

Module IV: Budgetary Control (8 Hours)

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

Module V: New Techniques of Costing (8 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

Module VI: Cost Audit (5 Hours)

Cost Audit,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India --Practical— Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit- Aims and the objectives, Scope of Management Audit.

Module VII: Cost Control (5 Hours)

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of balanced scorecard.

Module VIII: Cost Reporting (5 Hours)

Reporting to Management - Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

Section B

At least one Case study/Problem from each module

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

Questions will be case/inferences/application based

Practical components:

Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Recommended Books:

- 1 Kumar, Vijay. *Accounting for Management*. Tata McGraw-Hill.
- 2 Kuppapally. *Accounting for Managers*. Prentice Hall of India.
- 3 Maheshwari, S .N. & Maheshwari, S. K. *Advanced Management Accounting Vol.1 & Vol.2*. Vikas Publishing House.
- 4 Kaplan, Atkinson and Young. *Management Accounting*. Pearson Education.
- 5 Vij. *Management Accounting*. Macmillan Publishers India.
- 6 Paresh Shah. *Management Accounting*. Oxford University Press.

M-203: FINANCIAL MANAGEMENT

Course/Paper : M-203	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of this paper is to enable and equip the manager with basic concepts and tools for financial management with relation to Indian Corporate Sector.

Section A

Module I: Financial management

(4 Hours)

Introduction to financial management, objectives of financial management. Changing role of finance managers in contemporary business environment. Interface of Financial Management with other functional areas. Indian financial system. Review of institution, instrument and market. Basic approach to risk, return and valuation.

Module II: Sources of Financing

(4 Hours)

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.

Module III: Time value of money

(7 Hours)

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Module IV: Investment decisions

(7 Hours)

Investment evaluation techniques-Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.

Module V: Cost of Capital

(6 Hours)

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module VI: Financial Decisions

(4 Hours)

Working Capital Management, working capital requirements. Current assets policy and current assets finance policy. Determination of operating cycle. Estimation of working capital requirements of a firm, Receivables Management, determination of working capital.

Module VII: Reward and dividend policy

(6 Hours)

Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy-Factors affecting the dividend policy - dividend policies- stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.

Module VIII: Emerging Issues

(4 Hours)

Emerging Issues in Financial management: Derivatives, Financial and commodity derivatives Mergers and Acquisitions, Behavioral Finance, Financial Modelling, Financial engineering, Commodity trading.

Section B

At least one Case/Problems from each module

Note: 50% of the questions will be numerical.

Questions will be case/inferences/application based

Practical Components:

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students' Assigned Projects', Presentations and Discussion, Topics are to be Related to Studies on major Decisions made by the companies such as Acquisition, Take-Over, Dividend Practices

Recommended Books:

- 1 Pearson Hunt, Charles Marvin Williams, Gordon Donaldson *Basic Business Finance: A Text*. R. D. Irwin.
- 2 Hampton, John. J. *Financial Decision Making: Concepts, Problems, and Cases*. Prentice-Hall International.
- 3 Prasanna, Chandra. *Financial Management*. Tata McGraw-Hill.
- 4 Pandey, I.M. *Financial Management*. Vikas Publishing House.
- 5 James, C. Van, Horne. Wachowicz, John. M. *Fundamentals of Financial Management*. Prentice Hall of India.
- 6 Kothary, Rajesh and Duta, Contemporary Financial Management, Macmillan

List of Journals/Periodicals/Magazines/Newspapers

Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

M-204: MARKETING MANAGEMENT

Course/Paper : M-204	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The Objective of this course is to learn various dimensions of Marketing Management, Concepts and Applications with reference to India.

Section A

Module I: Introduction (8 Hours)

Concept and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling.

Module II: Marketing Environment (8 Hours)

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System, Functions of Marketing Management, Marketing – Mix, Strategic Marketing Planning.

Module III: Market Segmentation (6 Hours)

Segmenting the Market, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Module IV: Market Targeting (8 Hours)

Procedure, Product Positioning - Introduction, Objectives, Differentiating the Product, Product Positioning Strategy.

Module V: Consumer Behaviour (4 Hours)

Concept, Theories and Pattern.

Module VI: Marketing Decision (8 Hours)

Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Module VII: Pricing and Channel Decisions (8 Hours)

Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Module VIII: Promotion (8 Hours)

Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. **A Brief Account** of Marketing of Services, Rural Marketing, CRM, e-Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Section B

At Least one Case Study from each Module

Questions will be case/inferences/application based

- Study four P's of various brands
- Study distribution strategies of various sectors and companies
- Study segmentation, targeting and positioning strategies, creating a new product and testing the same
- Study the product life cycle of various products/brands with strategies adopted at various levels, identifying factors influencing buying decisions in consumer and business markets
- Study the integrated marketing communication of various brands viza- viz their competitors
- Study value chain and logistics of companies
- Study global marketing strategies for global brands

Recommended Books:

- 1 Carthy, Mc. and Perreault. *Basic Marketing: A Global Marketing Approach*. Tata McGraw-Hill.
- 2 Baines. *Marketing*. Oxford University Press.
- 3 Kotler, Lane, Abraham and Jha. *Marketing Management*. Pearson Education.
- 4 Ramaswamy & Namakumari. *Marketing Management: Global Perspective, Indian Context (4/E)*. Macmillan Publishers India.
- 5 Kurtz & Boone. *Principles of Contemporary Marketing*. Cengage Learning.
- 6 Kotler, Graw and Armstrong. *Principles of Marketing*. Pearson Education.

List of Journals/Periodicals/Magazines/Newspapers

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Etc.,

M-205: OPERATIONS AND SUPPLY MANAGEMENT

Course/Paper : M-205	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective:

The Course is designed to acquaint the students with a set of skills and tools to improve Productivity to get competitive advantage.

Section A

Module I: Strategy

(4 Hours)

Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity.

Module II: Products and Services

(4 Hours)

Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix. Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement: Job Design decisions, Behavioural considerations in Job design, Work measurement and standards.

Module III: Break even analysis and Facility Planning

(4 Hours)

Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi facility location Techniques. Facility layout: basic production of layout formats, assembly lines, cells, project layouts, retail service layout, office layouts.

Module IV: Six Sigma Quality, Process Capability and SPC

(4 Hours)

Total Quality Management (TQM), Quality Specification and Quality Costs, Six Sigma quality, The Shingo System-Fail Safe Design, ISO 9000, ISO 14000, External Bench marking for quality Improvement, Process Capability, Process Control Procedures, Acceptance Sampling.

Module V: Supply Chain Design

(6 Hours)

Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, Design for Logistics, Value Density, Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization. Lean Manufacturing: Lean logic, The Toyota Production System, Lean Implementation Requirements, Lean Services

Module VI: Planning and Controlling Supply Chain

(6 Hours)

Enterprise Resource Planning: SAP, SAP Application Modules, Implementing ERP Systems. Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, Web-Based Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR). Aggregate Sales and Operative planning: Overview of Sales and Operations Planning Activities, Lot sizing in MRP systems.

Module VII: Inventory and Maintenance Management**(6 Hours)**

Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance), Basic concept of Reliability.

Module VIII: Scheduling**(4 Hours)**

Work Centres, Priority Rules and Techniques, Shop-Floor Control, Personal Scheduling in Services. Constraint Management: Goal of the Firm, Performance Measurements, Unbalanced Capacity, Bottlenecks and Capacity-constrained Resources, Basic Manufacturing Building Blocks, Methods of Control, Comparing Synchronous Manufacturing to MRP and JIT.

Section B**At least one Case Study from each module****Questions will be case/inferences/application based**

Visit any industrial unit and understand the processes performed in the unit. Use the theoretical knowledge to understanding the operations. Prepare a report on how the above concepts used in selected industrial unit under the guidance of your subject teacher.

Recommended Books:

- 1 Chase, R. B. et al., *Operations and Supply Management*, Tata McGraw-Hill, 2010.
- 2 Blamchard, David., *Supply Chain Management Best Practices*, NY, John Wiley & Sons, 2006.
- 3 Stevenson. *Operations Management with Student DVD (SIE)*. Tata McGraw-Hill.
- 4 Russell & Taylor, III. *Operations Management*. Prentice Hall of India.
- 5 Nair. *Production and Operations Management*. Tata McGraw-Hill.
- 6 Govil, M., and Proth, J., *Supply Chain Design and Management*, Academic Press, 2001.

List of Journals/Periodicals/Magazines/Newspapers

Productivity Journal, Indian Management, Business India, Supply Chain, etc.

M-206: RESEARCH METHODS IN MANAGEMENT

Course/Paper : M-206	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of the course is to enable the students to understand the concept and process of Business research in business environment along with the use of various tools and techniques.

Section A

Module I: Introduction (6 Hours)

Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Module II: Process of Research (4 Hours)

Steps Involved in Research Process. Research Design: Various Methods of Research Design.

Module III: Collection of Data (6 Hours)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

Module IV: Analysis of Data (6 Hours)

Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Non parametric & Parametric tests

Module V: Estimation Theory and Hypothesis Testing (6 Hours)

Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test.

Module VI: Techniques of association of Attributes & Testing (6 Hours)

Application and Analysis of Variance (ANOVA). Non parametric tests

Module VII: Research Report Preparation (4 Hours)

Types and Layout of Research Report, Precautions in Preparing the Research Report.

Module VIII: Bibliography and Annexure in the Report (4 Hours)

Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Section B

At least one Cases and Problems from each module

Questions will be case/inferences/application based

Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software's like SPSS, Minitab, IBM Analytics, etc., Preparing the Research Report.

Recommended Books:

- 1 Cooper, Donald. Schindler, R. and Pamela, S. *Business Research Methods*. McGraw-Hill.
- 2 Bryman. *Business Research Methods*. Oxford University Press.
- 3 Josiah, William., Goode. Paul, K. Hatt. *Methods in Social Research*. McGraw Hill .
- 4 Sidney, Siegel and Castellan, N. John. *Non Parametric Statistics for The Behavioural Sciences*. McGraw Hill .
- 5 Panneerselvam. *Research Methodology*. Prentice Hall of India.
- 6 Kothari, C. R. *Research Methodology : Methods and Techniques*. New Age International.

List of Journals/Periodicals/Magazines/Newspapers

Research Quarterly, Vikalpa, etc.

M-207: New Enterprise and Innovation Management (NE&IM)

Course/Paper : M-207	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective: The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Section A

Module I: Entrepreneurship (4 Hours)

Entrepreneurship and enterprise: Concept, role in economic development. Entrepreneurial competencies: awareness, assessment and development. Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Intrapreneurial mind. International entrepreneurship opportunities.

Module II: Starting the venture (4 Hours)

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility.

Module III: Business Plan

Emerging Business Opportunities-sources and assessment. Business Plan: Concepts, Methods, analysis and interpretation.

Module IV: Functional plans (4 Hours)

Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.

Module V: Sources of finance (4 Hours)

Sources of external finance, short term as well as long term, Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.

Module VI: Start Up (4 Hours)

Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.

Module VII: Managing growing venture (4 Hours)

Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration and selling business.

Module VIII: Innovation Management

(4 Hours)

Innovation management an introduction, organizational setups that facilitate innovations. Management of research and development. Strategic alliances and network. Incubators and Accelerators

Section B

At least one Case Study from each Module

Questions will be case/inferences/application based

Practical: The student can perform one of the following or combination according to the instruction of the faculty in charge:

- Prepare a feasibility report/business plan and make presentation in the class.
- Prepare an assignment on at least three leading entrepreneurs
- Visit a franchisee and prepare a report and/or make presentation in the class

Recommended Books:

- 1 Hisrich, Robert D., Michael Peters and Dean Shephered, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
- 2 Barringer, Brace R., and R., Duane Ireland, *Entrepreneurship*, Pearson Prentice Hall, New Jersey (USA).
- 3 Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Book, New Delhi.
- 4 Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson
- 5 Paul Trot, *Innovation Management and New Product Development*, Pearson Education
- 6 P Narayana Reddy, *Entrepreneurship : Text and Cases*, Cengage
- 11 Murdick, Ross & Claggett. *Information Systems for Modern Management*,. Prentice Hall of India.

List of Journals/Periodicals/Magazines/Newspapers

Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, the Journal of Entrepreneurship, Entrepreneurship and Regional Development, Journal of Business Venturing, Small Enterprise Development, Entrepreneurship Theory and Practice .

M-208: OPERATIONS RESEARCH

Course/Paper : M-208	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

The objective of the course is to learn various tools and techniques used in Decision making.

Section A

Module I: Introduction (4 Hours)

Introduction to Operations Research. Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modeling in Operations Research.

Module II: Linear Programming (6 Hours)

Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming.

Module III: Transportation and Assignment (6 Hours)

Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, problems on minimization & maximization.

Module IV: Decision Theory (4 Hours)

Decision theory- decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems.

Module V: Game Theory (6 Hours)

Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

Module VI: Simulation (4 Hours)

Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages

Module VII: Replacement Theory (6 Hours)

Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem.

Module VIII: and Network Analysis (6 Hours)

PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.

Section B

At least one Case Study from each module

Questions will be case/inferences/application based

Practical Components:

Solving and analyzing theoretical problems by using software packages like excel- data analysis, TORA and MS-Project.

Recommended Books:

1. Sharma S. D, *Operations Research: Theory, Methods and Applications*, Kedar Nath, Ram Nath & Co.
2. Taha H. A, *Operations Research: An Introduction - 9/e*, PHI
3. Gupta, P. K., and Hira, D. S., *Operations Research*, S. Chand & Company
4. Vohra N. D, *Operations Research - 4/e*, TMH, 2010.
5. Frederick S. Hillier, Gerald J. Lieberman, *Introduction to Operations Research - 9/e*, Tata McGraw-Hill, 2011.
6. Ravindran, A., et al., *Operations Research*, John Wiley & Sons.

M-209: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

Course/Paper : M-209	MBA Semester-II
No. of Lecture Hrs/week: 00	Internal Marks: 60
Total No of Laboratory Hrs: 28	External Marks: 40
No. of Laboratory Hrs/week:02	Exam Time: 3 Hrs

M-208 is on Seminar on Contemporary Management issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be regular internal assessment. The student will submit hand written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee)..

M-210
COMPUTER APPLICATIONS LAB

Course/Paper : M-210	MBA Semester-II
No. of Lecture Hrs/week: 00	Internal Marks: 60
Total No of Laboratory Hrs: 28	External Marks: 40
No. of Laboratory Hrs/week:02	Exam Time: 3 Hrs

Objective:

The Objective of this laboratory is to teach various applications software required in the courses done in this semester such as Research Methodology, Accounting management, Financial Management and Operations Research.

Students are expected to Find the following parameters or Prepare for a given dataset using SPSS/Systat/SAS/Statgraphics

- Z-Test, t-test, F-test Values
- Chi-Square test Values
- Analysis of Variance (ANOVA) Values
- Research Proposal writing

Data Interpretation and report writing: Short and Long reports:
Report presentation methods, ex: Power Point Presentation, etc

Use of Tally

Finance, Risk Management Software, Other Accounting Software

Use of OR packages such as TORA, LINGO and LINDO to solve various decision making problems

MASTER OF BUSINESS ADMINISTRATION

MBA Semester Scheme

The Master of Business Administration (MBA) is 4 semesters program. The following shall be the scheme for teaching and examination of MBA Course for academic session 2013-2015.

MBA

“THE DURATION OF EXTERNAL EXAMINATION FOR EACH PAPER WOULD BE 3 HOURS.”

First Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-101	Fundamentals of Management	3	0	0	30 [#] /12	70/28	100
M-102	Organizational Behavior	3	0	0	30/12	70/28	100
M-103	Business Mathematics & Statistics	3	1	0	30/12	70/28	100
M-104	Managerial Economics	3	0	0	30/12	70/28	100
M-105	Accounting For Management	3	1	0	30/12	70/28	100
M-106	IT for Managers	3	0	0	30/12	70/28	100
M-107	Business Environment	3	0	0	30/12	70/28	100
M-108	Communication for Management	3	0	0	30/12	70/28	100
M-109	Information and Communication Techniques Lab	0	0	2	60/30	40/20	100
M-110	Business Communication Lab	0	0	2	60/30	40/20	100
	Total	24	2	4	360	640	1000

Regarding M-109 and M-110 there shall be regular assessment of students in which internal assessment would be done by the concerned teachers taking the lab. A batch of 60 students is to be divided into 4 groups of 15 students per group for conducting lab classes. Each group may be assigned a teacher for conducting the lab and assessment of the students will be done by the teacher out of 60 marks. 40 marks assessment shall be done by the external examiner appointed by the Head of the department in consultation with Director/Principal of the college. RTU shall not appoint any examiners for M-109 and M-110.

#The distribution of internal assessment marks will be:

- (a) Periodical tests (Subject to minimum of two tests for each course): 10 Marks
- (b) Assignments/ Case analysis: 05
- (c) Seminar & Discussion: 10
- (d) Class Participation and attendance: 05

Total: 30 Marks

A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and counter signed by the Head of the Department/Institution. This type of assessment shall be done for all the four semesters.

Second Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
M-201	Human Resource Management	3	0	0	30/12	70/28	100
M-202	Cost Accounting for Management	3	1	0	30/12	70/28	100
M-203	Financial Management	3	1	0	30/12	70/28	100
M-204	Marketing Management	3	0	0	30/12	70/28	100
M-205	Operations and Supply Management	3	0	0	30/12	70/28	100
M-206	Research Methods in Management	3	0	0	30/12	70/28	100
M-207	New Enterprise and Innovation Management (NE&IM)	3	0	0	30/12	70/28	100
M-208	Operations Research	3	0	0	30/12	70/28	100
M-209	Seminar on Contemporary Issues*	0	0	2	60/30	40/20	100
M-210	Computer Applications Lab	0	0	2	60/30	40/20	100
	Total	24	2	4	360	640	1000

***M-209 Seminar on Contemporary issues. The faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the Director/ Principal /Head of Department of the institute. There will be regular internal assessment and regular class room interactions as per the number of hours allotted to it. The average number of pages in the report shall be 40 and should be hand written in your own handwriting.**

Regarding M-210 there shall be regular assessment of students in which internal assessment would be done by the concerned teachers taking the lab. A batch of 60 students is to be divided into 4 groups of 15 students per group for conducting lab classes. Each group may be assigned a teacher for conducting the lab and assessment of the students will be done by the teacher out of 60 marks. 40 marks assessment shall be done by the external examiner appointed by the Head of the department in consultation with Director/Principal of the college.

The sessional examination for M-209 and M-210 shall be conducted at the end of semester before theory examinations and schedule shall be notified in the MBA time table by the RTU. RTU shall not appoint any examiners for M-209 and M-210.

At the end of II semester students are required to undergo 8 weeks of Summer Training Project. The guidelines are given in M-302. The students expected to go through the guidelines and follow them to get the maximum benefits of Training.

8 weeks of Summer Training Project

Third Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
Compulsory Subjects							
M-301	Business Policy & Strategic Management	3	1	0	30/12	70/28	100
M-302	Summer Training Project Report*	0	0	2	60/30	40/20	100
M-303	Capacity Building Lab	0	0	3	60/30	40/20	100
M-304	Major Optional Subject lab-1 ^{##}	0	0	3	60/30	40/20	100
Optional Subjects							
Dual Specialization is proposed: Six Subjects (Three from each group) The student will get specialized in two Majors. For example a Finance major & Marketing major student will have to opt any three from M-310, 311, 312 & 313 and any three from M-320, 321, 322, 323)		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
		2	1	0	30/12	70/28	100
Total		15	7	8	390	610	1000

* The Summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal/HOD of the institute from the panel of examiners, proposed by BOS and approved by HVC, RTU. The concerned institute will bear the travelling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

^{##} The purpose of this lab is to give exposure to students, various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in course M-304 the lab work would comprise of software related to Finance and Marketing courses being taught in III semester and in next semester in course M-405 the lab work would be from courses of Finance and Marketing taught in IV semester.

Fourth Semester MBA					Marks		
Code No.	Name of Subject	Number of Hours/ week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory (P)			
Compulsory Subjects							
M-401	Business Ethics & Corporate Governance (BE&CG)	2	0	0	30/12	70/28	100
M-402	Project Management	2	1	0	30/12	70/28	100
M-403	Business laws	2	1	0	30/12	70/28	100
M-404	Project Work [#]	0	0	3	120/60	80/40	200
M-405	Major Optional Subject lab-2 ^{##}	0	0	3	60/30	40/20	100
Optional Subjects							
Dual Specialization:		3	1	0	30/12	70/28	100
Four subject (two from each group). For example Finance major & Marketing major student will have to opt any two from M-410, 411, 412, 413 and any two from M-420, 421, 422, 423.^{###}		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
		3	1	0	30/12	70/28	100
Total		18	6	6	390	610	1000

Paper M-404 is a paper on Project Work. Further guidelines are given in M-404.

The purpose of this lab is to give exposure to students various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in this semester in course M-405 the lab work would be from courses of Finance and Marketing taught.

The specialization once selected in third semester would continue in fourth semester also.

List of Optional Groups for MBA (Third & Fourth Semester)

Group A [FINANCE]

M-310	Security Analysis & Portfolio Management
M-311	International Financial Management
M-312	Management of Financial Services
M-313	Corporate Taxation
M-410	Financial Derivatives
M-411	Banking & Insurance
M-412	Treasury and Credit Risk Management

Group B [MARKETING]

M-320	Integrated Marketing Communication
M-321	Retail Management
M-322	Sales Distribution and Logistics Management
M-323	Product & Brand Management
M-324	Business to Business marketing
M-325	Strategic Marketing
M-326	Managing Corporate Relations
M-420	Consumer Behavior & Market Research
M-421	Marketing of Services
M-422	International marketing management
M-423	Rural Marketing
M-424	Direct marketing
M-425	Internet Marketing
M-426	Customer Relationship Management
M-427	Marketing of Innovation

Group C [HUMAN RESOURCE MANAGEMENT]

M-330	Training & Organizational Development
M-331	Strategic Human Resource Management
M-332	Leadership Skills & Change Management
M-333	Human Resource Planning
M-334	Compensation Management
M-335	Recruitment and Selection
M-336	Personality Development and business Etiquette
M-337	Human Resource Development
M-430	Employment Laws
M-431	Performance Management & Retention Strategies
M-432	Stress Management
M-433	International Human Resource Management
M-434	Management of Conflict and Collaboration
M-435	Transactional Analysis
M-436	Development of Management

Group D [PRODUCTION AND OPERATION MANAGEMENT]

M-340	Materials Management
M-341	Total Quality Management
M-342	Production Planning & Control
M-343	Management of Business Process Outsourcing (BPO) Organization
M-440	Logistics & Supply Chain Management
M-441	Technology Management
M-442	Manufacturing Policy and Implementation
M-443	Knowledge Management
M-444	Operations Management in Services

Group E [INFORMATION TECHNOLOGY MANAGEMENT]

M-350	Business Process Re-engineering
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M-351	System Analysis and Design
M-352	Strategic Management of Information Technology
M-353	Data Base Management
M-354	Client Server Application Management
M-450	Management Support System
M-451	E-Business
M-452	Security and Cyber Law
M-453	Enterprise Resource Planning
M-454	Multi-Media management

M-301**Business Policy & Strategic Management**

Course/Paper: M-301	MBA Semester-III
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact[#] Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Contact Hrs comprises of Lecture and Tutorial Hrs

Objective

- The objective of the course is to equip the students with analytical tools for solving case studies by scanning the business environment and coming to a conclusion and in developing strategic decision making skills.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Business policy- Evolution, Vision and mission of a firm, Difference between business policy and strategic management, Introduction to Strategic Management, Strategic Management Process.	6 Hours
Module II	Strategic Decision Making: Mintzberg's modes of strategic decision making, Strategic decision-making process, Strategic Planning process.	7 Hours
Module III	Scanning the environment: Identifying external environmental variables, Porter's approach to Industry Analysis. Internal scanning – Resource based approach to organizational analysis, Value chain analysis, scanning functional resources.	6 Hours
Module IV	Strategy Formulation- Situation Analysis and Business Strategy: Situation Analysis-SWOT Analysis; Business Strategy- Porter's Competitive Strategies.	6 Hours
Module V	Strategy Formulation- Corporate Strategy and Functional Strategy Corporate Strategy-Directional Strategy, Portfolio Strategy, and Parenting Strategy, Functional Strategy and Strategic Choice.	7 Hours
Module VI	Strategy Implementation Concept of strategy implementation, Stages of strategy development, Advanced Types of organizational structures, Organizing for Action, Staffing and Directing, Global Issues.	6 Hours
Module VII	Evaluation and Control Evaluation and Control in Strategic Management, Measuring Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for strategic Control.	6 Hours
Module VIII	International Strategy Identifying international challenges and opportunities, Choice of international entry modes, Strategic competitive outcomes, Risk in an international environment.	7 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study of marketing strategies of any two companies.
- Analyzing Mission and Vision statements of any five companies and comparing them.
- Learning the concept of Michael Porter's five forces model through its application to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. J.D. Hunger and T. L. Wheelen, Strategic Management and Business Policy, Pearson Education, N.Delhi ,12th Ed. 2010.
2. Azhar Kazmi, Business Policy & Strategic Management, Tata McGraw Hill,12th. Edition, New Delhi, 2009.

Suggested Readings:

1. Thompson & Strickland, Strategic Management-Concepts and Cases; Tata McGraw Hill Publishing Co. Ltd. New Delhi; 12th Ed. 2001
2. Garth Saloner, Andrea Shepard and Joel Podolny : Strategic Management, John Wiley & Sons, 1st Ed., 2001.
3. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 3th Ed. 2001.
4. Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd. New Delhi, 2007.
5. Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
6. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers, IIM Ahemadabad
- *IIMB Management Review (IMR)*.
- SANKALPA: Journal of Management & Research (ISBN: 2231 1904)
- Management Review
- Business Standard/Economic Times/Financial Times.
- Managing Core Competence of the Organization by Srivastava, Shirish C.,

Vikalpa: The Journal for Decision Makers, Oct Dec2005, Vol. 30 Issue 4

- Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? By Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2
- The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1
- Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12
- From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring 88, Issue 2
- Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3
- What Is Strategy? By Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6
- The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1
- The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1
- The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1
- Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3
- The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4
- Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2
- Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3

M-302
SUMMER TRAINING PROJECT (STP) REPORT

Course/Paper : M-302	MBA Semester-III
Total No of Contact Hrs: 28	Internal Marks: 60
No. of Laboratory Hrs/week:02	External Marks: 40

OBJECTIVES:

- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- To enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks;
- To enable students discover their professional strengths and weaknesses and align them with the changing business environment;

General Guidelines:

At the end of Second Semester each student shall undertake a Summer Training Project (STP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the STP.

The student will have to identify a project work in a business enterprise during summer training that matches the student's area of specialization. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.

The problem identified during summer training can be carried over to fourth semester in Project Study.

The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal/HOD of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the travelling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

All the students will submit their Industrial Training Report within a period of three weeks in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university (Annexure – A). Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate (out of 60 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 40 marks

shall be made by external examiner appointed by the University who shall evaluate the report on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training. The report shall be of 30-40 pages written in student's own handwriting. The typed report shall not be accepted.

The student has to maintain daily work record in a diary which shall be evaluated along with report by the examiners.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

The STP may or may not have a Functional Focus, i.e. the student may take up a STP in his/her intended area of specialization or in any other functional area of management. Ideally the STP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.

STP can be carried out in:

- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector

STP may be a research project –based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the STP shall sensitize the students to the demands of the workplace.

The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by –

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the STP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the STP work. The student shall submit one hard copy (Hand written) of the training report within three weeks of start of III Sem. The same copy shall be returned to the student by the Institute after the External Viva-Voce. The students are required to fill a log book in which she/he shall write the daily works accomplished with date wise and shall submit the same along with the training report.

See the Appendix B for further guidelines to be followed.

Annexure A

SUMMER TRAINING APPRAISAL

Student's Name:

Programme:

You are requested to provide your opinion on the following parameters.

4: Outstanding 3: Good 2: Satisfactory 1: Unsatisfactory

- 1. Technical knowledge gathered about the industry and the job he/she was involved.
- 2. Communication Skills: Oral / Written / Listening skills
- 3. Ability to work in a team
- 4. Ability to take initiative
- 5. Ability to develop a healthy long term relationship with client
- 6. Ability to relate theoretical learning to the Summer Training Project
- 7. Creativity and ability to innovate with respect to work methods & procedures
- 8. Ability to grasp new ideas and knowledge
- 9. Presentations skills
- 10. Documentation skills
- 11. Sense of Responsibility
- 12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
- 13. His/her ability and willingness to put in hard work
- 14. In what ways do you consider the student to be valuable to the organization?
Consider the student's value in term of:
- (a) Qualification
- (b) Skills and abilities
- (c) Activities/ Roles performed
- 15. Punctuality
- Any other comments_____.

Assessor's Overall rating

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

RAJASTHAN TECHNICAL UNIVERSITY, KOTA



SUMMER TRAINING PROJECT (Instructions & Guidelines)



CONTENTS

Foreword

Training Methodology and

Training Report Preparation	
Training Methodology: Tips	
Guidelines for Training.....	

Enclosures:

1. Specimen of Certificate
2. Specimen of Title Cover
3. Training Evaluation Form
4. Feedback Form

IMPORTANT:

1. Summer Training Project during summer at the end of 2nd Semester will be held for 60 days. Students have to work on a project. Industrial and Technical visits should also be organized.
2. Students will have to give presentation on their Summer Training Project after coming back. One slot of 2 periods per week is to be provided in 3rd Semester for presentation.
3. For Summer Training Project 100 marks are assigned in 3rd Semester

FOREWORD

This document will serve a reply to several queries right from choosing a training site to submission of the report.

The main purpose of Summer Training Project is to prepare students for employment in their chosen discipline at the conclusion of two years of postgraduate studies.

Summer Training Project helps to gain first-hand experience of working as management professional, including the technical application of management methods. It provides opportunity to work with other management professionals. During training period a student can experience the discipline of working in a professional organization and can also develop technical, interpersonal and communication skills. It also facilitates the fundamental understanding of the functioning and organization of business.

Many companies regard this period as a chance to assess students for future employment. The ability to take responsibility, make sound decisions and apply technical skills is highly regarded. Further, students can also evaluate companies for which they might wish to work or make decisions about fields of management, which they enjoy.

You should make considerable effort and give sufficient thought obtaining the most relevant and effective Summer Training Project. It is difficult but desirable to obtain experience in a range of activities including design, analysis and experimental and on-site activities.

TRAINING METHODOLOGY AND TRAINING REPORT PREPARATION

SUMMER TRAINING PROJECT

Summer Training Project forms an integral component of any professional course like Management. The real problem a manager faces and tackles live problem is the industry and the field. The institute where he pursues his studies cannot provide him that practical knowledge on all aspects of learning. Often the study of a subject is said to be incomplete until the student has been exposed to its practical aspects. The theoretical studies build the manager in him by providing him pools of knowledge whereas the practical applications make him agile and competent. If theoretical knowledge teaches him the principles and policies, the practical exposure tells him how to use those principles.

EXPECTATIONS

Training may be defined as a short-term process utilizing a systematic and organized procedure by which training personnel acquire technical knowledge and skills for a definite purpose. It provides an opportunity for students to apply theoretical concepts in real life situations at the work place. It is to sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior. It enables students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks. Further, it enables students to discover their professional strengths and weaknesses and align them with the changing business environment. A management trainee, while undertaking training must keep in mind these objectives.

A student is expected to complete his Summer Training Project with the sole objective of enhancing his practical knowledge. A successful training should be in accordance with the needs and objectives set before hand. Ask yourself these questions.

1. What do you want and hope to accomplish through training?

2. Should the training be formal or informal i.e. what are going to be your training priorities?
3. When and where should training be taken?
4. How should training be related to your curriculum and how much independent of it?

Summer Training Project must be undertaken only in an actual job environment and using only the tested principles and methods of learning like instructional methods, demonstrations and examples. He must ensure that the training site has such arrangement and environment that will assist him in achieving these objectives.

SELECTION OF THE SITE

The student trainees must ensure that the training site will provide him a full opportunity not only to learn the practical applications of the subject chosen but also help him to achieve the above stated objectives and expectations. Moreover, the training site must be relevant to his field of interest, and not only to his branch. It will always be better if he chooses a site that will offer him an opportunity to develop multi-disciplinary interests along with the pursuance of a certain training program. He must also look forward for getting an opportunity of placement in the same company/site after completing his degree. Often, the impression made during the training has a long lasting effect.

TRAINING REPORT

A technical report is an account, usually in detail, of some matter such as (a) a work completed or in progress, (b) findings from an investigation, information, search or study; (c) solution to a problem and/or (d) offering of specific theoretical or practical data. While undertaking training and pursuing a project, the management student must be involved in one or more of these activities.

ANATOMY OF A TRAINING REPORT

A well-organized report is divided into easily recognizable parts arranged in an effectual sequence. A training report is a formal report, which is a full scape, detailed tightly structured document. It may contain the following parts arranged for effective communication in the report in the sequence shown as below:

Front Matter

- Title Page
- Letter of Transmittal
- Certificate
- Preface
- Acknowledgement
- Table of Contents
- Lists of Illustrations

Main Text

- Introduction (Chapter 1)
- Discussion (Body of the report)
- Conclusion and Recommendations (last chapter)

Back Matter

- Appendices
- References
- Bibliography

HOW TO BEGIN WRITING

A time proved good way to write a report is first to subdivide the job into essential steps and then to complete the corresponding parts step by step. Follow these steps carefully while preparing training or a project report.

Step 1: Preliminary Planning

The writing of a report proceeds more confidently and smoothly if the trainee understands the true nature of the desired end products. He must also know where he is heading for and how far he has progressed toward completion at any instant. This requires careful planning and scheduling. Planning is a flexible process because it must be adjusted to suit every individual's requirement. He must prepare a time schedule and a deadline on which the report must be completed.

Step 2: Collecting Material

Factual material counts principally of data obtained through tests and measurements, investigations, studies, surveys, observation and analysis of such data, calculation and prediction and recommendations too. No attempt should be made to insert the theoretical principles found in the textbooks.

The need is also felt to maintain a daily diary giving full details of day-to-day activity. This also serves as a record and ready references of the training schedule at a later stage. This diary is also to be submitted along with the report.

Step 3: Making an Outline

After the material has been collected, it must be organised and written upon in a well-ordered pattern. To achieve this, the student must decide which topic should be discussed first, which next and so on. The plan for this sequence is the outline. An outline is a safeguard against repetition and omission and a guide to stratification of the subject matter. Report writing moves faster when it follows an outline. It also imparts to the report a degree of unity and coherence. It is always advisable to prepare a written outline as soon as the collected material has been scrutinized. This will help the student to establish a relationship between the various topics of the report. An outline shall also help him to think analytically about the subject.

Step 4: Writing a Rough Draft

When the trainee has collected and sorted the material and completed the outline, this initial writing step will produce the first version of the report. It will however, be seen only as a piece of connected prose derived from the mass of notes and other material. It will lack quality, both technical and rhetorical that is why it is called a rough draft. But it is a trial version of the written report.

Often the trainee faces the difficulty in writing the first draft. The only solution is "start writing at once whatever you have reviewed through collected material and the outline." Therefore, the first advice is to start writing immediately. The second is to write fast putting your thoughts on paper before you forget them. This means you should not stop to make corrections or beautify sentences. You should only record the ideas as they come, giving no thought at the time to correct spelling, grammar, and sentences structure and paragraphing. Once the material is on paper, it can easily be corrected.

Always use your favourite method of writing long had with personal abbreviations refer freely to illustrations and tables or sketches. The sole criterion is your ability to read the draft. Do not hesitate to include line drawings, half tone pictures, flow diagrams, graphs and charts.

Step 5: Revision and Rewriting

This is the improvement phase for correcting the mistakes in the rough draft, adding items, which were forgotten, or which have lately been suggested, removing items, which have been proved irrelevant or superfluous. During this phase, the student is concerned with all the details that he temporarily ignored for the sake of speed while writing the first draft such as language mechanisms, style, technical accuracy and so on. He should now try to view the rough draft dispassionately as if he is correcting somebody else's writing faults. As he reads the rough draft, he should be alert for errors and bad writing of all kinds.

It is better to make three separate readings, concentrating each time on one correction area:

1. Read the rough draft first time for technical accuracy and avoid worrying about other matters. Ask these questions: Is the technical content true and clearly presented? Are there errors and contradictions?

2. Read the second time for logic. Ask whether the topics follow a meaningful sequence and whether the conclusions are valid.
3. Read the third time for language mechanisms. Be critical of every sentence, check grammar, spelling, punctuation, sentence structure and sentence variety. Ask whether the draft lacks unity and coherence.

During each reading, make your corrections, additions, deletions on the rough draft itself. Then prepare that to the second draft incorporating all the revisions. Again read and revise the second draft for any additional revisions and visualizing whether its contents are ready for final presentation.

Step 6: Final Draft

Working on the final draft is largely mechanical and of productive nature. The final draft is made ready for the reader or the evaluator/examiner and this is the last change to correct mistakes, polish the writing and systematize the structure.

This step requires gathering together of all material, which has been prepared or collected in the preceding phases and the consolidation of the material. This includes the revised draft, illustrations and supplementary material. Prepare the last version of the report by putting all the material together. Illustration must be inserted, pasted or drawn onto the pages of the final draft itself. Number the text pages with Arabic numerals.

Follow these six steps to prepare your report and get the satisfaction of having authored and produced a work of which originality you can claim. Any short cut methods, copying from the reports of predecessors and just repeating what others have earlier written, clearly show the lack of enthusiasm and initiative on the part of the trainees. Such reports, at the time of evaluation, fail to draw any attention and are rated as under-average

or average reports. On the other hand, if the report displays the trainee's first handwork, his initiative, his enthusiasm and real effort in making that report, it is rated as a work of merit. Such a report will always create a good impression at any instance when it is submitted for scrutiny.

There are some parts of the report, which cannot very well be written until all information is final and the pagination is complete. These parts are:

1. Abstract
2. Letter of transmittal
3. Acknowledgement
4. Preface or foreword
5. Index / Table of Contents

All this material is front matter and should be composed in rough draft and carried through revisions as necessary. The *abstract* must give the gist of the report analytically outlining what the trainee has worked on. In the *acknowledgement*, all sources from where help has been derived during the training should be duly acknowledged. This includes, besides teachers of the college, such persons like training manager, supervisors, superintendents and other technical staff. The preface is an account justifying why that site / topic was chosen and what inspired the student in due course. This shall also include a brief description of what he is going to present in the report, the abstract of its contents and the structure. Any additional illustrations, graphs sketches and tables are to be appended at the end. Finally, an index or a list of contents is prepared with pagination and chapter names and numbers. Ensure that cauterization is strictly in accordance with the outline of the report and no sections/sub-sections have been left out.

Project Work during Training

Often during the training a single student is given a project to complete. The project is solely to give you an opportunity to become well versed with a specific section of the

training site or get an exposure of its working methods. It is also possible that the project is a part of their routine work, survey or investigation, and by undertaking the project the student is only going to assist them. Whatever is the mode or purpose of the project, show diligence and enthusiasm? You must adopt an inquisitive approach, finding more about the project, its specifications and utility. If possible, complete the project (or component) before completing your training and submit the account of your work in the form of a project report. This report shall serve as an evidence of the work done. If the project is a part of your training program, it must always be included in your report. Otherwise also, such an inclusion in the training report shows the innovative bent of your mind. The evaluation becomes much easier since it clearly indicates that training was not just a routine excursion for you but an opportunity to learn and add something to your knowledge. And you have availed of that opportunity fully.

The project entrusted to the trainee will always be related to advances in Management pertaining to Marketing, Finance, HR, Production & Supply Management Quality Management, IT etc. It will also be linked with one or more of the activities of the plant/training centre. Often their personnel, from technical, administration, finance or HRD, will also be involved in that Project. Try to get a separate testimonial for your project work from one of the officials.

TRAINING METHODOLOGY: A FEW TIPS

A lot of mistakes can be avoided and improvement can be made if certain measures are adopted before proceeding on the training and during the later phases.

BEFORE THE TRAINING

1. Read the instructions carefully in this training manual and follow them strictly to avoid any complications of any nature.
2. Fill up the necessary forms and letters and Performa's provided in this manual.
3. Stick to the information supplied regarding the training site, confirmation etc. In the event of any change of training site or any other matter, inform the Training Officer of your institute immediately before proceeding on training.
4. The students are required to carry their identity cards, and two recent passport size photographs for verifications, gate pass etc.
5. They are also required to carry and furnish their personal bio-data, bonds, securities and clearance certificates issued by the police for various purposes of training.
6. They should also ensure their accommodation etc. because normally training centres do not provide hostel facilities.

DURING THE TRAINING

1. The student should reach the training centre well before the date of commencement of the training. They should also intimate about the commencement of training to Training Officer of your Institute as early as possible or within two days of joining their training
2. They must be regular, punctual and well behaved. They should not leave the training centre without the prior permission of the Training Supervisor.
3. They should maintain a daily diary to be checked and signed by the training supervisor from time to time. If required they must prepare a daily / weekly report and submit it to the supervisor.
4. They should take safety precautions as normally no compensation for any accident is payable to the trainee. They should also abide by the rules and regulations of the training organization.
5. While visiting the different sections of the training centre, they should collect the practical / data. They should also inquire the reasons for any deviations from the standard theoretical values. They may also collect information about personnel working on the site/ field / job regarding their qualification, experience etc. Remember that it will not be possible to revisit the training centre to collect material or rebuild the training experience once the training is over. All these data should be prominently included in the training Report. They should also study relevant trade literature collected from site / office / market. All these should be suitably incorporated in the training report.
6. At the end of the training they must clear their dues and other expenses incurred by them at the training centre including the damages, if any. They must also get a formal relieving certificate / no dues certificate before leaving the centre.

7. Collect a certificate of training upon completion, which should indicate the period of training, the nature of work and involved during the training and the performance of the student.

AFTER THE TRAINING

1. Always prepare the outline of the training report just 2 or 3 days before the completion of the training. Upon completion put all the material together and arrange them according to daily diary or the outline.
2. Consult your outline with training supervisor before leaving and also discuss it with the teacher regarding important contents of the report. They will furnish all necessary details, guidelines and literature, which will help you to prepare the report.
3. Always follow the 6 step method described in this manual for writing your training report. This is necessary to systematize and accelerate your work.
4. Always work with deadlines while writing chapters and finish them as visualized. Do not make any last minute entries or contribution as it may not be possible to revisit the training centre or recast the training experience.
5. Make good presentations of the report; neatly hand-written, with hardbound cover containing all the required details. **Report prepared by computer or typed will not be accepted.** Often-in campus interviews or direct interviews your training / project reports are evidence of your hard work, intellectual interests and even temperament.

GENERAL GUIDELINES FOR TRAINING:

This consists of important areas on which a student should collect relevant information while undergoing Summer Training Project in an organization:

Broad Areas-

1. Inputs- Raw Materials
2. Production Process
3. End Products and Specification
4. Organizational Structure
5. Financial setup
6. Sales and Marketing strategies
7. Plant Design
8. Materials Management system
9. Quality Control System
10. Management Information System
11. Utilities and Waste Management
12. Plant Economy
13. Human Resource Management

The guidelines for above-mentioned broad areas are as below:

1. Inputs: Raw Materials, details of raw materials pertaining to various products including quantity, specifications, sources of supply, vendor location, geographical availability, procurement cost, etc.
2. Production Process: Process flow diagram of manufacturing process, various stages in production.
3. End Products and Specification: List of final products, market growth of products, product demand and supply, competitors, customers for products
4. Organizational Structure: Organization chart for the whole organization showing various levels of authority, span of control at each level, type of arrangement at each level in terms of line, line and staff and functional details etc.
5. Financial setup: Balance sheet, Profit and Loss account and other financial instruments.
6. Sales and Marketing strategies: Various sales and marketing strategies employed by the organization must be studied.
7. Plant Design: Capacity of plant, its measurement and utilization, Plant Size, location and layout.
8. Materials Management System: Procedure adopted in stores for receipt of raw materials, goods and components, various forms and documents used for movement of materials and issue authorization, stores organization; centralized or decentralized, codification methods used for different materials, system of replenishment for inventory items, controls like ABC analysis, procedure for indenting spares etc.
9. Quality Control System: Methods used for controlling quality of raw materials, process and manufactured items, SQC application, testing machines used, implementation of ISO 9000.
10. Management Information System: Documents/reports used for information system at operational, tactical and strategic levels, communication network at various levels, organization of coordination meetings and decisions taken.
11. Utilities and Waste Management: List of utilities and auxiliary services needed, Information about waste generated, methods of reducing waste, environment pollution problems created ash disposal, and effluent treatment system.
12. Plant Economy: Project costing, components of production cost- direct and indirect, financial analysis- balance sheet, income statement, accounting for inventory, breakeven/profitability analysis.
13. Human Resource Management: Recruitment policy, retention policy to reduce turnover rate, employees benefits etc.

(Specimen of the certificate to be submitted with the training report)

CERTIFICATE

Ref.No.:

This is to certify that Mr./Ms. _____ son/daughter
of Sh. _____ a student of _____(class)
_____ (Branch) from _____(college) has undertaken
Summer Training Project at our organization concern from _____ to
_____. The nature of work seen and observed/studied/performed by
him/her during the training was _____,
(kindly give the description)

His/Her performance and conduct during the training was found
satisfactory/good/excellent.

Place:

Date:

**Signature
(Official seal)**

NOTE: This certificate should be from an authentic officer not below the rank of Executive

(Specimen of the title cover of the training report)

PRACTICAL TRAINING REPORT

SUBMITTED BY

NAME : _____
(In Capital Letters)
College Roll No.: _____
Class & Branch : _____
Session : _____
Training Period : _____ to _____ days _____

SUBMITTED TO

Professor & Head,
Department of Training & Placement

Name of the college



SUMMER TRAINING PROJECT EVALUATION FORM

Name of Student _____ College Roll No. _____

Branch _____ Class _____

Name of

Organization _____

Address _____

Place _____ Pin _____ Phone _____ Fax No. _____

Duration of Training Period from _____ to _____ No. of Working Days _____

1) How do you rate the overall training programme as an educational experience?

Excellent () Very good () Good () Fair () Poor ()

2) To what extent will it help you in future?

To large extent () To some extent () Negligible extent ()

3) Indicate subject/area to which training was found relevant.

4) Indicate the level of interest taken by the training organization

High () Moderate () Low ()

5) Any other comments / suggestions

Dated:

Signature of the Student

Note: A Free and frank assessment of the Training experience would be helpful in improving the Training Programme.

FEED BACK FORM

1. Name of the Industry _____
2. Concerned Group _____
3. Turn Over (in terms of Capital) _____ (in terms of Product)
4. Work Force: Managerial & Management Staff : _____
 Supervisory & Technical Staff _____ Labour _____
 a. Skilled: _____ b. Semi-skilled: _____ c. Un-skilled: _____
5. Description of Product Range: _____
6. Description of Process: _____
7. Area of Training: _____
8. Contact details of the person responsible for Summer Training Project:
 - a. Name of contact person : _____
 - b. Designation : _____
 - c. Communication address : _____
 - d. Phone No. with STD code : _____
 - e. Mobile No. : _____
 - f. Email Address : _____

Name of the Student _____ College Roll No. _____

Class _____ B.E. ____ Branch _____

Phone No. _____ Mobile No. _____ E-mail _____

Dated:.....

Signature of the Student

M-303: Capacity Building Lab

Course/Paper : M-303	MBA Semester-III
No. of Practical Hrs/week: 03	Internal Marks: 60
Total No of Practical Hrs: 42	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objectives: This course will focus on overall development and Personality of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Every management programme has to be aimed at enhancing the capacity for employability of the students. Accordingly every institute is encouraged to undertake number of activities to enhance skills of the students, develop qualities of team working and leadership, and improve their overall value-system.

These additional activities, which include relevant soft-skills, are expected to make our students (who are passing out with an MBA degree) more confident and capable not only of acquitting themselves very well during the job selection processes that they will encounter in the immediate future, but also give them a foundation to perform well in their jobs during the subsequent 5 to 6 years.

This lab is introduced so that students get an opportunity to exhibit and hone their skills in decision making, leadership, team working and communication.

Besides, the areas targeted for improvement are shown below. The college should mobilise key resources from external agencies apart from utilizing the bank of knowledge, experience and skills available with the existing faculty and staff:

S.No	Knowledge/Traits/ skills desired	Input Proposed
1	Handling telephonic interview	Handling telephonic calls
2	GK , Current Affairs	Psychometry, Aptitude Reading habit of business dailies followed by periodic testing
3	GD Skills	Regular GD sessions on issues of topical interest
4	CV preparation Filling up of application forms	Guidance on CV preparation, etc,

5	English Language facility Communication	Full-fledged training on Written, Oral & Presentation Training in the Language Lab of the Institution.
6	Maths, Aptitude & Problem solving	Training and coaching
7	Interview skills	Mock interviews
8	Etiquette/Manners/Behaviour	Workshops
9	Self-confidence / Personality development	Counselling / Mentoring
10	Inter-personal skills (Team work & Leadership)	GDs / Group Projects / Debates
11	Industry awareness	Exposure to business reality
12	Technical / Domain knowledge	Adapted methodology during class sessions
13	Networking	Alumni activities
14	Strategizing for one's own career	Career planning & Goal setting Expectation management
15	Time Management	Exercises
16	Pre-interview preparation	Refresher training

Suggested Readings:

1. The Seven Habits of Highly Effective People - Stephen R. Covey.
2. Who Moved My Cheese - Dr. Spenser Johnson.
3. Seven Spiritual Laws of Success - Deepak Chopra.
4. I'm OK are OK – Erric Seghal
5. Emotional Intelligence - David Goleman
6. Working with Emotional Intelligence - David Goleman.

7. *Good To Great - Jim Collins*

8. Goal - Eliyahu Goldratt.

9. Only the Paranoid Survive - Andrew Grove

10. All the books in the "Chicken Soup for the Soul" series.

11. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brillhart

12. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson

13. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel

14. *EtiQuette's The Main Course on Dining Etiquette*: A step-by-step guide to dining with confidence in the 21st Century, by David Rothschild

15. "The Complete Idiot's Guide to Etiquette" by Mary Mitchell – Published by Alpha Books

16. "Strategic interviewing" by Richard Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd

17. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.

18. Spoken English by V Sasikumar and PV Dhamija; Tata McGraw Hill

19. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd.

20. Rich dad poor dad, By Robert T. Kiyosaki

21. Think & Grow Rich, Napoleon Hill.

22. How to win friends and Influence people, Dale Carnegie.

23. The millionaire next door, Thomas J. Stanley

24. The Richest man in Babylon, George Samuel Clause

25. The Science of getting rich, Wallace Wattles

26. The Intelligent Investor, Benjamin Graham

27. The 4-hour work week, Timothy Ferriss

28. The greatest salesman in the world, O G Mandino

29. The millionaire mind, Thomas J Stanely
30. The magic of thinking big, David Joseph Schwartz
31. The 48 laws of power, Robert Greene.

M-304: Major Optional Subject Lab - I
M-405: Major Optional lab - II

Course/Paper : M-304 and M-405	MBA Semester-III and IV
No. of Practical Hrs/week: 03	Internal Marks: 60
Total No of Practical Hrs: 42	External Marks: 40
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective: The purpose of this lab is to give exposure to students various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in course M-304 the lab work would comprise of software related to Finance and Marketing courses being taught in III semester. and in next semester in course M-405 the lab work would be from courses of Finance and Marketing taught in IV semester.

A. Finance Lab

The objective of the Finance Lab is to support applied reading in financial area and equip students with conceptual approach and best practices in financial management that go into the creation and management of innovative financial products. Also,

- To provide students hands-on data analysis and modeling experience through access to real time national and international financial data, market information, business news, and cutting edge financial analysis software.
- To support and enhance academic research with the availability of extensive historical and real time data.
- To provide opportunities for collaborative research and teaching with other functional disciplines such as operations management, and information technology and other disciplines.

Business accounting software keeps track of the financial transactions within an organization. A core package includes general ledger, accounts receivable, accounts payable, payroll, and reporting modules. These systems occasionally come with specialized functionality for particular types of businesses or companies. An example is fund accounting for nonprofit organizations and government entities. Because it's a critical business process, it's often a central component of an organization's enterprise resource planning (ERP) system.

Students must be given exposure to some of the following Software:

AMPL Optimization Suite, XSTrade (trading exchange simulator where we get real time data from five markets NSE- Cash and F&O, BSE-Cash, NCDEX, MCX), Multiview Enterprise .NET n10, Intacct Financials and Accounting System, NetSuite Financials, Sage 100 Standard and Advanced ERP (formerly Sage ERP MAS 90 and 200),

Microsoft Dynamics GP, PlanGuru, Adaptive Insights, Budget Maestro, Cougar Mountain DENALI, Epicor Financial Management, Oracle Financial Services

B. Marketing lab

The marketing lab is a facility that supports student learning in the areas of marketing, advertising, digital marketing, and marketing research.

The Lab prepares marketing students for their careers leveraging strong relationships with business professionals as well as students and marketing faculty.

This is accomplished by enhancing information literacy and helping students gain practical experience in solving real-world problems with independent study projects, consulting classes and marketing competitions.

Provides students with a toolkit of market research approaches and techniques to help them define key research questions that underlie strategic marketing decisions. Students will collect and analyze data, and develop the strategic implications of the research findings. The types of projects include estimating market potential, segmenting the market to identify target customers, improving advertising and pricing policies, designing and positioning new products, and identifying opportunities and obstacles in current market performance.

Provide students with an in-depth understanding of new product development practices - including innovation product strategy and process, customer needs identification, idea generation, concept development & optimization, forecasting, and launch. The types of projects include customer needs assessment, ideation and screening to identify high-potential product/service concepts, concept testing to identify ideal combination/scenarios, and conjoint analysis.

Students must be given exposure to some of the following Software:

- SAS or R (market research), Digital Marketing Boot Camp, Photoshop, Dreamweaver, HTML
- Velocify, Salesforce.com, Five9 Virtual Call Center, FieldOne, PlanPlus Online, InfusionSoft, The Raiser's Edge, TrackerRMS CRM, Cosential, Contractor's Cloud, Act-On, PlanPlus Online, InfusionSoft, Silverpop, Marketo Lead Management, Oracle Eloqua, Pardot, Salesfusion, Mailigen, eTrigue DemandCenter

C. HRM Lab

Human resources (HR) software solutions--also called Human Resources Information Systems (HRIS), Human Resources Management Systems (HRMS) or Human Capital Management (HCM) software--make managing a large or growing workforce more efficient.

These solutions streamline the traditional HR functions of benefits administration, personnel tracking and payroll. But in addition to increasing organization's productivity by automating many of these administrative processes, HR software can also support the organization on a strategic level, by helping one to recruit, develop and manage organization's most valuable resource: its people.

Students must be given exposure to some of the following Software:

BambooHR, HRM Direct, iCIMS talent Platform, The resumator, Halogen Talent management Suite, The Applicant Manager, Kronos Work Force Ready, Cornerstone Growth Edition, Sage HRMS, SutiHVM, Ramco HCM on Cloud, PeopleWork's solutions, Resume Parser An Innovative HR Software

D. Operations Lab

Product Lifecycle Management

The goal of product lifecycle management (PLM) is to provide an infrastructure that companies can use to improve product quality. This is achieved by creating a centralized system to organize all data on all products, from initial conceptualization, to manufacturing, to sale and eventually to recycling.

For large companies with geographically dispersed teams, managing these processes and integrating data from throughout the supply chain is a complex strategy that requires software to help automate and connect disparate technology solutions. PLM software is the technology that ties these solutions together.

PLM software can be thought of as an application designed to help users track all information around product design, production and consumption. PLM software integrates all technology and systems throughout the product lifecycle, from design and simulation technology to procurement and manufacturing solutions.

Supply Chain Management Software

Supply chain software refers to the range of tools that are designed to control business processes, execute value chain transactions and manage supplier relationships. While functionality in these systems varies tremendously, common features include purchase order fulfillment, shipping, inventory and warehouse management, and supplier sourcing.

Many supply chain management systems include forecasting, which helps companies manage the fluctuations in supply and demand by use complex algorithms and consumption analysis to evaluate buyer histories. Supply chain optimization software

can be an invaluable tool in maximizing production efficiency and planning for the future.

Inventory Management Software

For any business that deals with large numbers of physical products, whether assembling them into their final form, transporting them from one location to another or selling them in a wholesale or retail environment, effectively controlling inventory is crucial to success.

In product-based industries it's critical to maintain the right inventory levels. Ordering too much of a product leads to excess storage and/or overstock costs, while ordering too little (or the wrong) product can result in losing a sale, a customer or valuable production time.

Inventory management software is designed to optimize one's processes for ordering, storing and tracking inventory, so these kinds of problems don't happen. Depending on industry, it allows one to instantly determine on-hand inventory balances, track raw materials and stocked items, sort different and similar products, record works in progress and finished products, manage lots and more.

Industries that commonly use inventory control software include retail, distribution, manufacturing and construction.

Project Management Software

Project management software describes a range of solutions that allow individuals and teams to track the progress of complex projects from their conception to their completion and/or launch.

Project management software is designed to track the development of projects that take weeks, months, or years to complete, providing project managers and other team members a single access point for all the relevant information on any given project. The best project management software on the market will include (but is not limited to):

- planning;
- budgeting;
- invoicing;
- managing inventory;
- assigning human resources;
- tasking assignments (including tracking their progress and closing them out once complete);
- file sharing;
- and, bug reports.

The primary goal is to increase company efficiency by making the entire project cycle visible to all team members. Each team member is given their own login,

allowing them to customize their view, report progress on their own projects, and monitor the progress of others. Most employees find themselves to be more efficient in this environment, it allows people to identify problems before/as they arise, and it eliminates any question as to the current status of any outstanding tasks. It also provides a single access point for all company-related information, eliminating lost memoranda or documents.

Industries that commonly use project tracking software include construction, large-scale manufacturing (e.g., aerospace), software, high tech, research, and consulting/professional services. Help desk, quality control, and customer relationship management are additional uses for certain types of project manager software.

Students must be given exposure to some of the following Software:

Forecasting software, PLM, Project management, Prima Vera, Microsoft Project, REPLICON, Mavenlink, Vorex, Bill Quick, Clarizen, At Task, Time Fox, Webtech, Net suite Open Air, SIMMS Inventory Management, Fish Bowl Inventory, ACCTivate! Inventory Management, Digital Red book, Irms/WM Warehouse Management System, Eazystock, Jada SCP 4.0, SAP Distribution, JDA Software, Snapfulfil, U Route, Enterprise WMS and Interchange EDI, eBid eXchange, 3PL Warehouse Manager by 3PL Central, S C expert, FlexRFP, Shippers Edge, E2 Shop System, Global Shop Solutions One-System ERP, Epicor Manufacturing, Infor SyteLine ERP, MIE Trak PRO, EnterpriseIQ, EVO~ERP, Infor VISUAL ERP, Sage ERP X3, E-views, big data analytics

E. Information Technology Lab

Students must be given exposure to some of the following Software:

ERP, Business Intelligence / Data analytic software using SAS or R, E-views, big data analytics

M-401
Business Ethics & Corporate Governance (BE&CG)

Course/Paper : M-401	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 28	External Marks: 70
No. of Tutorial Hrs/week:00	Exam Time: 3 Hrs

Objective

- This course has been designed to create a mindset of value system among the students who are the future managers.
- The course aims to sensitize the students on ethical standards.
- The students will also be exposed to ethical problems and issues in various situations.

Section-A

Module	Course Description	Contact Hours
Module 1	Business Ethics: Meaning, Ethical Principles, Classification of Ethics-Descriptive, Analytic, Normative, Scope and Purpose of Ethics, Business Ethics and Management, Business Ethics and Moral Obligations, Importance of Ethics & Moral Standards.	4
Module II	Gandhian approach in Management & Trusteeship: Introduction to the Concept of Satya and Ahinsa, The Uniqueness of Gandhiji's Interpretation of Satya and Ahinsa, , Gandhian Trusteeship as an Instrument of Human Dignity, Relevance of Trusteeship Principle in Modern Business.	4
Module III	Ethical Issues: Ethics in Management, Marketing, Advertisements, Finance, Investments, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of <i>Swadhrama</i> .	3
Module IV	Indian Values- Relevance of values, Values at the Indian Work Place, Indian Perspective of Values for Managers, Universality of Values, Secular Values and Rationality.	3
Module V	Corporate Social Responsibility and Corporate Governance: Nature, Scope & Importance of Corporate Social Responsibility for Business, Meaning and Definition of Corporate Governance, Need for Corporate Governance, Excellence Through Corporate Governance.	4
Module VI	Indian Ethos: Relevance of Indian Ethos, Salient features of Indian Ethos, Evolution of Indian Management Thought, Difference between Western Management Thought and Indian Management Thought.	3
Module	Relevance of Bhagvad Gita: An Overview of Bhagvad	3

VII	Gita, Selective Extracts from Gita Relevant for Modern Day Managers, Modern Management Concept- A Relook from Gita's Point of View.	
Module VIII	Ethical Decision Making: Theory of Guna Dynamics, The Doctrine of Karma, The Theory of Sanskaras, Ethical Elements of Group Decision Making, Ethics and the Indian Manager, Rational Brain vs Holistic Spiritual Brain.	4

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- To study values/ CSR Initiatives of any two companies representing two different sectors. Students are required to give presentations on the same.
- Students to study Bhagvad Gita and extract out management concepts relevant in today's times.
- Students to study an Indian Company and an MNC and compare their Corporate Social Responsibility initiatives.
- The students may be given a term paper either individually or in group of 2 to 3 students on topic like:
 1. Important tenets of Vedant and their implication for social and spiritual implications.
 2. Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare.
 3. Important Values subscribed by great Leaders like, Shivaji, Maharana Pratap, Mahatma Gandhi, Vivekanand, etc., and their significance in guiding Human Behaviour.
 4. Relevant values as practiced by corporate leaders like Lala Shree Ram, Seth Jamnalji Bajaj, Sir Jamshetji Tata, and their role in empire building.
 5. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, Mukesh Ambani, Anil Ambani and their role models of corporate governance
 6. The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas ,if any, are resolved and also the system of corporate governance in those organizations

Recommended Books (Use latest edition)

Texts Book:

1. V. Balachandran, V. Chandrasekaran, Corporate Governance, Ethics and social responsibility, PHI Learning Pvt. Ltd. 2011 or Latest
2. S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hill, 2011 or Latest

Suggested readings:

1. Manuel G. Velasquez, Business Ethics concept and cases, PHI

<p>Learning Pvt. Ltd. 2012</p> <ol style="list-style-type: none"> 2. S K Chakraborty, Quality of worklife, Tata McGraw Hill 3. Kesho Prasad, Corporate Governance, PHI Learning Pvt. Ltd. 2011 4. U.C Mathur, Corporate Governance and business ethics MacMillan, 2009 5. Keshav Prasad, Corporate Governance, Prentice Hall Learning, 2009 6. Balachandran & Chandrasekaran, Corporate Governance & Social Responsibility, Printice Hall Learning, 2009 7. Prof. P. S. Bajaj & Dr. Raj. Agarwal, Business Ethics: An Indian Perspectives, Wiley India Editor, 2010 8. Roverta G. Monks, Nill Minow, Corporate Governance, Wiley India Editor, 2010 9. Frederickson & Ghere, Ethics in Public Management, Prentice Hall Learning, 2007 10. Das, Corporate Governance in India, Prentice Hall Learning, 2009

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Business Ethics
- IVEY Business Journal
- Vikalpa – A Journal for Decision Makers
- *IIMB Management Review (IMR)*
- Corporate Governance and Business Ethics, Springer
- SANKALPA: Journal of Management and Research (ISSN: 2231-1904), Volume 1, Issue 1 January 2011, Volume 1, Issue 2 July 2011, Special Issue September 2011, and Volume 2, Issue 1 January 2012, published by C K Shah Vijaypurwala Institute of Management, Vadodara
- Journal of Human Values published by Indian Institute of Management, Kolkata.
- IBA Journal of Management & Leadership published by Indus Business Academy, Bangalore.
- Kalyan Kalpataru published by Geeta Press Gorakhpur.

M-402
Project Management

Course/Paper : M-402	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- Explore students to all aspects of Project Management covering project identification formulation, planning, scheduling & control
- Enable students to acquire concepts, tools & techniques of project management
- Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Project Management Project management: concepts & types of projects, project organizations; Project management knowledge area. Project life cycle	4
Module II	Project appraisal Concept, Types of appraisal: Technical, Economic, Financial, Social appraisal of the Industrial Projects, Numerical on Economic, financial appraisals	6
Module III	Project scope management and break down structure Project scope, creating work break down structure (WBS); responsibility matrix , Activity relationship, Sequencing, activity duration, schedule development, Resource estimation, allocation & Leveling.	6
Module IV	Project networking Project networking, Networking techniques, critical path methods, network analysis, Network cost models -Crashing	5
Module V	Project procurement and contract administration Types of project procurement; Project procurement planning, source selection, project purchase contracts ; BOQ and SOQ preparation, Work contracts awards	5
Module	Project Quality Management	5

VI	Definition of -Project quality planning, quality assurance and quality control, Tools and techniques for project Quality planning, quality assurance and quality	
Module VII	Project Risk management Project Risk Management: risk identification, risk quantification Measuring risk; Contingency planning; scheduling resources; reducing project duration;	5
Module VIII	Project Performance analysis and closure Project performance evaluation: Concept of earned value ` , Schedule & cost Variance S' curves for project completion and cost comparison; <u>Materials reconciliation</u> ; Materials take out and balance returns; <u>Documentation completion</u> ; documentation index ; As built preparation : as built submission; equipment drawing submission; <u>Financial transactions completion</u> ; final bills submission ; bills clearance <u>Site clearance</u> ; Punch list preparation and clear ,project handing over to stake holders (internal or external); project final closure:	6

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component
<p>Case study related to project formulation & execution of chemical / petrochemical / automobile / building construction and / or event management</p> <ul style="list-style-type: none"> • Example /case for project responsibility matrix • Example / case for project appraisal • Example / case for scope management • Example / case for project Networking • Example / case for project quality management • Example / case for project risk management • Example /case for project performance and closure • Assigning specific situations to the students for developing a project plan and presenting the same in the class. • Feasibility analysis of a live project to be undertaken by the students. <ul style="list-style-type: none"> • Students to visit any two financial institutions and study the project appraisal criteria adopted by them.

Recommended Books**Text Books:**

1. Project Management (Step by Step) – Larry Richman –PHI
2. Project Management – Clifford F Gray , Erik W Larson- Mc Grawhill

Suggested Readings:

1. Project management (core text book) – Samuel J. Mantel, Scott M. shafer
2. Project management & control –Singh & Narendra
3. Pert & CPM – Dr BC Punmia, KK Khendelwal- Laxmi publication
4. Project management – Desai, Vasant
5. Project Management – K P Sharma- National publishing house- Dehli
6. Project Management – M R Agrawal
7. Fundamentals of Project Management - James P Lewis, Heritage Publishers, 2010.
9. M S Project 2010 Bible – Elaine Marmel- Willy publication
10. MS project 2010 - by CAD Desk
11. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata Mc-Graw Hill, 2002
12. John M. Nicholas, Project Management for Business, Engineering and Technology, Elsevier publications, 2008.
13. Goel B.S., Production and Operations Management, Pragati Prakashan, Merrut, 21 Edition, 2009

List of Journals/Periodicals/Magazines/Newspapers, etc.

Project Management Journals and Articles published in India and internationally such as International Journal of Project Management Association, Project Management Journal, Journal of Organizational Change Management, Project Manager Today Periodical, Journal of Productivity Analysis and use of Software like M.S. Project, SAP, etc. is encouraged.

M-403
Business Laws

Course/Paper : M-403	MBA Semester-IV
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective
<ul style="list-style-type: none"> To provide with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. To understand fundamental legal issues pertaining to business world to enhance ability to lead and delegate.

Section-A

Module	Course Description	Contact Hours
Module I	Contract Act, 1872: Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Capacity of Parties and Consideration, Free consent, Legality of object, Discharge of a Contract, Remedies for breach of contract and Quasi contract, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.	6
Module II	Partnership Act, 1932: Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, and Dissolution of firms.	5
Module III	Sales of Goods Act, 1930: Essentials of valid sales, Conditions and Warranties, Transfer of Property, Rights of Unpaid Seller, Performance of Contract of sale.	5
Module IV	Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange, Cheques, Crossed Cheques, Penalties in case of dishonour of Cheques.	6
Module V	The Companies Act, 2013 – Formation of Company Company, Kinds of companies. Incorporation of a company, Memorandum and Articles of Association. The Companies Act, 2013 – Functioning of Company: Prospectus – Contents, Abridged Prospectus & Red-Herring Prospectus. Directors: Appointment, Removal, Power & Duties, Meetings, Winding up.	5
Module VI	Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act, Procedure for complaints under the act, Relief available to consumers.	5
Module VII	The Information Technology Act, 2000 : Definitions, Digital Signature, Electronic Governance, Attribution,	5

	Acknowledgment and Dispatch of Electronic Records, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and adjudication, Offences.	
Module VIII	Environmental protection act, carbon credit, prevention and waste management	5

Section-B

**At Least one Case Study from each module
Questions will be case/inferences/application based**

Practical Component

- Students to collect prospectus, memorandum of association and articles of association of any two companies and present them in the class.
- Preparing a partnership deed for a hypothetical firm.
- Students to collect information about different documents necessary to be submitted for obtaining the digital signature certificate and present them in the class.
- Students should select real life cases from Government and/or Corporate world, study the same and make public presentation in the class.
- It is requested that students are taught to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

Recommended Books

Text Books:

1. S.S. Gulshan & G.K.Kapoor, Business Laws, New Age International, New Delhi, 2008.
2. B.S. Moshal, Mercantile Law, Ane's Books Pvt. Ltd., New Delhi, 2010.

Suggested Readings:

1. Kapoor G.K., Corporate Laws, Taxmann Publications, 2013.
2. Majumdar A.K. and Dr. Kapoor G.K., Company Law & Practice, Taxmann Publications Pvt. Ltd., New Delhi.
3. K. R. Bulchandani, Business Law, Himalaya Publishing house, 2009.
4. Prasad, Business and Corporate Law, Jai Bharat Publishers, 2007.
5. The Institute of Company Secretaries of India, A Comparative Study of Companies Act 2013 and Companies Act 1956, Taxmann Publications, 2013.
6. Corporate Laws 2013, Lexis-Nexis (2013).

List of Journals/Periodicals/Magazines/Newspapers, etc.

National Law Journal, Company Law Journal, Company Cases – The Corporate Law Weekly, Corporate Law Cases – A Journal of All Indian Reporter, International Journal of Information Processing, Business Standard, Indian Express, Times of India, Business World, Business India.

M-404
PROJECT WORK

Course/Paper : M-404	MBA Semester-IV
No. of Laboratory Hrs/week: 03	Internal Marks: 120
Total No of Laboratory Hrs: 42	External Marks: 80
No. of Tutorial Hrs/week: 00	Exam Time: 3 Hrs

Paper M-404 is a paper on Project Work. The project is real life short term corporate study.

The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute.

The problem identified during summer training can be carried over to fourth semester in Project Study.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the Supervisor of the project certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program.

There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Dean, Faculty of Management Studies (FOMS). The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

There shall be regular internal assessment and a time line to be followed according to the guidelines for project work. The guidelines for project work to be issued separately.

Extra 10 days for Project work will be given to the students after their last working day.

The guidelines for Project Work (M-404) during Fourth Semester MBA

INTRODUCTION:

Project work is an integral part of the academic curriculum of RTU MBA. It is an initiative to bridge the gap between knowledge and its application through a series

of interventions that will enable students of RTU MBA program to gain insights and exposure to the industry.

The Project Work has been positioned during fourth semester of the MBA program as it serves the twin purposes of providing critical business insights to students as well providing industry with graduates of a high caliber who are ready to get ahead in the world from day one.

OBJECTIVES:

- The objectives of conducting Project Work during 4th semester of MBA program are:
- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behaviour;

General Guidelines:

A. Nature of Project Work: The student will have to identify a Project Work in a business enterprise that matches the student's area of specialization. Project Work is a combination of In-plant study and a research project. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.

B. Duration of Project Work: The Project Work shall be done in fourth semester. Students are expected to take up work such as identifying the organization, finalization of topic and review of literature during the fourth semester and start the Project Work immediately after this.

C. Guide: Internal guide of the Project Work is a full time faculty member working in management department of respective institution with minimum of three years of experience. External guide is from the business organization where the student is carrying out his/her Project Work. Maximum of ten students can work under an internal guide. Internal guide is expected to be in continuous interaction with external guide during the course of the Project.

D. No two students of an institute shall work on the same problem in the same organization.

E. Schedule to be followed before commencement of Project

Activity	Time-line	Remarks
Identifying the Organization and Problem Identification	1 st week of 4 th semester.	Student individually identifies an organization and identifies problem for his / her study, according to his / her interest
Problem Statement	2 nd week of	His / her interests are discussed with

	4 th semester.	selected guides
Research design	3 rd week of 4 th semester.	Discussion with internal guide to decide on suitable design for the research
Synopsis preparation	4 th week of 4 th semester.	Preparation of synopsis* incorporating the Objectives
Presentation of synopsis	5 th week of 4 th semester.	The student will present Synopsis with the detailed execution plan to the Project committee** who will review and may (a) approve, (b) approve with modification or (c) Reject for fresh synopsis.
Approval status	6 th week of 4 th semester.	The approval status is submitted to HOD who will officially give concurrence for execution of the Project

***Synopsis: It is a 3 page document / hard copy to be submitted to the HOD with the signatures of Guide and the Student.**

Page1	Title, contact addresses of student - with details of internal & External Guide
Page 2	Short Introduction with objectives and summary (300 words), Review of articles/literature about the topic with source of information.
Page 3	Time-Activity Chart

****Composition of the Project committee**

1. Director/HOD
2. Domain expert from the department
3. Internal Guide

F. Schedule to be followed during Project

Activity	Time-line	Remarks
Understanding structure, culture and functioning of the organisation.	7 th and 8 th week of 4 th semester.	Student should understand products/services and problems of the Organization.
Preparation of research instrument for data collection	9 th and 10 th week of 4 th semester.	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First presentation)
Data collection	11 th and 12 th	Data collected to be edited, coded,

	week of 4 th semester.	tabulated and presented to the guide for suggestions for analysis. (Second presentation)
Analysis and finalization of report Submission of report	13 th and 14 th week of 4 th semester.	Students must use appropriate and latest statistical tools and techniques for analyzing the data (It is must to use latest statistical packages whose results should be shown in the report) (Third presentation) Final report should be submitted to the university before one week of the commencement of theory examination.

G. Evaluation:

Internal Evaluation: Internal evaluation will be done by the internal guide.

Viva-voce / Presentation: A viva-voce examination will be conducted at the respective institution where student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by the respective HOD / Sr. Professor of the department and an expert drawn from RTU institutions with minimum of 10 years of experience as appointed by the University.

Project work carries 200 marks consisting of 120 marks for internal evaluation by the internal guide, 80 marks for external evaluation through viva-voce examination

Format of the Project Work report: The Project Work report shall be prepared using word processor Viz., MS word, using Times New Roman font sized 12, on a page layout of A4 size with 1" margin on all sides and 1.5 line spacing. The Project Work report shall not exceed 40 pages.

H. Submission of report:

Students should submit the Project Work report in Hard copy and electronic data form also in PDF file (Un-editable format) to the Institute one week before the commencement of the examination.

I. Publication of research findings:

Students are expected to present their research findings in seminars / conferences / technical fests or publish their research work in journals in association with their

internal guide. Appropriate weightage should be given to this in the internal evaluation of the project report.

Contents of the Project Report

Cover page

A certificate from the Organization (Scanned copy of the certificate)

A certificate from the guide, HOD and Head of the Institution (Scanned copy of the certificate) indicating the bonafide performance of Project by the student.

Declaration (Scanned copy of the declaration) – An undertaking by the student to the effect that the work is independently carried out by him/her.

Acknowledgement

Table of contents

List of Tables and Graphs

Executive summary

Chapter 1 Introduction: Introduction about the Project, Topic chosen for study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted, Literature review and Limitations of the study

Chapter 2: Industry profile and company profile: (Promoters, Vision, Mission & Quality Policy, Products / Services profile, Areas of Operation, Infrastructure facilities, Competitors' information, SWOT analysis, Future growth and prospects and Financial Statement

Chapter 3: Theoretical background of the study – elaborative information on the subject chosen for better understanding and usage in the analysis.

Chapter 4: Analysis and interpretation of the data Collected with relevant tables and graphs. Results obtained by using statistical tools must be included.

Chapter 5: Summary of Findings, Conclusion and Suggestions / recommendations.

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.

Marks allocation for IV Semester Project Work report (M-404) Evaluation by Internal Guide

Sl No	Aspects	Marks
1	First presentation	20
2	Second presentation	20
3	Third presentation	20
4	Introduction and Methodology	10
5	Industry and Company profile	10
6	Theoretical Background of the Study	10
7	Data Analysis and interpretation	20
8	suggestions and Conclusion	20
	Total	120

Viva-voce conducted by HOD and an expert drawn from RTU institutions

Sl No	Aspects	Marks
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1	Presentation Skills	10
2	Communication Skills	10
3	Subject Knowledge	15
4	Objective of the study/Methodology	15
5	Analysis using Statistical tools and Statistical Packages	15
6	Findings and appropriate suggestions	15
	Total	80

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

Project Work report on
(Title of the Report)

BY

(Student Name)

(Roll No)

Submitted to

RAJASTHAN TECHNICAL UNIVERSITY

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name)
(Designation)

EXTERNAL GUIDE
(Name)
(Designation)

(Institute Logo)

Department of MBA
(Institute name with Address)
(Batch)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing Roll No (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Rajasthan Technical University, Kota.

Project Work report on "**(Title of Report)**" is prepared by him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Rajasthan Technical University, Kota, Rajasthan.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, **(Student Name)** , hereby declare that the Project Work report entitled "(Title) "with reference to "(Organization with place)" prepared by me under the guidance of (Guide Name) , faculty of M.B.A Department, (Institute name) and external assistance by **(External Guide Name, Designation and Organization)**.

I also declare that this Project work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Rajasthan Technical University, Kota.

I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University/Institution.

Place:

Signature of the student

Date:

This shall be the sequence of various pages in the report

- Title
- Certificate
- Abstract
- Acknowledgements
- Table of Contents
 - Executive Summary
 - Definitions and Notations
 - List of Tables
 - List of Figures and Charts
 - Chapter 1 Introduction
 - Chapter 2
 - ..
 - Chapter 7 Conclusions and Directions for further work
 - Bibliography
 - Annexure

TABLE OF CONTENTS

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 List of Tables
 List of Figures and Charts
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 Chapter 2. Industry and Company profile..... (Page Number)
 Chapter 3. Theoretical Background of the Study (Page Number)
 Chapter 4. Data Analysis and interpretation..... (Page Number)
 Chapter 5. Summary of Results and Findings (Page Number)
 Chapter 6. Suggestions (Page Number)
 Chapter 7. Conclusions and Directions for further work..... (Page Number)
 Bibliography
 Annexure

LIST OF TABLES

Table No	Particulars	Page Numbers
Table 4.1	Table showing ABC Analysis	
Table 4.2	Table showing FSN Analysis	
Table 4.3	Table showing EOQ	
Table 4.4	Table showing Stock of Raw Materials	

LIST OF FIGURES AND CHARTS

Chart No	Particulars	Page Numbers
Chart 4.1 Or Figure 4.1	Graph showing ABC Analysis	
Chart 4.2	Graph showing FSN Analysis	
Chart 4.3	Graph showing EOQ	
Chart 4.4	Graph showing Stock of Raw Materials	
Chart 4.5	Graph showing Raw Materials Turn Over Ratio	

BIBLIOGRAPHY**BOOKS:**

1. Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

1. Name of the Author, Title of the article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (pp)

WEBLIOGRAPHY

2. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

The report must not be more than 40 pages.

Group A [FINANCE]

III Semester Electives	
M-310	Security Analysis & Portfolio Management
M-311	International Financial Management
M-312	Management of Financial Services
M-313	Corporate Taxation
IV Semester Electives	
M-410	Financial Derivatives
M-411	Banking & Insurance
M-412	Treasury and Credit Risk Management

M-310
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course/Paper : M-310	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives: The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view: To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Section-A

Module	Course Description	Contact Hours
Module I	Overview of Securities market: Concept of Savings and Investments, security, stock market in India-primary and secondary market trends.	6
Module II	Regulatory Mechanism: SEBI, RBI, DCA, BFS. Terminology, trading mechanism; Investor Protection. Investment alternatives.	6
Module III	Concept of Portfolio: Primary market, secondary market and its operations, NSE, BSE, trading and settlement, Indices.	5
Module IV	Risk & Return: Concept of risk and return, sources, types and measurement.	5
Module V	Security Analysis: Equity and bond, valuation, fundamental analysis, technical analysis.	5
Module VI	Portfolio theory: Portfolio return, portfolio risk, portfolio diversification, single index model. CAPM, APT. Recent trends in Portfolio Management.	5
Module VII	Portfolio Management: Specification of investment objectives, Selection of Asset mix,	5
Module VIII	Formulation of portfolio strategy, selection of securities, portfolio execution, revision and performance evaluation.	5

Section-B**At Least one Case Study from each module****Questions will be case/inferences/application based****Practical Component**

- Valuation of shares, debentures and bonds.
- Problems relating to primary market (new issues).
- Computation of risk and return.
- Stock market indices.
- Options and futures, Forward & futures
- Indian capital markets reforms.
- Index construction methods.
- EIC analysis of any selected company.
- Selected tools of technical analysis.
- Use of Discounted Cash Flow technique for selection of stocks.
- Brief about Forward, Futures & Options.
- Application of CAPM theory.
- Creating a portfolio using Sharpe Portfolio Selection.
- Portfolio evaluation Mutual Fund Schemes. . . . etc

Recommended Books**Text Book(s):**

1. Reilly / Brown, Investment Analysis and Behaviour, TMH Latest Edition
2. Prasanna Chandra Investment Analysis And Portfolio Management, Tata McGraw Hill Latest Edition

Suggested Readings:

1. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House
2. Kevin, S., Security Analysis and portfolio Management, PHI Learning
3. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition
4. Gordon Alexander, William Sharpe and Jeffery Bailey Fundamental of Investments Pearson Latest Edition
5. P. Pandian Security analysis and Portfolio Management, Vikas Publishing, House Latest Edition
6. ZviBodie, Alex Kane, Alan Marcus and Pitabas Mohanty, Investments Tata McGraw Hill Latest Edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Security Analysis and Portfolio Management.

M-311
International Financial Management

Course/Paper : M-311	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To introduce the Students with the international financial environment and its implications in a globalised world.
- To Understand & analyze the recent developments and trends in global financial markets and global foreign exchange Marking
- To grasp and evaluate the international momentary system especially the IMF
- To know the foreign exchange rate mechanism.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to International Financial Management Concept, Theories, contents. Recent trends and challenges in international Finance.	5 Hours
Module II	International Monetary System: Concept, Evolution of International Monetary System, different exchange rate regimes. International monetary Fund and risk. Exchange rate mechanism.	2 Hours
Module III	International investment strategies: FDI and portfolio investment. International Financing sources and cost of foreign Borrowings. Cross currency management.	6 Hours
Module IV	Balance of payments: Concept, items, types of transactions, types of accounts and significance of BOPs: Disequilibrium in BOPs: its types, current account deficit and its implications. Remedial measures for correcting disequilibrium in BOPs	6 Hours
Module V	International Payments Gateway Exchange Risk Management – hedging	6 Hours
Module VI	Foreign Exchange Rate: Meaning, types and determinants of foreign exchange rate, Spot market and Forward Market. The Real Exchange Rate, Real Effective Exchange Rate (REER) Cross Rates. Foreign Exchange Rate Forecasting currency derivate.	6 Hours
Module VII	Exchange Rate Determination The Purchasing Power parity (PPP) Theory, The absolute form and the relative form, Interest Rate parity Theory.	6 Hours

	The Balance of Payments Theory.	
Module VIII	Global Financial Markets: Recent developments and challenges. Global foreign Exchange Markets: characteristics & recent trends	5 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).

Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.

Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, Exchange Rate Forecasting.

Recommended Books**Text Book(s):**

1. V. V. Sharan, International Financial Management, PHI - EEE Latest Edition
2. Eun & Resnick, International Financial Management Tata McGraw Hill Latest Edition

Suggested Readings:

1. Alan Sharpio, Multinational Financial Management John Wiley Publication Latest Edition
2. Siddaiah, Thummluri, International Financial Management, Pearson.
3. Avadhani , V. A., International Financial Management, Himalaya Publishing House
4. Sinha P. K. and Sinha Sanchari: International Business Management. Excel Books
5. Apte, International Financial Management, Tata McGraw Hill Publishing Company Ltd.
6. Chrunilam, Francis, International Economics ,Tata McGraw Hill Publishing Company Ltd.
7. Eitemen , Stonhill and Moffett, Multinational Business Finances, Pearson
8. C. Jeevanandan, Foreign Exchange & Risk Management, Sultan Chand Latest Edition
9. Siddieh, International Financial Management PHI Latest Edition

10. P. G. Apte International Financial Management PHI Latest Edition
11. O. P. Agrawal International Financial Management Himalaya Latest Edition
12. E. Clark International Financial Management Cengage Latest Edition
13. MadhuVij International Financial Management Excel Books Latest Edition
14. J. Madura International Financial Management South Western Publication Latest Edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Journal of Finance , Monetary Economics – ICFAI Journal, Money & Finance (ICRA Bulletin), Public Finance, Treasury Management – ICFAI Magazine, Business Standard, The Economic Times, Financial Express, CFA Reader, Business Today, Business India, Business World, Finance India

M-312
Management of Financial Services

Course/Paper : M-312	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

The objective of this subject is to focus on research, Strategy and application specific to decision making in the highly competitive rapidly growing service sector.

Section-A

Module	Course Description	Contact Hours
Module 1	Management of Financial services: Concepts, Evolution and Objectives Financial system: Content, Feature and Trends. Structure of Indian Financial System: An overview.	6
Module II	Banking Services: commercial. Development, Investment and International banking – issues, trends and challenges.	5
Module III	Central banking (Regulator): issues and challenges. Reserve Bank of India: Traditional and promotional functions and its role in bank management & regulation.	5
Module IV	New instruments of money market: call money, Treasury Bills (TB), Commercial paper (CP), Certificates of deposits (CD), Participation certificates (PC), Repo Transactions.	6
Module V	Merchant Banking: Nature functions, scope & regulation. An overview of current merchant Banking. Micro finance – product & process innovation.	5
Module VI	Lease financing and hire Purchase – Industry, Size and scope, evaluation of lease transaction.	5
Module VII	Factoring , forfeiting, Discounting, Real estate financing, consumer credit and plastic money – concept, working and Uses.	5
Module VIII	Insurance and mutual finest: concept, issues and challenges. Role of IRDA and AMF.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study of any merchant banker in appraisal of projects, designing capital structure and instruments.
- Study of financial evaluation of any mutual fund.
- Study of fund raising by any real Estate company.
- Prepare a Financial Plan for a Person / Manager / Entrepreneur / Director / CEO of a Company / Bank / Insurance Agent, considering his / her current expense level, future needs of family, retirement age and contingency funds.
- Students can study the procedure for opening a Savings account and a Current Account.
- Students can understand the criteria to be noted to Identify a true currency note.
- How to write and present a cheque
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the Calculation of EMI.
- Students can study functioning of net Banking
- Students can study the Credit card and debit card procedure and account statements.

Recommended Books:**Text Book(s):**

1. Gordon & Natarajan, Financial Markets and Services, 7/e, Himalaya publishing, 2011.
2. Khan M.Y, Financial services, 6/e, McGraw Hill, 2011.

Suggested Readings:

1. Shekar & Shekar, Banking Theory and Practice, Vikas, 20/e, 2011.
2. Vij & Dhavan, Merchant Banking & Financial services, 1/e, McGraw Hill, 2011.
3. Machiraju, Indian Financial System, 4/e, Vikas, 2010.
4. Shanmugam, Financial Services, Wiley India, 2011.
5. Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
6. Tripathy, Naline Prava, Financial Services, PHI Learning.
7. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
8. Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
9. Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
10. Padmalatha & Justin Paul, Management of Banking and financial services, 2/e, Pearson, 2010.
11. Pathak, Indian Financial System, Pearson Education, 3/e, 2011.
12. Machiraju H. R, Merchant Banking: Principles and Practice, New Age International.
13. Khan M. Y, Indian Financial System, 7/e, TMH, 2011.

14. Gordon & Natarajan, Banking Theory, Law and Practice –, 22/e, Himalaya, 2011.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard

The Economic Times

The Chartered Accountant

The Chartered Secretary

Financial Express

Chartered Financial Analyst

Business World

Business Today

M-313
Corporate Taxation

Course/Paper : M-313	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives

To enable students:

- understand the various direct and indirect taxes and their implications.
- plan and compute the direct and indirect taxes.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Direct Taxes: Income tax, Exempted income. Head of income, Salary, House property, Business & profession, capital gain & other sources.	6
Module II	Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.	5
Module III	Introduction to Indirect taxes: Central sales taxes, service tax, Excise duty and CENVAT. VAT– Introduction	5
Module IV	Tax planning: Concept, Nature, scope and significance. Problems of tax planning. Organizational problems of tax Management. Tax- evasion and tax avoidance. Tax- Consideration in specific managerial decisions.	5
Module V	Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses.	5
Module VI	Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review.	5
Module VII	Wealth Tax: Charge & scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal & revision.	6
Module VIII	Central Excise Act, 1994 & Excise planning. Customs Act and Customs duties planning.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a Tax Practitioner or Chartered Accountant.

Students should do

- Computation of total income and tax for individual (Salary only),
- Computation of service tax, Exercise duty and VAT,
- Tax planning for individual & Corporate houses.
- Tax Planning for employees remuneration, Computation of net wealth and wealth tax.
- computation of central excise and custom duty

Recommended Books:**Text Book(s):**

1. Dr. Vinod K Singhania & Dr Monica Singhania, Corporate Tax Planning and Business tax Procedures, Taxmann Publication, Latest Edition
2. Girish Ahuja & Ravi Gupta, Direct Tax Laws & Practices, Bharat Law House, Latest Edition

Suggested Readings:

1. Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice, Taxmann, Latest Edition
2. H P Ranina, Corporate Taxation, Orient Law House, Latest Edition
3. Paolo M Panteghini, Corporate Taxation in a dynamic world, Springer, Latest Edition
4. Lakhotia, R. N., Corporate Tax Planning
5. Pooter, Monroe & Steward, Tax Planning with Precedents

List of Journals/Periodicals/Magazines/Newspapers, etc.

Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, Financial Express, Chartered Financial Analyst, Business World, Business Today.

M-410
Financial Derivatives

Course/Paper : M-410	MBA Semester-IV
No. of Lecture Hrs/week: 3	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives

The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis and application for hedging, speculation and arbitrage. Students are apprised of the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation and trading strategies of derivative market. They are also required to frame their own trading strategies in the volatile market

Section-A

Module	Course Description	Contact Hours
Module 1	Derivative Markets and Instruments : Introduction, Types of Derivatives in India	7 Hours
Module II	Derivative Markets: Emerging trends. Elementary principles of derivative pricing. Regulation of derivatives trading in India.	7 Hours
Module III	Forward Market and contracts: concept, The structure of global forward markets, types of forward contracts: Equity forwards, bond and interest rate forward contracts, currency forward contracts .pricing of commodity forwards.	7 Hours
Module IV	Futures Markets and contracts: concept, public standardized Transactions. The clearing house, Daily Settlement and Performance Guarantee Regulation.	7 Hours
Module V	Future Trading, The clearing house margins and price limits, Delivery and cash Settlement, Futures Exchanges, Type of Futures contracts.	7 Hours
Module VI	Swap Markets and contracts: characteristics of swap contracts, Termination of swap. The structure of Global Swap Markets, Types of swaps: currency swaps, Interest rate swaps, Equity Swaps, commodity and other Types of swaps.	7 Hours
Module VII	Options: Fundamentals of options, types, trading strategies- Uncovered, covered, spread. Combination of calls and puts. Put- calls parity. Payoff values. Binomial options pricing model, Black scholes options pricing model. Currency options, interest rate options and options	7 Hours

	on futures.	
Module VIII	Risk Analysis and Management: Risk measurement and management framework, option's Greeks: delta, gamma. Vega. theta, rho. Hedging. Trading Mechanism, clearing and settlement.	7 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Analyzing Various Derivative Contract Specifications from Exchanges
- Mark to Market Margin Calculation on Real time data from Exchanges
- Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account
- Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price
- Forming of different futures and options trading strategies with the real time data from Exchange
- Forming of Hedging with real time data from commodities and currency Exchanges Valuation of equity forwards.
- Bond and interest forward contracts.
- Pricing of commodity forwards.
- Future – trading.
- Delivery and cash settlement.
- Valuation of options and futures. Analysis and Management of risk.

Recommended Books:

Text Book(s):

1. Sundaram Janakiraman, Derivatives and Risk Management, Pearson Education Latest Edition
2. Rajiv Srivastava Derivatives & Risk Management, Oxford University Latest Edition

Suggested Readings:

1. Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
2. Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
3. John, C. Hull, Options, Futures and other Derivative Securities, PHI Learning
4. Keith, Reqhead, Financial Derivates an Introduction to Futures, forwards, options and SWAPs, PHI Learning
5. John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition
6. Rene M. Stulz, Risk Management & Derivative, Cengage, Latest Edition
7. David A. Dubofsky and Thomas W. Miler, Derivatives Valuation and Risk Management Oxford University Press, Latest Edition

8. O.P.Agrawal, Financial Derivatives and Risk Management, Himalaya, Latest Edition
9. Vohra & Bagri Futures and Options, Tata McGraw hill, Latest Edition
- 10.** Madhumati and Ranganatham, Derivatives & Risk Management, Pearson Latest Edition
11. CFA Institute, Derivates and Alterative Investment.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE, SEBI, FMC, RBI Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management

M-411
BANKING & INSURANCE

Course/Paper : M-411	MBA Semester: IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking & Insurance services will enable the management student to have an insight to the core services sector and how it works.

Section-A

Module	Course Description	Contact Hours
Module 1	Management of Banks: The Indian banking system an overview, structure of financial institutions, sources of bank funds, uses of funds, credit monitoring.	7
Module II	Monetary Policy: Basic concepts, implications for bank management.	7
Module III	Banking Functions and Retail banking: Mandates and power of attorney, retail banking-trends, emerging issues, Branding and positioning	7
Module IV	Technology of Banking: Concept, evolution and challenges of e-banking.	7
Module V	Insurance Services: Concepts, features of insurance contracts, Privatization and Insurance Industry, Challenges and Trends, types of insurance products.	7
Module VI	International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees	7
Module VII	Indian Insurance Sector: The insurance sector, changing scenario of Life Insurance Sector, IRDA, ECGC.	7
Module VIII	Banks and Insurance services in India: The industry, Challenges, opportunities.	7

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students can Understand Universal Banking & Cross Selling concepts adopted

by banks

- Students can Understand Customer Profiling aspects adopted by banks
- Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)
- Study an issued insurance policy
- List out all the insurance companies operating in India in both PSU & Private space and submit the report on the same
- List out the names of banks that have tie-ups with various insurance companies (for example – Karnataka Bank tie-up with Met Life Insurance Co.) and submit the report on the same
- Write about Third Party Administrator (TPA) in a mediclaim policy
- Departmental Set up of Nationalised & Private Banks
- Broad differences in Functions of Reserve Bank, State Bank, Nationalised and cooperative Banks
- Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals
- Awareness of Insuring life among general public.

Recommended Books:

Text Book(s)

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Jyotsna Sethi and Nishwan Bhatia, Elements of Banking & Insurance, PHI, 2009.

Suggested Readings:

1. Koch W, Timothy, and S. Scott, Bank Management, Cengage Learning, New Delhi.
2. Mohapatra and Acharya, Banking and Insurance, Pearson, 2012.

List of Journals/Periodicals/Magazines/Newspapers, etc.

The Indian Banker, The Bank Quest, Journal of Banking and Finance, Periodicals and Newsletters from National Institute of Bank Management (NIBM), Reserve Bank of India, and other Public and Private Banks, International Banks, etc including e-Newsletters and Websites of various Banks. Journal of Finance, Journal of Finance and Economics,

M-412
Credit and Risk Management

Course/Paper : M-412	MBA Semester: IV
No. of Lecture Hrs/week:03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives

Modern Financial Institutions are Operating in an environment of risk and Uncertainty. The global financial Scenario is very dynamic and Changing with robust pace, hence financial Institutions especially the banks and insurance companies are confronted with and exposed to great risks. The objective of this course is to develop insight to understand clearly the contemporary issues related to Credit and risk Management and also to acquire skills in managing the risks.

Section-A

Module	Course Description	Contact Hours
Module 1	The Concept of Credit , credit creation process by Commercial banks and its limitations	7 Hours
Module II	Monetary / credit policy : Meaning and objectives Instruments of credit control , Efficacy of monetary Policy in Credit Management	7 Hours
Module III	Credit Rating : The Concept, Factors Considered in Credit rating , limitations to credit rating. Individual and Corporate Credit rating, Agencies of credit rating in India-CRISIL, ICRA, CARE, Duff and Phelps and others. Types and Methods of credit rating	7 Hours
Module IV	NPAs : Concept, magnitude & management, issues and present policy of RBI, securitization act.	7 Hours
Module V	Risk Evolution , Types and Management	7 Hours
Module VI	Assessment of Specific Functional Risks – Banking, Insurance	7 Hours
Module VII	Managing Insurance Risk : Life and Non – Life Insurance sectors.	7 Hours
Module VIII	Managing Risk for Investors - Mutual Fund and Capital Market.	7 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study of credit creation process of any commercial bank
- Study of creation rating of any financial institution
- Study of NPAs of any bank
- study of calculation of risks of any Life and non – life insurance Company
- Students can visit a treasury department of a bank and study the treasury management activities and submit a report.
- Students can study the risk management criteria adopted by banks relating to Asset backed and non asset backed (Housing loan/Personal loan)

Text Book(s)

1. P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House Latest
2. S. Arunajatesan & T R Viswanathan, Risk Management and Insurance Macmillan Latest

Reference Books

1. George E Rajda, Principles of Risk Management and Insurance, Pearson Latest
2. Gordon & Gupta, Banking and Insurance, Himalaya Publishing House.
3. Vivek & Asthana P. N., Financial Risk Management, Himalaya Publishing House.
4. Murli & Subbakrishn, Bank credit Management, Himalaya Publishing House.
5. Gupta, P. K., Insurance and Risk Management, Himalaya Publishing House
6. Bhattacharya, K. M., Risk Management in Indian Banks. Himalaya Publishing House
7. Avadhani, V. A., Financial Services in India, Himalaya Publishing House.
8. Desai, VA, Financial markets and Financial Services Management, Himalaya Publishing House.
9. Ray, Christina, Extreme risk Management: Revolutionary Approaches to Evaluating and Measuring Risk, McGraw Hill.
10. Bernstein, Willia, The Intelligent Asset Allocator: How to Build your portfolio to maximize Returns and minimize Risk.
11. Vijayaraghvan, G, Bank credit Management (Text and cases), Himalaya Publishing House.

List of Journals/Periodicals/Magazines/Newspapers, etc

- Insurance and Risk Management, ICFAI Publication
- Insurance Journal
 - Risk and Derivatives

Group B [MARKETING]

III Semester Electives	
M-320	Integrated Marketing Communication
M-321	Retail Management
M-322	Sales and Distribution Management
M-323	Product & Brand Management
M-324	Business to Business marketing
M-325	Strategic Marketing
M-326	Managing Corporate Relations
IV Semester Electives	
M-420	Consumer Behavior & Market Research
M-421	Marketing of Services
M-422	International marketing management
M-423	Rural Marketing
M-424	Direct marketing
M-425	Internet Marketing
M-426	Customer Relationship Management
M-427	marketing of Innovation

M-320
Integrated Marketing Communication

Course/Paper : M-320	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To equip participants with strategies, plan, and implementation of a multi-channel communications program in synergy with the other marketing mix strategies.
- To develop an understanding of the economic justifications for marketing communications.
- To sensitize the students to legal and ethical considerations in the formulation and the implementation of marketing communications strategy.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools, Models of consumer responses.	5 Hours
Module II	Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.	5 Hours
Module III	Advertising Budgeting and Advertising agency: Advertising budgeting methods, Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client-agency relationship.	5 Hours
Module IV	Creative Strategy: Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, copy principles for print advertising and broadcast copy, Advertising art-Layout-Functions and Types.	6 Hours

Module V	Media planning & Scheduling : Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix -print, Broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Developing and Implementing Media strategies, Media Scheduling.	6 Hours
Module VI	Sales-Promotion, Direct Marketing, Personal Selling: Sales-promotion objectives, Consumer-oriented sales promotion tools, Trade-oriented sales promotion tools, Designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process.	6 Hours
Module VII	Event, Public Relations, Interactive Marketing Key elements of Events and Sponsorship, Concepts of promotion and pricing in events. Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing -Meaning, Components.	4 Hours
Module VIII	Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program Evaluating the social, ethical and economic aspects of advertising and promotion.	5 Hours

Section-B

**At Least one Case Study from each module
Questions will be case/inferences/application based**

Practical Component

- Study the IMC programs adopted by any FMCG marketing firm of your choice and assess how effectively has the company mixed and matched marketing communications.
- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles, soaps, shampoos, cars etc.
- Choose a popular event. Assess its sponsors and evaluate how they are building brand equity with their sponsorship and how are they integrating the event with other marketing communications.
- Take an advertisement introducing a new product like car, LED TV and find the media in which it was advertised. Ask your classmates if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
- Evaluate the Web site for two major brands, for example, Nike, Levi's, Adidas and record your observations.
- From a current issue of *Business India* or *Business Today* magazine, decide which

print ad you feel is the best and which ad you feel is the worst and note your observations for the same.

- Perform a comparative analysis of Point-of-purchase displays for a product/service category.
- Study on ethical, legal and social aspects of advertising and communication along with the legislative self regulatory controlling advertising and promotions in India.

Recommended Books (Latest Edition)

Text Books:

1. George E. Belch & Michael A. Belch: Advertising & Promotions, An Integrated Marketing Communications Perspective, Seventh Edition, Tata McGraw Hill, 2010.
2. Kruti Shah, Alan D. Souza, Advertising & Promotions: An IMC Perspective, Tata McGraw Hill, 2009.

Suggested Readings:

1. Clow Kenneth E, Baack Donald: Integrated Advertising, Promotion and Marketing Communications, Prentice Hall of India Pvt. Ltd., 2010.
2. SA Chunawalla, K.C.Sethia, Foundations of Advertising, Theory and Practice, Himalaya Publishing House, 2010.
3. Aaker, David A., Myers John, G., and Batra, Rajiv: Advertising Management, Pearson Education, 2009.
4. Russel, J. Thomas and Lane, Ronald: 'Kleppner's Advertising Procedure', Pearson Education, 2005.
5. Dunn, S. Watson and Barban, Arnold M: Advertising – Its Role in Modern Marketing, The Dryden Press
6. S. H. H. Kazmi and S. K. Batra: Advertising and Sales Promotion, Excel Books, 2009.
7. John Philip Jones: How to Turn Advertising Expenses into Investments, Pearson Education, 2005.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Advertising, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" –Journal of Indian Institute of Management, Ahmadabad, "Management Review"- Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management & Research, etc.

M-321
Retail Management & Franchising

Course/Paper : M-321	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To expose students to the different ways of approaching the retail marketplace, to learn a set of retail marketing principles and to feel more confident about practical uses of retail marketing.
- To create a comprehensive application of marketing concepts to the discipline of retail management and franchising.
- To provide an understanding of specific retail marketing concepts like store design, visual merchandising, retail location strategies, management of private labels.

Section-A

Module	Course Description	Contact Hours
Module 1	Overview of Retailing: Evolution of Indian Retail Industry, Importance of Retailing, Functions of Retailing, Retail Organization and Retail Formats.	5
Module II	Research in Retailing and Retail Customer: Retail Research – importance and scope, Shopping Behavior of retail customers. Retail Buying Process.	5
Module III	Store Location and Merchandise Management: Retail Store Location Strategies, Store Design and Layout, Types of Layout, Visual Merchandising and Atmospherics, Visual Merchandising Techniques, Elements of Merchandise Management.	7
Module IV	Marketing Strategies for Retailing: Retail market Strategies, Retail Marketing-Mix Strategies, Retail Pricing strategies, Retail Promotion Mix	7
Module V	Managing Retail Business: Customer relationship management, Overview of Human Resource Management in Retail Organization and Retail information systems. Retail Supply Chain Management	6
Module VI	Store Management: Responsibilities of Store Manager, Problem at Retail Centers, Store Record and Accounting System – EDI and bar coding, Material Handling in Stores	4

Module VII	Emergence of Organized Retailing: Organized Retailing and Online Retailing in India, Retailing in rural India, FDI in retailing, Role of IT in retailing,	4
Module VIII	Franchising: Introduction to Franchising in India, Types of Franchising Agreements, Strengths and Weaknesses of Franchising, Key Franchising Agreements in India.	4

28**Section-B**

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Interview a retail salesperson and write a brief report about what they like and dislike about their jobs, their salary, store management, sales quotas, why they chose a sales career, and what does it take to succeed in sales profession.
- Visit a kirana store and a supermarket and compare the following: a) store arrangement b) Number of brands carried c) pricing policies (discount policy) d) service quality e) retail sales personnel behavior.
- Visit any modern retail format (Department store, hypermarket, mall, etc.) and study operational dimensions of retailing, location strategies, pricing policy, visual merchandising and other facilities.
- Take a trip to a supermarket. Observe the number of private labels and assess the categories in which you think private labels might be successful and why?
- Study any one franchisee model in India like Domino's, McDonald's etc. and make a presentation in the class.

Recommended Books**Text Books:**

1. Berman, Barry and Joel R Evans: Retail Management, A Strategic Approach, Pearson Prentice Hall, 2008.
2. Lamba A.J., The Art of Retailing, Tata Mc Graw Hill, 2007

Suggested Readings:

1. David Gilbert: Retail Marketing Management, Prentice Hall, 2003.
2. K V S Madan: Fundamentals of Retailing, Tata Mc Graw Hill, 2009
3. Gibson G Vedamani: Retail Management: Functional Principles and Practices, Jaico Publishing House, 2004.
4. Michael Levy, Barton A Weitz: Retailing Management, Tata McGraw Hill, 2005.
5. James R. Ogden and Denise T. Ogden: Integrated Retail Management, biztantra, 2008.
6. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava: Retail Management, Oxford University Press, 2010.
7. Swapna Pradhan: Retailing management, Text & Cases, Tata McGraw Hill, 2009.
8. P.K. Agarwal, N.C. Bansal, Rajan Yadav, Manoj Kumar, Retail Management,

Pragati Edition, First Edition, 2008.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Retailing, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.

M-322
Sales Distribution and Logistics Management

Course/Paper : M-322	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To familiarize the students with the importance of gaining market access and coverage as well as providing customer services through proper design and management of sales force, marketing channels, physical distribution systems in the context of the Indian marketing environment.
- To make the students understand the key principles of organizing and managing Sales force.
- To make the students aware of the key principles in designing, managing, evaluating, and modifying marketing channels and physical distribution system in the context of changing Indian marketing environment.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Sales Management, Process, Role of Sales Manager, Qualities of a Successful Salesman.	4
Module II	Concept of Personal Selling: Sales Management and Salesmanship, Process of Personal Selling. Buyer Seller Dyad	6
Module III	Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	8
Module IV	Sales Force Management I: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force.	5
Module V	Sales Force Management II: Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluating the sales force performance.	4
Module VI	Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels	5
Module VII	Distribution Channel Management: Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.	4
Module VIII	Physical Distribution Management: Components of Physical Distribution - Transportation, Warehousing and Inventory Control System, IT and Logistics Management	6

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Identify any FMCG product and study how the Sales & Distribution activity operates in the market.
 - a) To do this assignment the groups will visit the local wholesale & retail markets where that product is sold; chart the complete flow backwards and forward as relevant for geographical area; study all elements affecting distribution;
 - b) Map the Sales structure of the company and the sales force deployed to cover the markets, including details of their territorial alignment, beat plan, reporting norms.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating.
- What to do to increase business with distribution partner?
- How to sale and how to forecast Sales
- How to take Budgeting Decisions
- How to Employing the right people and developing a team
- How to Developed sales strategies
- How to Use technology to improve sales
- How to Set Goals together
- Trainings for distributor's sales and technical support
- Monthly newsletters to the distributors with product and other news
- Quarterly supply of updated sales and technical presentations
- Provision of samples, demo and evaluation units.
- Regular "value-added" meetings
- Sales activities
- Define target customers' groups in specific industry sectors
- Pro-active search for key players in defined verticals

Recommended Books (Latest Edition)

Text Books:

1. Still, Richard R.; Cundiff, Edward W.; Govoni, Norman A. P, Sales Management: Decisions, Strategies, and Cases, Prentice Hall, 2006.
2. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 2011.

Suggested Readings:

1. Earl D. Honeycutt, John B. Ford, Antonis C. Simintiras: Sales Management: A Global Perspective, Routledge Group, 2003.
2. Robert L. Jolles: Customer Centered Selling, The Free Press, 2000.
3. Donald J. Bowersox: Strategic Marketing Channel Management, Tata McGraw-Hill
4. Stern, L. W., El Ansari, A. I. Coughlan, A. T.: Marketing Channels. Prentice Hall
5. Pingali Venugopal: Marketing Channel Management, Response Books, 2008.
6. Bowersox, Strategic Marketing Channel Management
7. Futrell, Fundamentals of Selling, Tata McGraw Hill, 2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Retail & Distribution Management, Journal of Marketing, Journal of Personal Selling and Sales Management, Journal of Purchasing and Supply Management.

M-323
Product & Brand Management

Course/Paper : M-323	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To present a contemporary view of the role of Product and Brand management in marketing-mix decisions.
- To equip the students with the various dimensions of product management such as new product development, product life cycle, and product-line decisions.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.
- To develop a critical understanding of the processes involved in building & managing brands and brand equity.

Section-A

Module	Course Description	Contact Hours
Module 1	Product Offering Decisions: Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product Characteristics and Classifications, Product and services Differentiation, Product Life-Cycle Marketing Strategies.	8
Module II	Setting Product Strategy: Product-Mix Decisions, Product-Line Strategies, Product-Mix Pricing, Packaging and Labeling Decisions, Product Manager's role in organization, New Product Development, Consumer-Adoption Process.	6
Module III	Brand Management: Concept of a brand, Types of brands, Strategic Brand Management Process. Brand Building Blocks	4
Module IV	Identifying and Establishing Brand Positioning and Values: Concept of Brand Positioning, Choosing Points-of-Difference and Points-of-Parity, Positioning Strategies, Repositioning strategies.	4
Module V	Managing Brands: Brand Personality, Elements of Brand personality. Brand Awareness, Brand Loyalty. Brand Identity-concept and sources, Designing brand identity - Kapferer's Brand Identity Prism,	6

	Brand Image.	
Module VI	Understanding Brand Equity: Brand Equity – Definition and Significance, Brand Equity Models, Building brand equity, Brand Value and Brand Strength, Measuring brand equity-Cost Based Method. Price Based Method, Customer based Method.	6
Module VII	Branding Strategy: Designing and implementing Branding Strategies- name , symbol, slogan. Brand Extension- Meaning, Types, Need, Advantages & Disadvantages, Evaluating Brand Extension Opportunities, Reinforcing and revitalizing brands.	6
Module VIII	Managing Brands over Geographic Boundaries and Market Segments: Advantages and disadvantages of Global Marketing Programs, Standardization versus Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Make a list of ten of your favorite brands and evaluate reasons that have positively contributed towards their likeability.
- Visit a supermarket and assess the brand elements in various brands of soaps, shampoos, tea, biscuits and other products.
- Study your favorite brand characters and evaluate their contribution in building brand equity.
- Choose one FMCG brand and one Consumer Durable brand, analyze their positioning and suggest ways to reposition them?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions.
- Pick an FMCG brand, a consumer durable and a service brand and attempt to identify its sources of brand equity. Assess their level of brand awareness and the strength, favorability and uniqueness of their associations.
- Consider some groups like P&G, HUL, Dabur, etc and analyze their branding strategies in Indian context.

Recommended Books (Latest Edition)

Text Books:

1. Kevin Lane Keller: Strategic Brand Management Pearson Education, 2011.
2. Kirti Dutta: Brand Management- Principles and Practices, Oxford University Press, 2012.

Suggested Readings:

1. Moore William L., Pessemer: Product Planning & Management, McGraw Hill International.
2. Lehmann: Product Management; Tata McGraw Hill International, 2005.
3. Tycott, Paul: Innovation Management and New Product Development, Pitman, London, 2013.
4. Kapferer, Jean Noel: The New Strategic Brand management, Kogan Page, 2000.
5. David A. Aaker: Building Strong Brands; the Free Press.
6. Harsh V Verma, Brand Management: Text and Cases, Excel Books, 2006.
7. David A. Aaker: Brand Portfolio Strategy, Free Press, 2004.
8. S.A. Chunawalla, Brand Management, Himalaya Publishing House, 2006.
9. M. G. Parameswaran: Building Brand Value, Tata McGraw-Hill, 2006.
10. Subroto Sengupta: Brand Positioning, Tata-McGraw-Hill, 2005.
11. S. Ramesh Kumar: Managing Indian Brands, Vikas Publishing House, 2001.
12. Subroto Sengupta, Brand Positioning, Tata McGraw-Hill.

List of Journals/Periodicals/Magazines/Newspapers, etc.
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Journal of Product & Brand Management, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa"-Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.
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M-324
Business to Business Marketing

Course/Paper : M-324	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective
<ul style="list-style-type: none"> To bring out the distinctive aspects of Business-to-Business (B2B) Marketing and the need for a B2B paradigm. To explain how business firms are to be understood as customers and the significant differences in segmentation bases between the business market and consumer market. To give exposure to the various tools, techniques, and procedures appropriate to B2B Marketing. To enhance their problem-solving and decision-making abilities in the real life business situations.

Section-A

Module	Course Description	Contact Hours
Module 1	Dimensions of Industrial Marketing: Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment,	6
Module II	Industrial Buying: Organizational buying , Buying models, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Ethics in Purchasing.	5
Module III	Market Segmentation: Market Segmentation, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Choosing market segments, Positioning Strategies, Industrial Market Research.	5
Module IV	Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products Business Service Marketing: Special Challenges.	5
Module V	Formulating Channel Strategy: Industrial Distributor, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics &	5

	Physical Distribution, Total Cost approach customer service, assessing customer service, Role of Sales Agent and their drawbacks,	
Module VI	Pricing Strategies: Price Determinants, Pricing Strategies, Competitive Bidding, Leasing	5
Module VII	Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media ,budgetary support, evaluation of advertising-sales Promotion- in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce	6
Module VIII	Management of Sales Force: Managing the Industrial Sales Force, Recent trends in B2B	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Conduct one week of Industry survey in the context of B to B marketing by visiting the companies or shops near the institutes The data collected can be analyzed using appropriate statistical software and submit the report
- Students may from there market experience "discuss an example of a decision that was made and how the decision -making process passed through each of the eight phases as outlined in the buy -phase model.
- Students may discuss the business needs to develop a marketing strategy and formulate a marketing plan and shall Identify and discuss the elements of a business strategy.
- Visit any business unit and understand the various philosophies which influence buyers purchase decision actions. Discuss these purchase philosophies and how each affects the types of relationships in which a company can engage.

Recommended Books (Latest Edition)

Text Books:

1. Michael D. Hutt & Thomas W. Speh: Business Marketing Management: B2B, Ninth India Edition; Published by Thomson South-Western, 2012.
2. Ross Brennan, Louise Canning, Raymond McDowell, Business-to-Business Marketing, Sage Publications, 2011.

Suggested Readings :

1. Vitale Giglierano: Business To Business Marketing; South-Western/Thomson Learning, 2002.
2. Robert R. Reeder, Edward G. Brierty, Betty H. Reeder: Industrial Marketing Analysis, Planning & Control, Prentice Hall.

3. Steve Minett, B2B Marketing: Financial Times/Prentice Hall, 2002.
4. Robert L. Jolles: Customer Centered Selling, The Free Press.
5. Daniel Michel, Peter Naude, Robert Salle and Jean-Paul Valla, Business-to-Business Marketing, Palgrave Macmillan, 2003.
6. Milind T. Phadtare, Industrial Marketing, PHI, 2008.
7. Don Peppers and Martha Rogers: One to One B2B: Customer Development Strategies for the Business-to-Business World, Doubleday Currency, 2001.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business-to-Business Marketing, Journal of Business & Industrial Marketing, Journal of Business Market Management, Advertising Age, Journal of Business Marketing Management, B2B Marketing magazine, 4Ps Business & Marketing Magazine, Economics Times, Business Standard.

M-325
Strategic Marketing

Course/Paper : M-325	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: To equip the students with:

- Analytical tools for solving case studies by scanning the business environment and help in decision making.
- Understanding of the various components of Business environment and to device strategies to face global competition.

Module	Course Description	Contact Hours
Module 1	Introduction to Strategic Marketing: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Types of strategies-HR strategy, Marketing strategy, Financial strategy, operational strategy.	6
Module II	Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.	5
Module III	Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques.	5
Module IV	Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.	5
Module V	Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.	5
Module VI	New emerging strategies in Information Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning.	5

Module VII	Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.	6
Module VIII	Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study on the business strategies followed by eminent business leaders today.
- A service brand to be taken and comparative study to be done on the marketing strategies adopted by it.
- Students to take up an organization of their choice and study CSR strategies followed by them.

Recommended Books

Text Books:

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGraw-Hill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" Addison-Wesley; 6 Sub edition

Suggested Reading

1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. Azhar Kazmi, Strategic Management and Business Policy, Third Edition
3. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.
4. V.P. Michael, Business Policy and Environment, S. Chand & Co. Ltd. New Delhi; 12th Ed. 2000.
5. Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd. New Delhi.
6. P.K. Ghosh, Strategic Planning and Management, Sultan Chand & Sons, New Delhi, 10th Ed. 2000

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, etc.

M-326
Managing Corporate Relations

Course/Paper : M-326	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: The objective of this paper is to deal with theory and practice of public relation and corporate communication that is imperative and crucial for building up of an image of any corporate entity.

Section-A

Module	Course Description	Contact Hours
Module 1	Corporate Relationship Management: Scope and function of Corporate relationship management, Corporate relationship management and business marketing.	6
Module II	Corporate Relationship Management: Responsibilities and objectives in support of generic Corporate relationship management, Business value chain, Approaches to business/IT alignment, Understanding business viewpoint of the various business partners linked to the organization.	5
Module III	Corporate Relationship Management: Roles and Responsibilities Corporate relationship management roles, levels of responsibility and work activities. Application of Information Technology Infrastructure Library guidelines to the Corporate Relationship Management Roles and Responsibilities.	5
Module IV	Tools, Methods and Techniques: Detailed study of Corporate relationship management support tools and techniques. Generic requirement of Corporate relationship management tool sets. Integration with other areas, processes and functions.	5
Module V	Corporate Reputation Management: Corporate reputation from strategic perspective, Sources of reputation, Protection and promotion of the reputation of organization. Managing reputation with multiple stakeholders and covering core concepts and measures of reputation management.	5
Module VI	Reporting activities: Corporate relationship management reports description	5

	and their use. Key performance indicators and Critical success factors contributing to Corporate Relationship Management. Common categories of classification and analysis of reports.	
Module VII	Crisis Management: Analyze crisis of proactive and reactive approaches. Understand the importance of strategic relationships and stakeholders in issues management. Managing complexities for prevention and recovering from crisis.	6
Module VIII	Planning, improvement and implementation: Activities involved in planning of corporate relationship management. Understand the potential cost, benefits and problems associated with the implementation of corporate relationship management. SWOT analysis of corporate relations. Instigate resolutions and proactive improvements in corporate relationship management.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students to take-up a project to study corporate relationship of business partners with the parent company. Analyze and work-out action plan to improve the same.
- Students to do SWOT analysis of two different competitive companies on their relationship management followed by a presentation.

Recommended Books (Latest Edition)

Text Books:

1. Marchand Ronald, Creating the Corporate Soul: The Rise of Public Relations and Corporate imagery in American big business, University of California Press, 1998.
2. Harvard business press, The Essentials of Corporate Communications and Public Relations, Harvard business school publishing corporation and the society for Human Resource Management, 2006

Suggested Readings:

1. Davis F. W., Mandrodt K. B.; Building a Customer Respective Organization – The Quality Way, Maya Blackwell Imprint.
2. Garcia H. F., Reputation Management: The Key to Successful Public Relations and Corporate communication, Taylor and Francis, 2007.

3. Hart N. A., Effective corporate relations: applying public relations in business and industry, McGraw-Hill, 1987.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of marketing, Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, "Management Review" – Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management & Research, etc.

M-420
Consumer Behavior & Market Research

Course/Paper : M-420	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- To develop a comprehensive picture of the consumer psychology in order to explain consumer motivation, learning, personality, perception, and attitude formation.
- To develop an understanding of consumer's social and cultural setting to examine how group involvement and membership influence one's actions as consumer.
- To integrate the various psychological, social and cultural concepts and build a useful conceptual framework that would equip the students for practical application of consumer behavior principles on strategic marketing decisions.

Section-A

Module	Course Description	Contact Hours
Module 1	Consumer Behavior: Consumer Behavior: Scope, Consumer Decision Making Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of consumer decision-making.	7 Hours
Module II	Individual Determinants of Consumer Behavior: Motivation, Personality, Consumer Perception, Concept and Elements of Perception, Consumer Learning and involvement, Consumer Attitude.	7 Hours
Module III	Social and Cultural Determinants: Group Dynamics. Family and Reference Groups, Social class. Values and Norms, sub culture – Impact on Consumer Behavior. Cross cultural consumer behavior.	7 Hours
Module IV	Consumer Decision Making Process Personal Influence and Opinion Leadership: Process of Opinion Leadership. Impact of Firm's Promotional Strategy. Diffusion of innovations: Diffusion Process, Adoption Process.	7 Hours
Module V	Basic concepts of Marketing Research – Marketing Research, Types of Market Research, Methods, Marketing Research process	7 Hours
Module VI	Defining Problem, setting research objectives, Hypothesis formulation, sampling, methods of data collection, data	7 Hours

	analysis, testing hypothesis and report writing	
Module VII	Advanced Data Analysis I: Multiple Regression, Discriminant Analysis, Conjoint Analysis Advanced Data Analysis II: Multi-Dimensional Scaling, Factor Analysis, Cluster Analysis	7 hours
Module VIII	Applications of Marketing Research: Sales Analysis, Market Potential Analysis, Sales Forecasting, Market Segmentation, Product Research: New Product Development Process, Test Marketing, Advertising Research: Media Research, Copy Testing, Brand Positioning, Motivation Research. International Marketing Research	7 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Students may do a comprehensive essay on the difference between consumer vs. trade vs. competition insights & how best to exploit them.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.
- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.

Recommended Books

Text Books:

1. Schiffman and Kanuk: Consumer Behaviour (Ninth Edition): Pearson Prentice Hall, Indian Reprint, 2009.
2. Beri G C, marketing research, Tata Mc Graw Hill

Suggested Readings:

1. Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour; Thomson South Western, 2005.
2. Satish K Batra & SHH Kazmi, Consumer Behaviour Text and cases, Second Edition, Excel Books 2008
3. Loudon & Della Bitta: Consumer Behavior (fourth Edition); Tata McGraw-Hill

- Publishing Company Limited, New Delhi, 2002.
4. Solomon: Consumer Behavior Buying, Having, and Being (Sixth Edition); Pearson Education (Singapore) Pte. Ltd., Indian Reprint, 2004.
 5. Lindquist & Sirgy: Shopper, Buyer and Consumer Behavior (Second Edition); Biztantra, 2008.
 6. Del I Hawkins, Roger J Best, Kenneth A Coney, Amit Mookerjee, and Consumer Behavior: Building Marketing Strategy, Special Indian Edition, Tata McGraw-Hill, 2010.
 7. S. Ramesh Kumar: Conceptual Issues in Consumer Behavior - The Indian Context (First Edition); Pearson Education (Singapore) Pte. Ltd., Indian Print, 2003.
 8. Ethnographic Research: A Guide to General Conduct - Ellen R. F, Academic Press, 1987.
 9. Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005.
 10. Essentials of Marketing Research – William G. Zikmund, Barry J. Babin, 4/e, Cengage Learning, 2010.
 11. Marketing Management – S. K. Sarangi, 2/e, Asian Books Private Limited, 2009.
 12. Research Skills for Students: Transferable and Learning Skills - Allison, B, O'Sullivan, T, Owen, A, Rice, J, Rothwell, A and Saunders, C Kogan Page, 1996.
 13. Market Research - Robin Birn, Patrick Forsyth, John Wiley and Sons Inc. 2002. Ethnographic Research: A Reader - Stephanie Taylor. Sage. 2002.
 14. The Observational Research Handbook: Understanding How Consumers Live With Your Product - Bill Abrams and American Marketing Association, McGraw Hill Professional. 2000.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Journal of the Academy of Marketing, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies Pitch Magazine.

M-421
Marketing of Services

Course/Paper : M-421	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- To explain why there is a need for special services marketing discipline; the challenges for services marketing; and how to deal with them.
- To acquaint the students with elements of services marketing mix, ways to manage the service delivery process and strategies to effectively implement Services marketing.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services.	6 Hours
Module II	Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.	8 Hours
Module III	Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.	7 Hours
Module IV	Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.	6 Hours
Module V	Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies.	8 Hours
Module VI	Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.	7 Hours
Module VII	Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.	7 Hours

Module VIII	Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.	7 Hours
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Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Students are required to analyze the elements of service failure and the effects of any efforts made by the organization at service recovery. Students have to build a plan for service recovery for the organization concerned.
- Students after visiting the service firm in a team, have to create blueprint include maximum details.
- Students have to identify 2-4 points in the service, where the quality of the service needs to be improved or where problems in service quality are likely to occur. Using the Gaps-model as guide, try to find root causes for these shortcomings and identify the relevant.

Recommended Books

Text Books:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

Suggested Readings:

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services-The Indian Experience, Macmillan India Ltd., 2005.
4. Thomas J. Delong & Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
5. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Journal of Services Marketing, Journal of Services Marketing, Services Marketing Quarterly.

M-422
International Marketing Management

Course/Paper : M-422	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives
<ul style="list-style-type: none"> To understand the range of strategic options open to companies competing internationally To enhance the students understanding of International Marketing Environment To make Strategic and Operational Marketing decisions in the context of different, complex International marketing environments

Section-A

Module	Course Description	Contact Hours
Module 1	International Marketing: International Marketing: Introduction, Concept, Domestic Vs. International Marketing, EPRG Framework, International marketing planning	6 Hours
Module II	International Market Environment: Identifying and analyzing opportunities in the international trading environment, understanding the changes in the world trading environment-IMF, WTO, World Bank and their impact on International marketing. International marketing constraints – Tariff and Non-tariff Barriers, Trade Agreements	8 Hours
Module III	International Marketing Research: Using international marketing research to identify opportunities, similarities and differences. International Product Life Cycle, Selecting Market Entry Modes	7 Hours
Module IV	International Product Management: Product portfolios, standardization and adaptation. Cases and current developments	7 Hours
Module V	Managing International Pricing: Environmental influences on Pricing Decisions - Grey Market goods, Transfer pricing. Pricing Strategies skimming and penetration pricing; currency considerations in exporting and in international marketing	7 Hours
Module VI	Promotion for international Markets International Advertising Strategies, suitability and constraints selecting an advertising agency. Personal selling, Sales	7 Hours

	Promotion, Public Relations and Publicity, Sponsorship Promotion.	
Module VII	Export Import Documentation: Registration of exporter, procedure and documents, instruments of payment, letter of credit, bill of exchange. Clearance of goods for export–Shipping, transportation and insurance. Export Finance	8 Hours
Module VIII	Evaluating and controlling: Evaluating and controlling international marketing strategy. □ Managing international Collaborative Arrangements -Joint Ventures and other forms for strategic alliances.	6 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students may visit an export firm nearby place and find out the factors that have motivated it to enter international markets. Compare these motives with what have already been taught and present them before the class.
- Visit the website of a transnational firm and find out the product adaptations in different market.
- Visit an organization engaged in quality assurance and certification for international market. Select a product and identify its major quality-related issues for international markets.

Recommended Books

Text Books:

1. Justin Paul and Ramneek Kapoor, International Marketing-Text and Cases, Tata McGraw Hill, 2008.
2. Isobel Doole and Robin Lowe, International Marketing Strategy-Analysis, Development and Implementation, Thomson Business Press, India edition, 1999.

Suggested Readings:

1. Rakesh Mohan Joshi: International Marketing, Oxford University Press; 2005
2. Jain, K.S., Export-Import Procedures and Documentation, Himalaya Publishing House, 2014.
3. Sak Onkvisit and John J. Shaw: International Marketing, Pearson Education; 3rd edition.

4. Cateora R Philip & Graham L John: International Marketing, McGraw Hill; 15th edition; 2011
5. Subhas C. Jain: International Marketing, South Western.
6. Jean-Pierre: Global Marketing Strategies, biztantra.
7. Warren J. Keegan: Global Marketing Management, Pearson Education.
8. Francis Cherunilam, International Marketing, Himalaya Publishing House, 2011.
9. R. Srinivasan, International Marketing, PHI Learning Pvt. Ltd., Delhi, 2008.
10. Khurana P.K., Export Management, Galgotia Publishing Company, 2006
11. Varshney & Bhattacharya, Export Management, Sultan Chand and Sons

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of the Academy of Marketing Science, Journal of Marketing Management, International Journal of Marketing & Human Resource Management, International Journal of Marketing Studies, Pitch Magazine, USP age, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind.

M-423
Rural Marketing

Course/Paper : M-423	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives
<ul style="list-style-type: none"> To make students understand the rural market environment and 4 A's of rural marketing. To provide an understanding of the changing profile of the rural consumer, their consumption pattern, and buying process. To comprehend development of product, price, distribution and communication strategies for different segments of rural markets. To expose the students to the innovations developed by Indian firms as well as MNCs for the Indian Rural Markets.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Rural Marketing: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, Rural Marketing Perspectives, 4 A's concept in rural marketing, Opportunities and Challenges, Profile of Urban vs Rural Markets, problems in rural marketing.	8
Module II	Rural marketing environment: Evolution of Rural Marketing, Demographic environment, Social & Cultural environment, Technological environment, rural infrastructure, Rural economic environment and economic structure. Impact of Rural employment generation programmes by the Government.	6
Module III	Rural Consumer behaviour: Factors affecting Consumer Behaviour, Cultural factors, Social factors, Personal Factors, Psychological factors, Consumer Buying Decision Process, Role of Opinion Leaders.	7
Module IV	Researching, Segmenting and Targeting Rural Markets: Rural Marketing Research Process, Tools used in Rural Marketing Research, Bases of Segmentation, Evaluation, Selection and coverage of Segments, Identifying, selecting, developing and communicating the positioning concept.	7
Module V	Rural Product and Pricing Strategies: Rural Product classification, Product line and mix decisions, Rural product designing and new product development, Brand	7

	building in Rural India, Packaging and after-sales service for rural markets, Fake Brands, Pricing in rural India Pricing strategies.	
Module VI	Rural Distribution Strategies: Rural Channel members, Channel behavior, Distribution Models in Rural Markets, Rural retail environment, Rural Logistics, Syndicated Distribution.	7
Module VII	Communication strategies for Rural Markets: Factors influencing Communications Mix, deciding the promotion mix, Designing the message, Creating advertisement for rural audiences, Rural media- Conventional and Non- Conventional Media, Challenges in Rural Communication, Sales Promotion, events and experiences.	7
Module VIII	Rural Services Marketing and future of Rural Marketing: Telecommunications and IT in Rural India, , Financial Services, Rural healthcare services, Future of Rural Marketing in India, Innovation in Rural Markets.	7

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Visit any two Micro Finance Institutes, and assess the services extended by them in catering to rural market.
- Visit a minimum of five retail stores in nearby villages and understand the product strategy, pricing strategy and distribution strategy being adopted by FMCG marketers for selling products like, soaps, shampoos, tea, etc.
- Students should design new product launch strategies in FMCG and Consumer Durable category keeping the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability) in mind.
- Undertake a rural survey on purchase pattern of automobiles, mobiles or any other consumer durable.
- Study HUL's "Project Shakti" model and ITC's e-choupal initiative and make a presentation on the same.
- Visit a rural village and find out about rural communication strategies including use of unconventional media for promoting products.

Recommended Books

Text Books:

1. Kevin Lane Keller: Strategic Brand Management Pearson Education, 2011.
2. Kirti Dutta: Brand Management- Principles and Practices, Oxford University Press, 2012.

Suggested Readings:

1. Moore William L., Pessemier: Product Planning & Management, McGraw Hill International.
2. Lehmann: Product Management; Tata McGraw Hill International, 2005.
3. Tycott, Paul: Innovation Management and New Product Development, Pitman, London, 2013.
4. Kapferer, Jean Noel: The New Strategic Brand management, Kogan Page, 2000.
5. David A. Aaker: Building Strong Brands; the Free Press.
6. Harsh V Verma, Brand Management: Text and Cases, Excel Books, 2006.
7. David A. Aaker: Brand Portfolio Strategy, Free Press, 2004.
8. S.A. Chunawalla, Brand Management, Himalaya Publishing House, 2006.
9. M. G. Parameswaran: Building Brand Value, Tata McGraw-Hill, 2006.
10. Subroto Sengupta: Brand Positioning, Tata-McGraw-Hill, 2005.
11. S. Ramesh Kumar: Managing Indian Brands, Vikas Publishing House, 2001.
12. Subroto Sengupta, Brand Positioning, Tata McGraw-Hill.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Rural Management, Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Management Review"- Journal of Indian Institute of Management, Bangalore, etc.

M-424	
Direct Marketing	
Course/Paper : M-424	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objectives:	
<p>The objective of this course is to expose the students to direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments. By the end of this course, students will have had the opportunity to:</p> <ol style="list-style-type: none"> 1. To learn the basics of direct marketing and the importance of the offer, list and creative in response rates 2. To develop a comprehensive direct marketing strategy and improve prospecting skills 3. To learn how to use new media such as paid search and social networking; learn the measurement techniques used in evaluating direct marketing efforts and hands on practice with lists (merging and purging records) 4. To develop a budget, estimate revenues for the project and fulfillment planning. 	

Section-A		
Module	Course Description	Contact Hours
Module 1	Direct Marketing: Definition and importance of direct marketing, Economics of direct marketing, Increasingly important role in IMC mix, Understanding the Direct Marketing business	6 hours
Module II	Direct Marketing & Interactive Marketing: Direct marketing- Concept, growth, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing – From distance selling to interactive marketing. Direct marketing in real-time – interactive marketing, Direct marketing vs. marketing through Channels.	8 hours
Module III	Traditional Methods of Direct Marketing: Telemarketing, Multi Level Marketing (MLM), Personal Selling, Automatic Vending Machines, Exhibition - Trade fares, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing.	7 hours
Module IV	Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age - Building brands through response and optimizing integrated communication	7 hours

	- Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.	
Module V	Technology mediated marketing channels: Interactive TV, mobile and SMS - the advance in digital marketing - Automatic vending machines- kiosk marketing Direct mailing- Direct response methods- Home shopping/teleshopping network-Creating Direct Mail Advertising - Online web advertising and email/permission marketing.	7 hours
Module VI	Technology based Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, different types, its value and management.	7 hours
Module VII	Data-driven marketing: Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists-Data fusion – marketing research and the customer database -Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.	7 hours
Module VIII	Ethical Aspect of Direct Marketing: Social, ethical and legal aspects of Direct marketing in India.	7 hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- The Students are required to design a marketing campaign. For a new launch company to drive awareness of its new store location among students and parents, while ensuring brand perception which will be elevated based on its broad array of products and focus on customer service. The exercise will include a written plan and creative elements.
- Divide students into two groups. One will advocate inbound marketing as an effective marketing strategy and the other traditional marketing. For the debate, students should use specific business examples to demonstrate that the strategy they are advocating was more effective in generating leads and customers.

Recommended Books

Text Book (s):

1. Edward L. Nash Direct Marketing: Strategy, Planning, Execution Hardcover – Mcgraw-Hill; 3rd edition 1994
2. David Meerman Scott The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases... Wiley; 4 edition (2013)

Suggested Reading(s):

1. Brian Thomas, Matthew Housden, Direct Marketing in Practice, A&C Black; 2 edition, July 15, 2011.
2. Bob Stone, Successful Direct Marketing Methods National Textbook Company/Crain Books, 1994.
3. Mary Lou Roberts, Paul D. Berger Direct Marketing Management Prentice Hall 1999
4. Philip Kotler, Kevin Keller Marketing Management, Prentice Hall; 14th edition, February 18, 2011.
5. V S Ramaswamy & S Namakumari, Marketing Management, Planning, Implementation and control, Global Perspective Indian Context 3rd edition, Macmillan India Limited, New Delhi, 2007

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of International Marketing (USA), Journal of Strategic Marketing (UK), Journal of Direct Marketing, Journal of Direct, Data and Digital Marketing Practice: Papers, case histories and updates

M-425
Internet Marketing

Course/Paper : M-425	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- To develop a framework for understanding the forces driving the Internet revolution in marketing and business.
- To serve as a bridge between the new technology and the relevant areas of existing marketing knowledge.
- To focus on cutting-edge business models that generates revenue while delivering customer value.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Internet Marketing Emergence of Internet Marketing, Internet Marketing Environment, Internet User Characteristics and Behavior, Introduction to Social Networking Sites.	08 hours
Module II	Strategic Internet Marketing E-Marketing Plan, E-Marketing Planning Process, Online Marketing Research, Business-to-Business Marketing Strategy.	06 hours
Module III	Internet Marketing Management-I Targeting Market Segments and Communities, Differentiation and Positioning Strategies, New Product Development and the Net, Pricing in an Online World.	07 hours
Module IV	Internet Marketing Management-II Integrated Communication Strategy on Internet, E-Distribution and E-Commerce.	07 hours
Module V	Issues in Internet Marketing CRM in E-Business Strategy, Cyber Marketing in Emerging Economies, Ethical and Legal issues in Internet Marketing.	07 hours
Module VI	Business to Business: Intranets, and Extranets; communication, recruitment, and procurement, exchanges, Role of the Internet, technological development, development of e-commerce, different commercial models, diverse roles of websites, Internet strategy, virtual value chain, dis-intermediation, cybermediaries Website design, website design guidelines, future developments, interactive TV, mobile Internet, groupware, SMS, interactive appliances.	07 hours

Module VII	Internet retailing: Reducing role of location, online shopping, Internet promotion: advertising: types, measurement, effectiveness, integration; affiliation marketing, PR; word-on-line; direct marketing.	06 hours
Module VIII	Internet market research: Secondary research, online focus groups, web surveys, Email surveys, Internet branding and loyalty; Internet communities; influence of Internet on consumer behaviour.	08 hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

The students need to create a hypothetical business and devise its launch campaign. Students should brainstorm product and business strategy and set marketing goals. Within the campaign, students should consider website design, blog strategy, search engine optimization, landing page creation, call to action placement, social media interaction and email marketing.

Recommended Books (Latest Editions)

Text Book(s):

1. Mary Roberts Debra L. Zahay: Internet Marketing, South-Western College Publishing; International, 2012
2. Ward Hanson: Principles of Internet Marketing, Thompson Learning, 2006.

Suggested Reading(s):

1. M. Bhatia: Internet Marketing: History, Concept, Strategies Regal Publications, 2012
2. Rafi Mohammed, Robert J. Fisher, Bernard J. Jarworski: Internet Marketing, Tata McGraw-Hill, 2002.
3. Judy Strauss, Adel El-Ansary and Raymond Frost: E-Marketing, Third Edition, Prentice-Hall India, 2005.
4. Jerry Wind and Vijay Mahajan: Digital Marketing (Global Strategies from the World's Leading Experts), John Wiley & Sons, 2001.
5. Jim Sterne: World wide Web Marketing, John Wiley & Sons, (Integrating the Web into Your Marketing Strategy), 2002.
6. Herbert Meyers & Richard Gerstman(Ed): Branding @ the digital age, Palgrave, 2001.
7. Deirdre Breakenridge: Cyber Branding, Financial Times/Prentice Hall (Brand Building in Digital Economy), 2003.
8. Lawrence, Jennings, and Reynolds: e-Distribution, Thompson Asia Pte Ltd.,

Singapore, 2004.

9. Matt Haig: B2B E-Commerce Handbook (How to transform your business-to-business global marketing strategy), Kogan Page, 2001.
10. Adrian J Slywotzky, David J Morrison: How Digital is your Business, Nicholas Brealey Publications, 2001.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Marketing Science, Journal of Interactive Marketing

M-426
Customer Relationship Management

Course/Paper : M-426	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- Emphasize on the importance of acquiring customers and retaining them for a life time.
- To provide a conceptual understanding of CRM, its processes, and structure.
- To enable participants to develop analytical approaches, methodologies, tools, and techniques for applying CRM.

Section-A

Module	Course Description	Contact Hours
Module 1	Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.	8 hours
Module II	Building Customer Relationship Management: Requisites for Effective Customer Acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers	6 hours
Module III	CRM Implementation: CRM framework for Implementation, Implementing CRM Process, Integration of CRM with ERP System, Barriers to effective CRM Gartner's Competency model of CRM.	7 hours
Module IV	Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software's	7 hours
Module V	Customer Relationship Management: Technology Dimensions: - E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,	7 hours

	Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals.	
Module VI	Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools	7 hours
Module VII	Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM	7 hours
Module VIII	Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM.	7 hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Identification of the type of customer information held by for the chosen organisation and recommendations made for how 'information gaps' could be filled for acquisition and retention of customers
- Evaluation of how customer information held by the chosen organisation is applied in the selection and use of two promotional tools to build longer-term relationships.

Recommended Books

Text Books:

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008

Suggested Readings:

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
2. Ed Peelen, Customer Relationship Management,, Pearson Education,2005.
3. Barnes James G: Secrets of Customer Relationship Management, McGraw Hill, 2001.
4. Burnett Ken: The Handbook of Key Customer Relationship Management, Pearson Education, 2001.
5. Zikmund G Williams, Mcleod Raymond, Gilbert W Faye, Customer Relationship Management, 2003.
6. Jagdeesh N. Sheth, Atul Parvatiyar, G. Shailesh, Relationship Management: Emerging Concepts, Tools, and Applications, Tata Mcgraw-Hill Publishing

Company Limited, 2001.

7. Jagdish N Sheth: Handbook of Relationship Marketing, Response Books, 2002.
8. Davis F. W., Mandrodt K. B.; Building a Customer Responsive Organization – The Quality Way, Maya Blackwell Imprint, 2000.
9. Paul Greenberg, Customer Relationship Management at the speed of light, Second Edition, Tata McGraw Hill, 2004

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Research in Marketing, International Journal of Customer Relationship Marketing and Management, International Journal of Electronic Customer Relationship Management, International Journal on Customer Relations.

M-427
Marketing of Innovation

Course/Paper : M-427	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- Create value and growth through innovation in new and existing markets.
- Learn the skills of innovation and apply those skills within the context of a marketing strategy framework.
- Create clear differentiated positioning in the minds of the customer through innovation in advertising and sales promotion.
- Understand the challenges and opportunities for bringing radical innovation in global markets.

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Innovation in marketing: Significance of innovation and creativity at different levels in marketing. Concept of innovation in marketing. Reason for organizational innovation, Innovative intentions and behaviors in organization.	8 Hours
Module II	Theories on Innovation: Individual's and organization's innovation process. Diffusion of innovation, evolutionary theory, market analysis, traditional approaches to understand customer.	7 Hours
Module III	Strategy and innovation: Definition and scope of strategy. Technological Opportunities Analysis. Competitive response to technological threats. Innovative ideas to motivate consumers.	7 Hours
Module IV	Innovation management: Management of research and development. Strategic alliances and network. Incubators and Accelerators. Red ocean verses Blue ocean strategy and disruptive technologies.	6 Hours
Module V	Functional Creativity: 4 P's of marketing: Focused study on parameters contributing to Creativity in the Design and Product Development Function; framework for ideation in price, Creative and innovative techniques in packaging, promotion and distribution area.	7 Hours
Module VI	R&D Management: R&D metrics. Integrating R&D and organization. Corporate venturing and new technology start-ups. Structuring R&D for success. Building culture of innovation and selling of ideas.	7 Hours

Module VII	New product development and service innovation: New product development process. Benchmarking and experimentation in New product development process. Methods of idea generation for new product, service and product positioning. Best practices in New product development.	7 Hours
Module VIII	Global innovation and future: Managing Global innovation, factors leading to global innovation; The innovation economy.	7 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Study the impact of marketing innovation on a product of your choice. For e.g. Impact of innovative styling on improved sales of a car model.
- Visit 5 different watches brand showrooms and analyze innovative sales strategies followed by each.
- Design an innovative advertisement of any two service companies of your choice.
- Make a presentation on two innovations that changed the world.
- Discuss and present three top technology trends of the current year.

Recommended Books (Latest Edition)

Text books:

1. Ettlle J.E.: Managing Innovation (2nd edition), Butterworth Heinemann, Elsevier, 2006.
2. Paul Trot, Innovation Management and New Product Development, Pearson Education, 1998.

Suggested readings:

1. Kotler, Lane, Abraham and Jha. Marketing Management. Pearson Education, 1990.
2. Robin Lowe and Sue Marriot, Enterprise: Entrepreneurship and Innovation, Butterworth Heinemann, Elsevier, 2008.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi, 2008.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson, 2006.
5. P Narayana Reddy, Entrepreneurship: Text and Cases, Cengage Learning, 2010.
6. Murdick, Ross & Claggett. Information Systems for Modern Management, Prentice Hall of India, 1984.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of marketing, Indian Journal of Marketing, European Journal of Innovation Management, "Business perspective"- Journal Innovative Marketing, Business Standard / Business India / Business Today / Business World. "Vikalpa" – Journal of Indian Institute of Management, Ahemdabad, "Management Review" – Journal of Indian Institute of Management, Bangalore, SANKALPA: Journal of Management and Research, etc.

Group C [HUMAN RESOURCE MANAGEMENT]

III Semester Electives	
M-330	Training & Organizational Development
M-331	Strategic Human Resource Management
M-332	Leadership Skills & Change Management
M-333	Human Resource Planning
M-334	Compensation Management
M-335	Recruitment and Selection
M-336	Personality Development and business Etiquette
M-337	Human Resource Development
IV Semester Electives	
M-430	Employment Laws
M-431	Performance Management & Retention Strategies
M-432	Stress Management
M-433	International Human Resource Management
M-434	Management of Conflict and Collaboration
M-435	Transactional Analysis
M-436	Development of Management

M- 330**Training and Organizational Development**

Course/Paper : M-330	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The course would facilitate understanding of the role, importance and place of training in organizations as well as the approach to adult learning.
- To assist students to understand the processes of change in organizations and implement various behavioral science principles and practices in the form of interventions towards the goals of effective organization development.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working & learning, classification of learned capabilities, learning theories, the basic principles of learning, the learning process, mental & physical processes, the learning cycle, age influences on learning.	6
Module II	Training: Introduction, relationship, meaning, designing effective training, forces influencing working & learning, training practices, strategic training, training needs assessment. Transfer of Training: implementation of the training programme	5
Module III	Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods. E-learning & use of technology in training, , developing effective online learning, blended learning, simulations, mobile technology & training methods, systems for training delivery	5
Module IV	Evaluation of Training & Employee development: Reasons for evaluating training, overview of the evaluation process, evaluation practices, evaluation designs, threats to validity, considerations in choosing as evaluation designs, determining ROI, determining costs, measuring human capital & training activity. Employee Development: introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training & employee development	5

Module V	Introduction to OD: Definition, Introduction & Foundations of Organizational Development: Conceptual Framework of OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures	5
Module VI	OD Diagnosis: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, phases of OD programs, Third Wave Consulting: The Action component: nature of OD intervention, analyzing discrepancies	5
Module VII	OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams),	6
Module VIII	OD Process: Restructuring organizations, OD in global settings, future direction in OD	5

Section-B

At Least one Case Study from each module

Suggested Case Studies: Detailed study of Bain & Company & Mc. Kinsey

Questions will be case/inferences/application based

Practical Component

- Prepare skill matrix for few selected jobs and identify the types of training needed to impart those skills
- Case studies/ role plays to understand how these methodologies can be effectively used for training
- Conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Training needs analysis case and ask the students to find out the training needs.
- Organize a training program
- Make a Presentation in the class in presence of preferably a HR Manager / HR Consultant.

Recommended Books (Latest Edition)

Text Books:

1. Naik G Pandu, Training and Development, Excel Books, 2007.
2. Noe A. Raymond, Employee Training & Development, McGraw Hill, 2008.

Suggested Readings:

1. Janakiram B, Biztantra, Training and Development, 2007.

2. Blanchard, Effective Training Systems, Strategies and Practices, 2/e, Pearson Education.
3. Lynton Rolf & Pareek Udai, Training for Development, Sage Publications, 2011.
4. Reddy Ratan, Effective HR Training Development Strategy, HPH, 2005.
5. Goldstein, Training in Organizations, 4/e, Cengage learning.
6. Holbeche Linda, Judge-Cheung Yam-Mee, Organizational Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011
7. Mclean Gary, Organizational Development: Principles, Processes, Performance, Berrett-Kohler Publishers, 2005

List of Journals/Periodicals/Magazines/Newspapers, etc.

- SAM Advanced Management Journal
- Journal of Leadership and Organizational Studies
- The Journal of Applied Behavioral Science
- Journal of Management
- International Journal of Training and Development
- European Journal of Training and Development
- International Journal of Learning and Development
- International Journal of Applied Training and Development
- Journal of Organization Development
- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review,
- South Asia Economic Journal,
- Economic & Political Weekly, Business India / Business World

M-331**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course/Paper : M-331	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The purposes of this course are to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Section-A

Module	Course Description	Contact Hours
Module I	Understanding Strategic HRM: Traditional vs. strategic HR, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices.	5
Module II	Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes.	5
Module III	HR Audit: Auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, SHRM: Universalistic, Contingency, Configurational, Congruence Approaches and integrated HR systems.	6
Module IV	HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses.	5
Module V	Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, recruitment and selection strategy typology, incentive alignment, psychological contracting.	5
Module VI	Evaluating the Effectiveness of SHRM: Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach	5
Module VII	Balanced score card perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM –	5

	employee wastage and turnover rates – cost of absenteeism – measuring human resource cost.	
Module VIII	The Future of SHRM SHRM practice in the future. Change, Restructuring and SHRM, Competencies of HR Professional in a SHRM Scenario.	6

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Identify and evaluate key HR issues which critically impact on organizational performance and strategic direction in any organization.
- Identify and enact the key roles assumed by HR in the context of a strategic human resource management approach.
- Identify relevant metrics in strategic human resource management. Demonstrate the interventions needed to generate commitment among key stakeholders and business partners for a strategic HR agenda.
- Role plays on HR taking a seat on strategic table.
- Role plays on handling under achievers.
- Strategic approach to use Golden Handshake with live Company experiences
- Strategic approach to handle retrenchment with live company experiences
- VRS scheme as an instrument of strategic change in any organization with live company experiences

Recommended Books

Text Books:

1. Jeffrey A Mello, Strategic Human Resource Management, South western Thomson Learning, 2001
2. Tanuja Agarwala, Strategic Human Resource Management, 6th Edition, 2009, Oxford University Press.

Suggested Readings:

1. Bohlander, Snell & Sherman, Managing Human Resources, 2012
2. Pearce & Robinson, Strategic Management: Formulation, Implementation & Control, 12th Edition, 2010, Mc Graw Hill
3. Noe, Hollenbeck, Gerhart, Wright-IRWIN, Human Resources Management- Gaining a competitive advantage, 6th Edition, 2007
4. Das, Pulak, Strategic Human Resource management, Cengage Learning, 2011 Latest Edition
5. Charles R. Greer, Strategic Human resource management, Pearson Latest edition
6. James Baron and David Kreps, Strategic Human resources, Wiley Latest edition

7. Schuler and Jackson, Strategic Human resource management, Wiley Latest edition

List of Journals/Periodicals/Magazines/Newspapers, etc.

- "The Journal of Strategic Human Resource Management" (JSHRM)
- Journal of Strategic Human Resource Management
- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review
- South Asia Economic Journal
- Economic & Political Weekly, Business India / Business World, Mint

M- 332
Leadership Skills & Change Management

Course/Paper : M-332	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles. Understanding the change, its role and implementation.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Concept, Evolution of leadership theories, Attributes of effective leaders.	5
Module II	Leadership Styles, Skills and Tactics: Different styles of Leadership, The impact of leadership styles on work climate; Leadership skills and tactics.	5
Module III	Learning organization: Leading a learning organization, The leader as a coach, Understanding teams and teamwork, Principles of great teams, Leadership approaches that foster team performance.	5
Module IV	Classification of Leaders: Characteristics and operating style of level 5 leaders, Characteristics and operating style of narcissistic leaders.	5
Module V	Leadership Challenges: Challenges of knowledge work, Realities of the E-commerce environment, Managing diversity.	5
Module VI	Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, creating support systems and managing transition.	6
Module VII	Appreciating change: External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda. Cognition and organizational change, mental models, organizational learning.	5
Module VIII	Mobilizing support and executing change: Four approaches to change, parallel organization, ownership and involvement in change, Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural	6

impediments, developing new routines for innovation and improvement, considering human element.

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Role play on different styles of leadership.
- Leadership profiles of successful business leaders.
- Prepare a report on changes that have taken place in various industries over a period of 5-10 years.
- Role play on mobilizing support for a change implementation programme.

Recommended Books

Text Books:

1. Cummings T.G. and Worley C. G., Organizational Development and Change, Cengage Learning, 2005.
2. Harigopal K, Managing organizational change, Response Books, 2006.

Suggested Readings:

1. Nilakant V. and Ramnarayan S., Change management, Response books 2006.
2. Palmer, Dunford and Akin, Managing organizational change, 2011.
3. Kavitha Singh, Organizational Change and Development, Excel Books, 2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journals of Organization Development
- Harvard Business Review
- Journal of Human Resource Development
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad, Human Capital

M-333
HUMAN RESOURCE PLANNING

Course/Paper : M-333	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements.
- To create practical awareness about the current trends in human resource planning in global companies.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: definition and concept of HRP, benefits, process. HRP components, Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource Planning.	5
Module II	HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model.	6
Module III	Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.	5
Module IV	HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, forecasting Staffing Requirements. Models and Techniques of manpower demand and supply forecasting Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table.	5
Module V	Recruitment, Employment Tests and Selection Internal and External Sources, Recruitment Evaluation. Concepts of Testing, Types of tests, Executive Talent Search Significance of Selection, Scientific Selection, Selection process. Evaluation of Selection System.	5
Module VI	Interviewing, Placement and Induction: Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference Interview Technique used for global sourcing. Placement and Induction.	5

Module VII	Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.	6
Module VIII	HR Planning and Selection in the Modern Business Environment: Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and Selection. E-recruitment, e-selection, outsourcing.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- Students can identify various sources of recruitment used by Indian organization for lower, middle level and top level management jobs.
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position

Recommended Books

Text Books:

1. Human Resource Information System: Development and Applications, Kavanagh, M. J. etc., PWS-Kent, Boston, 2008
2. Human Resource Planning, Bramham J., Institute of Personnel Management, London, 2002

Suggested Books:

1. Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw-Hill Bombay.
3. Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
4. Dale Yoder and Staudahar Paul D; Personnel Management and Industrial Relations, Prentice-Hall, Englewood Cliffs.
5. B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai, Delhi, 2000.

6. P.R. Plumbley, Recruitment and Selection, Institute of Personnel Management, London, 1978.
7. Earnest J. McCremick, Job Analysis - Methods and Applications, AMACOM, New York, 1979.
8. Neil Anderson, Successful Selection Interviewing, Blackwell, Cambridge, 1993.
9. Thomas L. Moffatt, Selection Interviewing for Managers, Harper and Row, New York, 1979.
10. Gopalji, Personnel Management in Indian Industries, Ashish Publishing, New Delhi.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- IOSR Journal of Business and Management (IOSRJBM)
- Journal of Information Science

M-334
Compensation Management

Course/Paper : M-334	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The course aims to impart knowledge in the design, implementation and administration of compensation and benefits in the organizations, taking into account the legal provisions. This would enable the future HRD manager to leverage compensation in creating a high performing organization.
- The course would facilitate the student to become a contemporary compensation manager by gaining insights into current practices of compensation in Indian organizations.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Compensation and Benefits: Meaning, components, types. Piece rated, time rated and skills based approaches. Characteristics of best compensation plans. Fixed pay and variable pay, Understanding the terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment. Workers compensation, managerial compensation and executive compensation.	6
Module II	Economic theories of wages: Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker, surplus value theory by Carl Marx.	5
Module III	Principles of compensation determination: Meaning and Significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation	5

	and salary survey	
Module IV	Cost to Company (CTC) Method: Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC Monthly, quarterly, annual and one time components. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components. Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, benefits, perquisites and statutory components.	5
Module V	Benefits and incentives: Meaning, significance and characteristics, basis for benefits payment, statutory benefits- employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options, Emerging trends	5
Module VI	Executive compensation: Meaning and significance of executive compensation, unique features of executive compensation, fixed components and variable components, perquisites and benefits basis for determining executive compensation, statutory upper limit on executive compensation as per Companies Act 1956, stock options, joining bonus, retention bonus and severance pay, Emerging trends.	5
Module VII	Law Relating to compensation: Payment of wages Act 1936, Minimum wages Act 1948, Payment of Bonus Act 1965, and Equal Remuneration Act 1976.	5
Module VIII	Taxation on salary and benefits: Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of central government on salaries people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.	6

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students have to prepare questionnaire for conducting wage survey and carry

out wage survey for any selected sector and prepare a report for the same.

- Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.
- Give a wage determination case and ask the students to suggest solution.
- Give a cost to company case and ask the students to role play for negotiating with a prospective job applicant to distribute the CTC under various components.
- Give a case to Identify and prepare the, notices to be displayed, returns to be submitted and the registers to be maintained as per the above legislations.

Recommended Books

Text Books:

1. Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam, C. S., McGrawhill Irwin, 2009.
2. Compensation Management - Deb Tapomoy, Excel Books, 2009.

Suggested Readings:

1. Employee Reward - Michael Armstrong, Universities Press, 2007.
2. Strategic compensation - Martocchio J. J. Pearson Education, 2004.
3. Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
4. Understanding Wages and Compensation Management – Sarma A.M, HPH.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Compensation and Benefits
- Journal of Economic Perspectives
- Sacha Journal of Policy and Strategic Studies

M- 335
Recruitment and Selection

Course/Paper : M-335	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To understand and explore the operational issues involved in recruitment and selection.
- To understand the extent of innovation and contemporary concerns and challenges in recruitment and selection.

Section-A

Module	Course Description	Contact Hours
Module I	Job Analysis: Meaning, definition & purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique	5
Module II	Hiring Process: Nature of hiring: regular, temporary: its types. Need analysis, cost analysis of hiring process. Internal Hiring: meaning & definition, sources of internal recruitment: circulars, intranet, employee referrals. External hiring: meaning & definition of external recruitment, sources of recruitment. Modern Recruitment techniques: Scouting, Re-recruitment, event recruitment, E-Recruitment/Online recruitment, social recruitment, mobile-phone recruiting.	6
Module III	Screening Process & Assessment Centers: Screening the candidates: Application Forms: bio-data & weighted application blanks, social media screening. Assessment centers: structuring, assessment centers activities, administrative structure, assessment centers effectiveness.	5
Module IV	Testing & Interviewing candidate: Testing: meaning, definition, purpose, advantages & disadvantages. Interviewing: planning the interview, interview process: preparation, components, types, interviewing behavior, structuring of interview, using the interview checklist.	5
Module V	Legal Aspects and Organization Policy: Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions,	5
Module VI	Appointment and joining: Appointment- Meaning and significance, offer of appointment and acceptance,	7

	appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses. Joining- Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy. Providing access to enter and exit. Providing place to work, providing furniture, stationary, equipment, entering name in the muster roll, opening the personal file etc	
Module VII	Background & Reference Checking: Meaning, definition & purpose. Verification of character, criminal antecedents, previous work behavior & educational qualifications. Candidate driven resume verification. Appointment orders: meaning, definition & purpose	4
Module VIII	Induction and deployment: Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- Students can identify various sources of recruitment used by Indian organization for lower, middle level and top-level management jobs.
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position
- Form groups of five to six students. Ask each group to identify and present the parameters/standards for selecting a (a) police constable, (b) forest guard, (c) computer operator, (d) software programmer, (e) bank cashier and a (f) nurse.

Recommended Books

Text Books:

1. Gatewood R. D, Field H.S, Barrick R., Human Resource Selection, Cengage

Learning, 2008.

2. Arthur D, Recruiting, Interviewing, Selecting, and Orienting New Employees - , PHI, 2011.

Suggested Readings:

1. Phillips J. M and Gully S.M., Strategic Staffing, Pearson Education, 2009.
2. LiLy M. Berry, Wadsworth, Employee Selection, Cengage Learning, 2003.
3. Heneman H. G & Judge T. A., Staffing Organizations, McGraw-Hill, 2009.
4. Sahu R. K, Managing, Recruitment Functions, Excel Books, 2010.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- The International Journal of Human Resource Management
- International Journal of Human Resource Development and Management
- SA Journal of Human Resource Management
- Prabhandhan: Indian Journal of Management

M-336**PERSONALITY DEVELOPMENT AND BUSINESS ETIQUETTE**

Course/Paper : M-336	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective: The purpose of this course is to Identify the key principles of a good personality, common courtesy, professional manners, and the Golden Rule as they are practiced in the workplace environment. The course also Describes ways to apply proper courtesy in different professional situations

Section-A

Module	Course Description	Contact Hours
Module I	Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.	6
Module II	Impression Management: Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits, The Social Context: Norms and Roles, The Target's Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, Instrumental Complementarily, The Private Self, Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies	5
Module III	Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.	6
Module IV	Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position.	5
Module V	Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words.	4
Module	Formal Interactions: Making Introductions and Greeting	6

VI	<p>People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals</p> <p>Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting – For the Chairperson, For Attendees, For Presenters</p> <p>Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette</p>	
Module VII	<p>Self assessment: Self assessment and brief introduction of each individual , Identifying individual areas that need improvement- speech pattern, diction, body language, enunciation and pronunciations, Conversational Techniques, Build self-confidence and self-esteem, Voice modulation</p> <p>Visiting cards exchange How to make proper introductions, Paying & receiving compliments, Small Talk & Networking, Increase valuable business relationships, Designer terminology, Body Language, Poise, Eye Contact</p>	6
Module VIII	<p>General Etiquettes : Fine dining, Styles of Eating, Silverware Savvy , The Role of the Napkin, How to Eat Various Foods, Foods to Avoid, Travel etiquette, Clothes and Corporate Culture, Personal Props and Accessories for Men and Women, Color Strategies for Everyone, Corporate role play, Developing Your Professional and Personal Image</p>	4

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Group discussion
- Presentation skill
- Problem-solving and decision making skills through role plays
- Role plays on Leadership and creativity skills
- Role plays on Time management & Body language

Recommended Books

Text Books

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
3. Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

Reference Books

1. Business Etiquette by David Robinson, Kogan Page
2. Develop your Assertiveness by Sue Bishop, Kogan Page

List of Journals/Periodicals/Magazines/Newspapers, etc.

How to deal with Stress by Stephen Palmer & Cary Cooper, Kogan Page India Pvt. Ltd., South Asian Edition

Successful Time Management by Patrick Forsyth, Kogan Page

How to manage meetings by Alan Barker, Kogan Page

M-337**Human Resource Development**

Course/Paper : M-337	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective:

- This course is designed to help students in understanding various concepts of HRD, HRD systems and processes and help them in developing HRD facilitator's skills, develop and design HRD programmes and implement and control them in various organizational setups.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction : Definition, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process.	5
Module II	Introduction to HRD Tools: Need, scope and design of the HRD tools, Foundations of HRD Tools- Organizational Psychology concepts-Individual, Group and Organizational processes affecting performance, Competency Mapping and Career Management.	6
Module III	Designing Effective HRD Programs : Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training material, Scheduling HRD Programs.	5
Module IV	Implementing HRD Programs: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs.	5
Module V	Evaluating HRD Programs: Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation.	5
Module VI	Management Development and skills/technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching.	5
Module VII	HRD Experiences: HRD in Manufacturing and Service Industry, HRD in Government and Public Systems, HRD in Education, Health and other Sectors, Comparative HRD - International Experiences.	5
Module	Emerging Issues in HRD: Creating awareness and	6

VIII	commitment to HRD, Industrial Relations and HRD, Utilization of HRD efforts, Emerging trends and perspectives, Future of HRD.	
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Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Designing HRD Programmes for employees of different sectors.
- Case Study and role play on selecting training methods for the employees of different sectors and departments

Recommended Books

Text books:

1. John Werner and Randy Desimone, Human Resources Development, Cengage, 2011.
2. Udai Pareekh & T.V.Rao, Designing and managing Human Resource Systems, Oxford.

Suggested Readings:

1. Noe, Human Resources Development, Tata McGraw-Hill
2. Pareekh Udai & TV Rao Understanding HRD System Tata McGraw-Hill
3. Mankin Human Resource Development Oxford
4. Rothwell Beyond training and development Jaico
5. Blanchard, Thacker Effective Training Pearson
6. Richard A Swanson PhD and Elwood F. Holton Foundations of Human Resource Development Berrett-Koehler
7. Les Donaldson, Edward Scannell, and Edward S. Scannell Human Resource Development: The New Trainer's Guide Perseus
8. Michael J. Marquardt and Dean W. Engel Global Human Resource Development Prentice Hall

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Journal of Human Resource Development
- Human Resource Development Review
- International Journal of Human Resource Development and Management
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad, Human Capital.

M-430
Employment Laws

Course/Paper : M-430	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives :

This course is designed to make the students understand basic concept behind procedural substantive and protective legislation relating to employment laws.

Section-A

Module	Course Description	Contact Hours
Module I	Evolution of Labour Law: History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations.	8 Hours
Module II	International Labour Organization and its role, Indian Constitution and Labour Legislation.	7 Hours
Module III	Employment Legislations : Contract Labour (Regulation and Abolition) Act, 1970, Standing Orders Act, 1946 (Setting up of model standing orders)	7 Hours
Module IV	Compensation Legislations : Payment of Wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976	7 Hours
Module V	Social security Legislations : Employee's State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act, 1923, Maternity Benefit Act, 1961	7 Hours
Module VI	IR Legislations : Trade Union Act, 1926, Industrial Dispute act, 1947-Authorities Under this Act, Notice of Change, Procedures, Powers and Duties of Authorities, Strikes and Lock-Outs, Lay off and Retrenchment, Unfair labour practices and penalties	7 Hours
Module VII	Work place Legislations: Factories Act, 1948 (Safety of welfare provisions)	7 Hours
Module VIII	Labour Policies: Emerging issues and future trends.	6 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Conducting a debate on constitutional provisions of labour law.
- Role Play on a case of collective bargaining play.
- Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.

Recommended Books

Text Books:

1. P. R. N. Sinha, Indu Bala Sinha, Industrial Relation, Trade Unions, and Labour Relations, Pearson Education, 2004
2. Sivarethinamohma, Industrial Relation & Labour welfare: Text & Cases, Eastern Economy Edition, 2010

Suggested Books:

1. Report of National Commission on Labour: Govt. Of India
2. The Indian Labour Year Book (Latest Issue). Ministry of Labour Govt. of India.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Management of Industrial Relations, Human Capital
- Online Journals and Resources.

M-431
Performance Management & Retention Strategies

Course/Paper : M-431	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The course is designed to make the students understand the basic concepts of Performance Management and to expose the students to different approaches of Performance Appraisal with their industry application.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction of Performance Management System: Definition of Performance Management System, Performance Planning, Performance Coaching and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.	8 Hours
Module II	Performance Planning: Components of Performance Planning, Objectives of Performance analysis, Process of performance analysis, Performance Mapping tools.	6 Hours
Module III	Implementing Performance Management System: Competency Mapping and Competence based Performance Management System. Linking individual and team goals to organizational goals, Goal setting procedure.	7 Hours
Module IV	Performance Appraisal: Definition and objectives of Performance Appraisal, Process of Performance Appraisal- Self Assessment and its importance, Methods of Performance Appraisal- Traditional and Modern.	7 Hours
Module V	Performance Coaching: Performance Appraisal as a training need assessment, Counseling for better performance, Feedback Mechanisms in Organizations- training the superiors to give constructive feedback.	7 Hours
Module VI	Potential Appraisal: Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal.	6 Hours
Module VII	Behavioral Performance Management: Principles of Learning, Theories of Learning, Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management.	8 Hours
Module VIII	Performance management & employee development: Personal Development plans, 360 degree feed back as a	7 Hours

developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Prepare a performance appraisal form.

Recommended Books

Text Books:

1. H.Aguinis, Performance Management, Pearson
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems, Oxford & IBH

Suggested Readings:

1. K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill
2. B. Pattanayak: Human Resource Management, OUP
3. P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP
4. K. K. Chaudhuri, Human Resource Management – Principles & Practices, Himalaya

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Journal of Human Resource Development
- Annual Review of Psychology
- Journal of Applied Behavioural Science
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.

M- 432
Stress Management

Course/Paper: M-432	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives:

- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organizational stress, and
- indicating ways of coping with stresses.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Stress: Stress: Meaning, Nature of Stress; constructs & problems, Approaches to stress, Good Stress vs Bad Stress, Occupational Stress	7 Hours
Module II	Stress Manifestation: Stages of stress, Signs of stress at work, Personality types and impact of stress on them: Behavioral and Situational Manifestations	7 Hours
Module III	Sources of Stress: General sources of stress: stress and health, physiological and psychological illness, sources of managerial stress; Stress and thought process learning	8 Hours
Module IV	Assessment of Stress: Stress Assessment Tests, Biodots, Stress Meters, Cauchy stress, Kirchoff stress, Nominal Stress, Biot Stress.	6 Hours
Module V	Stress Management: Stress Diary, Becoming change skilled, Adopting a healthy life style, right attitude, thought awareness, imaginary (Auto-genic Therapy), learning to relax, Correct breathing, value and goal planning, time management, the individual's ten commandments for effective stress management.	8 Hours
Module VI	Organizations and Stress Management: Recognize the signs, approaches to the problems, coping with resources and processes: assertiveness training, stress and social support, group processes and changing values for understanding and coping with stress	8 Hours
Module VII	Stress and Role Conflict: Role; meaning and types, role stress, reasons for role stress, Occupational Role Stress Scale: meaning and scope.	6 Hours
Module VIII	Stress and Leadership: Leadership styles in stressful and non stressful situations, managing leadership stress, decision	6 Hours

making under stress work stress and leadership development and Burnout	
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Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- First define your goal and then create affirmations to support those goals. Rather than engaging in worrisome thoughts about not getting a good grade, or studying the wrong material, focus on the positive outcomes. Your goals/affirmations might be that: "I am efficient and focused in my studying; the material that I study is useful and appropriate; and I take exams with ease and receive excellent grades for my performance."
- Make a checklist of things that worry you when you study. Note down the steps you will take to reduce them.

Recommended Books

Text Books:

1. Linden Wolfgang, Stress Management: From Basic Science to Better Practice, Sage, 2005
2. Seaweed Luke Brian, Managing Stress: Principles and Strategies For Health and Well Being, Jones & Bartlett Learning, 2011

Suggested Books:

1. Lehrer M Paul, Woolfolk L. Robert, Sime E Wesley, Principles & Practice of Stress Management, Guilford Press, 2007
2. Sharma Manoj, Romas A John, Practical Stress Management: A Comprehensive Workbook, PHE, 2013

List of Journals/Periodicals/Magazines/Newspapers, etc.

- International Journal of Stress Management
- Health Science Journal
- International Journal of Bio-resource and Stress Management
- Journal of Management Education

M-433
International Human Resource Management

Course/Paper: M-433	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives:

- This course aims at familiarizing the students with the latest global trends in HRM across differing countries, HR Systems & policies. Management across borders requires global managerial staffing & International decision-making.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Models of IHRM-Matching model, Models of SHRM in Multinational Companies, Internationalization of HRM.	7 Hours
Module II	Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.	7 Hours
Module III	Recruitment, Selection and staffing in International context: International Managers, parent country nationals, third country nationals, host country nationals, selection Criteria and Techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment.	8 Hours
Module IV	Training and development in international context: Context Backdrop of international training, role of expatriate training, HCN training, Career Development, repatriate training, components of effective pre-departure training programmes, developing international staff and multinational teams, knowledge transfer in multinational companies.	8 Hours
Module V	Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management.	7 Hours
Module VI	International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international	7 Hours

	compensation, compensation practices across the countries, emerging issues.	
Module VII	International Labor Relations: Key issues of International Labor relations, response of labor unions to MNCs.	6 Hours
Module VIII	HRM practices in different countries: Japan, USA, UK, India and China.	6 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Discussing the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Designing and presenting a recruitment strategy for any two MNCs.
- Conducting a debate on the challenges involved in measuring performance of employees in multinational context.

Recommended Books

Text Books:

1. Evans, Pucik, Barsoux, The Global Challenge- framework for international human resource management, Tata McGraw-Hill Irwin.
2. Peter J Dowling, Denice E Welch, International Human Resource Management, Cengage Learning.

Suggested Books:

1. K Aswathappa, Sadhna Das, International Human Resorce Management, Mc Graw Hill Companies
2. Tony Edwards, Chris Rees, International Human Resource Management, Person Education
3. Monir H Tayeb, International Human Resource Management, Oxford University Press - 2005.
4. PL Rao, International Human resource Management, Excel Books

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of International Human Resource Management
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.

M- 434
Management of Conflict and Collaboration

Course/Paper: M-434	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objectives:

- To understand the basics of conflict management in an organization
- To know about the methods to be adopted by the organizations to diffuse the conflicts

Section-A

Module	Course Description	Contact Hours
Module I	Introduction to Conflict: Meaning, nature, types of conflict: interpersonal, intrapersonal conflict, intergroup and intra group conflict	7 Hours
Module II	Conflict Management Styles and Strategies: Competing, accommodating, avoiding, compromising, competing, Thomas-Kilmann Conflict mode instrument, conflict mapping.	7 Hours
Module III	Conflict Management Approaches & Methods: Conflict management and conflict resolution, analytical problem solving approach, conflict transformation, communication, interpersonal mediation, transforming inter group relationship, conflict management tools	8 Hours
Module IV	Collaboration: Meaning, Introduction to collaboration, communication and trust, participatory learning and collaboration, empowerment.	7 Hours
Module V	Communication and Collaboration: Styles of interaction, collaboration effectiveness and communication skills, relationship-building skills, relationship-enhancing skills, relationship-sustaining skills	8 Hours
Module VI	Negotiation: Definition, meaning, nature, negotiation and communication, impact of individual differences on negotiation.	6 Hours
Module VII	Bargaining and negotiation: Preparing for negotiation, Bargaining process, negotiation styles, fallback situations, behavior of negotiators during negotiation process.	7 Hours
Module VIII	Collaborative Problem Solving: Principles, process, results and benefits of cooperative problem solving, BATNA	6 Hours

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Conduct a role play on any team conflict
- Enact a negotiation situation related to wages between union and management

Recommended Books

Text Books:

1. Dana Daniel, Conflict Resolution, McGrawHill, 2001
2. Bercovith Jacob, Kremenyuk Victor, The SAGE Handbook of Conflict Resolution, SAGE, 2009

Suggested Readings:

1. Jeong Won Ho, Conflict Management and Resolution: An Introduction, Taylor and Francis, 2009
2. Hall Lavinia, Negotiation: Strategies for Mutual Gain, SAGE, 1993
3. De Marr, Janasz De Suzanne, Negotiation and Dispute Resolution, Prentice Hall, 2011

List of Journals/Periodicals/Magazines/Newspapers, etc.

- African Journal of Conflict Resolution
- Journal of Conflict Resolution
- International Journal of Conflict Resolution
- International Journal of Organization Analysis

M-435
TRANSACTIONAL ANALYSIS

Course/Paper : M-435	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To provide a theoretical framework for understanding human behavior.
- To explore one's own feelings and behavior using the TA model.
- To understand the application of TA in several areas of people management organizations.

Section-A

Module	Course Description	Contact Hours
Module I	TA and Self Awareness : Concept of Script, Articulate an understanding of the basic theory of TA and its application in clinical practice as described in the major TA texts, including structural analysis, transactional analysis, game, racket and script analysis and child development.	8 Hours
Module II	Winners and Losers, Structural Analysis: Shifting Ego States, Second Order Structural Analysis, The Adapted Child, Qualities of the Little Professor, Qualities of the Natural Child.	6 Hours
Module III	Life Positions, Life Scripts and Transactions: Different Life Positions, Script analysis, Role in script analysis, Types of Transactions, Transactions and the rules of communication.	7 Hours
Module IV	Games and Strokes: Purpose and significance of games and how to avoid and counter them in treatment and in organizations, Relationship between stroking patterns and behavior.	7 Hours
Module V	TA Applications in Motivation, Leadership and Teamwork: Show an awareness of and have the ability to respond to risk and harm factors for self, client, and others.	7 Hours
Module VI	Theories of TA: Demonstrate an understanding of TA theories of group process. Diagnosing the organization using standard TA concepts and theories.	7 Hours
Module VII	TA in Counseling and Contracting for Change: Understanding the origin of psychological problems using TA concepts.	6 Hours
Module VIII	Contemporary Issues in TA: Describe the application of aspects of all the major approaches to TA and demonstrate knowledge of recent developments, including the similarities and differences between these approaches.	8 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Analyze and critique TA theory in relation to other theoretical models of psychotherapy, including those from the humanistic and psychodynamic traditions
- Synthesize a range of theoretical approaches to create an individual frame of reference with regard to the theory and practice of TA psychotherapy.
- Analyze and critique research findings both in TA and in the general field of psychotherapy
- Critically reflect on and evaluate their own practice
- Apply their theoretical understanding flexibly and creatively to promote effective
- therapeutic relationships

Recommended Books

Text Books:

1. Stewart Ian, Transactional Analysis Counselling in Action, Sage Publications.
2. Phil Lapworth and Charlotte Sills, An Introduction to Transactional Analysis: Helping People Change, Sage Publications.

Suggested Readings:

1. Richard G. Erskine, Life Scripts: A Transactional Analysis of Unconscious Relational Patterns, Karnac Books.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Official Journal of International Transactional Analysis Association
- Transactional Analysis – Wave Magazine

M- 436
Development of Management

Course/Paper : M-436	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- To make the students aware of the recent management trends in human resource management in organizations

Section-A

Module	Course Description	Contact Hours
Module I	Emotional Intelligence: Meaning and Nature, Evolution of Emotional Intelligence, Components of EI, Measuring EI, Role of Emotional Intelligence in organization, Emotions and attitudes	7 Hours
Module II	Learning Organizations: Meaning and Objectives, Learning tools and techniques: Systems thinking, benchmarking and process mapping, measuring learning: the intellectual capital, creating a learning organization	8 Hours
Module III	Creativity Management: Meaning, importance, developing creativity in organizations, techniques of creativity, managing creativity in organizations	6 Hours
Module IV	Time Management: Meaning, importance, methods, time management model, First, second and third generation time management; procrastination: definition, overcoming procrastination	7Hours
Module V	Innovation Management: Invention vs innovation, innovation strategies and models, concurrent engineering, process innovation, product innovation, innovation management	7 Hours
Module VI	Knowledge Management: Meaning and importance, knowledge management process, tools and techniques of knowledge management, challenges and barriers to knowledge management	7 Hours
Module VII	Talent Management: Meaning and significance, attracting talent, retaining talent, employee branding	6 Hours
Module VIII	Employee engagement: Meaning and significance, constituents of engagement, behavior of engaged employee, employee engagement measurement.	8 Hours

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.

Recommended Books

Text Books:

1. Goleman Daniel, Emotional Intelligence, Bantam Books, 2006
2. Sujatha B, Innovation Management, ICFAI Books, 2006

Suggested Readings:

1. Bruining Ton, Learning Organizations: The Next Generation, ECLO, 2010
2. Kinicki Angelo, Kreitner Robert, Organization Behavior, McGraw Hill
3. Berger Lance, Berger Dorothy, The Talent Management Handbook, Tata McGraw Hill, 2011

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Management and Strategy
- European Journal of Innovation and Management
- Ivey Business Journal
- International Journal of Knowledge Management Studies

Group D
[PRODUCTION AND OPERATION MANAGEMENT]

III Semester Electives	
M-340	Materials Management
M-341	Total Quality Management
M-342	Production Planning & Control
M-343	Management of Business Process Outsourcing (BPO) Organization
IV Semester Electives	
M-440	Logistics & Supply Chain Management
M-441	Technology Management
M-442	Manufacturing Policy and Implementation
M-443	Knowledge Management
M-444	Operations Management in Services

M-340
Materials Management

Course/Paper : M-340	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- Learn for materials management in industries
- Able to Describe the steps and procedures in Inventory Management
- Able to make analysis for inventory levels (specially operational spares)
- Learn and able to frame for layout of warehouse design

Section-A

Module	Course Description	Contact Hours
Module 1	<u>Materials Management- An Introduction:</u> Materials Management: Definition, objectives, Role of materials manager in industry & Problem galore of materials manager, Overview of production planning & control, Levels of manufacturing planning and control, bills of materials and their types (multilevel bills and multiple bills) , Numerical for priority production Example: Use of TQM tools – Zero Defect program	6
Module II	<u>Purchase management:</u> Format of purchase requisition form, Definition, objectives, types of purchase, contracting and types of contracting, purchasing procedure, Purchasing terms and conditions (General & legal), Performance bank Guarantee, How to prepare purchase document and contracts document and Examples: Use of TQM Tool- Fitness for use -related to industry practice	5
Module III	<u>Inventory and stock control Management:</u> Definition, objective, types, role of inventory controller, element of inventory cost, Terms used in determining inventory levels, EOQ, safety stocks, Re order point, Quantity discounts. types of inventory control methods Numerical on inventory types Example: Use of TQM tool- Just in time inventory philosophy for inventory cost reduction	6
Module IV	<u>Warehouse management:</u> Reasons for warehousing, definition types, Details of factory	5

	warehouse, Warehouse layout, Terms used in warehouse (Zones, Location, equipment & stations) Role of warehouse manager, Details of functions, Warehouse management process, Industry Warehouse design considerations, Factors influencing effective use of warehouse Block diagrams for Right and wrong practice of materials management in warehouse Use of TQM Tools - 5S system in warehouse management	
Module V	<u>SAP System for Materials management:</u> SAP Introduction, various functional modules of SAP, SAP MM enterprise structure –defined, (Client, company code, plant, location, Template for SAP login menu) Template for materials management, Template for materials master configuration, Template for vendor master, Template for purchasing requisition Various transaction codes for purchasing menu	5
Module VI	<u>Cost Reduction Methods:</u> Standardization of spare parts stocking policy Concept, methods of standardization, industrial examples Waste & Scrape control methods (Concept of waste, A to Z aspect of Scrape control Waste in warehouse, disposal of scrape and waste & industrial examples)	5
Module VII	<u>Selective inventory management,</u> Meaning and concept, Types of selective methods, ABC, VED, and FSN, XYZ, SOS & HML analysis. MUSIC (Multi unit selective inventory control method), its significance and use in industry.	6
Module VIII	<u>Managing vendors:</u> vendor analysis, rating and selection-procedure and criteria, Integrated materials management – MRP I and MRP II	4

Section-B

**At Least one Case Study from each module
Questions will be case/inferences/application based**

Practical Component
Case Study / Application based : Study and analysis of purchasing and contracting procedure and its documents of any chemical company Study and preparing of piping or any Bulk materials “Bill of materials” for any infrastructure company or any project Study of Spare parts interchangeability record with use of VED analysis for any chemical company Study and prepare –a chart for Vendor selection procedure for any retail company(like Rel fresh) for supply of FMCG items

Study and analysis for procurement strategy by use of HML Techniques for any power plant / automobile manufacturing company
 Study and analysis for cost reduction techniques for warehouse management, especially for waste reduction in the yarn industry.
 Prepare formats of different documents used in stores, like bin card, Material issue note , material return note, Item inspection report & item warrantee record
 Study and prepare a report for Terms and concept of SAP MM Module used by any company

Text Book(s) use Latest Edition

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. K shridhara Bhat & Sowmya R. Rao – Production and Materials Management- Himalaya Publishing House, 2013

Reference Books use Latest Edition

1. Menon K. S., "Purchasing and Inventory Control", Wheeler
2. Gupta & Chitle, Materials Management, Text & Cases, PHI.
3. P GopalaKrishnan, Materials Management – Text & cases by Prentice- Hall of India
4. Bhatnagar & Ashish, Purchasing & Materials Management, Pub. Vindra Publication
5. S. Sadagopan, ERP-A Managerial Perspective, Tata McGraw Hill, Latest Edition
6. F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw-Hill Higher Education Latest Edition
7. Operations Now - Byron J. Finch, 3/e, Tata Mc-GrawHill, 2008.
8. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India,2009
9. Gopalakrishna and Sundaresan, "Materials Management", Tata McGraw Hill
10. K. Sridhar Bhatt, "Materials Management", HPH.
11. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
12. K. Datta, "Materials Management: Procedures, Text and Cases", Pearson.
13. SAP MM Module

List of Journals/Periodicals/Magazines/Newspapers, etc.

MATERIALS MANAGEMENT - European Scientific Journal, PRABANDHAN: Indian Journal of Management, International Journal of Manufacturing, Materials, and Mechanical Engineering (IJMMME), International Journal of Physical Distribution & Logistics Management, Journal of Advances in Management Research, International Journal of Materials and Product Technology, Journal of Purchasing & Supply Management, Journal of Material Cycles and Waste Management,

M-341
Total Quality Management

Course/Paper : M-341	MBA Semester-III
No. of Lecture Hrs/week: 2	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times

Section-A

Module	Course Description	Contact Hours
Module 1	Introduction: Concept of quality, Definition, Dimensions of quality, Evolution of TQM, TQM Defined, TQM Frame work, Components of TQM	5
Module II	Philosophy / Models of Quality Leaders : TQM Frame work, Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle	5
Module III	Customer Driven Quality and cost of quality <u>Customer Driven Quality</u> : Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints , Examples <u>Cost of Quality</u> : Concept ,Introduction, Components of cost of quality and its measurement	6
Module IV	Quality Improvement tools : Concept , Meaning, acceptance sampling Types : Check sheets, histogram, Pareto charts, Cause & effect diagram , Scatter Diagram , Control charts, Graphs	5
Module V	Quality Management Systems & Management tools <u>Quality systems</u> , : concept & meaning, Evolution <u>ISO 9000</u> - Concept , Definition, Requirements for ISO 9001,9002 & 9003 Examples <u>Management quality programmes</u> : 5S tools (introduction and audit sheet) , Zero defect program, Six Sigma approach, Quality Circles & Business process reengineering, Just in time concept <u>Management tools</u> : Affinity diagram, Relation Diagram, Tree Diagram ,Matrix diagram ,Process decision programme chart	6
Module VI	Total Quality Management awards -Models: Deming Award Criteria, Malcolm Bald ridge National Quality Award, European Quality Award, CII EXIM bank award of	5

	business excellence	
Module VII	Bench Marking Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.	4
Module VIII	TQM Implementation in manufacturing sector and service sector: <u>Organizing for Quality</u> : Quality basic beliefs, Examples of companies, need for organizing for quality, factors affecting quality implementation in the organization, Steps for implementation : Quality training and education <u>Re- design of quality functions</u> : Quality engineering & quality control, <u>fitting the total quality culture in a company:</u> Quality in design ,Quality in procurement, safety aspect in Quality (specially petroleum industries) Quality in service, Quality in manufacturing, Quality in marketing, Quality in after sales service	6

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Industrial cases / Examples

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.
- Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking.
Study and prepare a report on Six Sigma ,which is already applicable in the industry
- Prepare a report suggesting an zero defect program by use of quality tools for any industry
- Prepare a report on 5S programme for better retrieval & documentation system for any retail warehouse
- Prepare a report with parameters study (for quality assurance in manufacturing process / raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits
- Study and prepare a report for a company using quality award techniques for rating their quality parameters as whole of the organization.

Recommended Books

Text Book(s) Use Latest Edition

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

Suggested Readings:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2010.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, 2nd edition, 2012.
4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5. Al Endres, Implementing Juran's Road Map for Quality Leadership: Benchmarks and Results, Wiley, 2000
6. Jiju Antony, David Preece, Understanding, Managing and Implementing Quality: Frameworks, Techniques and Cases, Routledge, 2002
7. Julian North; Robert A. Blackburn; James Curran, The Quality Business: Quality Issues and Smaller Firms, Routledge, 1998
8. James W. Fairfield-Sonn, Corporate Culture and the Quality Organization Quorum Books, 2001
9. Christine Avery; Diane Zabel, The Quality Management Sourcebook: An International Guide to Materials and Resources, Routledge, 1997
10. John Beckford, Quality, Routledge, 2002 (2nd edition)

List of Journals/Periodicals/Magazines/Newspapers, etc.

Various Journals of Quality management and Total Quality Management and online Resources, Quality Policies of Corporate, SMEs and International / Global Companies. Academy of Management Review, Management Science, Journal of management, Industry Week, Wall Street journal, Strategic Management Journal, Psychometrica, Harvard Business Review, Decision Science, International Journal of Quality Control, The TQM journal, Journal of Management Issues, International Journal of Quality and Reliability Management

M-342
Production Planning and Control

Course/Paper : M-342	MBA Semester-III
No. of Lecture Hrs/week:02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives: To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

Section-A

Module	Course Description	Contact Hours
Module 1	Overview of Production planning & Control: introduction, phases of production (Schematic Diagram), Functions of production planning & control Types of production systems: types, concept, application, Introduction of Levels of manufacturing: Aggregate planning, master production schedule, Material requirement planning.	5
Module II	Demand forecasting & application of transportation model : <u>Demand forecasting:</u> introduction, meaning, Need, Types of for casts, overview of quantitative methods, and qualitative methods Numerical problems	5
Module III	<u>Industrial safety management</u> Industrial safety meaning, workers safety, legal aspect of safety, causes of accidents, accidents effects on plant and worker, Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc	5
Module IV	<u>Maintenance Management system</u> Meaning, type, scope, maintenance budget, shut down maintenance, break down maintenance, corrective maintenance, preventive maintenance, <u>Reliability Centered Maintenance</u> Introduction, concept, functional basis maintenance, procedure, advantages, risk factor calculation, economics calculation of failure trends in reliability maintenance, criticality rating of equipments.	6
Module V	Capacity Planning & Scheduling : <u>Capacity planning :</u>	6

	<u>Scheduling</u> : Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.	
Module VI	Material requirement planning , meaning, types, objective, MRP planning & controlling activities (input, inventory record, final requirement),Bill of materials, types of bill of materials, examples, various terms, material requirement planning process: Exploding and offsetting, gross & net requirement, releasing orders & low level coding & netting, Numerical Production activity control : meaning, purpose, Steps, data requirement (planning files & control files)Manufacturing lead time, Examples, Numerical	5
Module VII	Inventory Management : Objective, Types of inventory, Functions, Inventory control techniques & Examples Just in time Manufacturing : Concept, characteristics, components and process of just in time ,examples of manufacturing industries	5
Module VIII	Cost reduction and new era in production system : <u>Flexible manufacturing system</u> : Introduction, concept, types role in manufacturing system, examples <u>Lean manufacturing</u> : Concept, cost reduction techniques, Examples <u>Agile manufacturing</u> : Concept, techniques <u>Computer integrated manufacturing systems</u> : use of information system, CNC & NC Machines, SAP -Production Module	5

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Case study and Examples: Manufacturing industry:

Study and prepare a production schedule of a multiproduct manufacturing unit, based on previous year schedule (tyre & paint industry or others)
Study and report preparation on furcating of a four vehicle segment industry.
Study and analysis of safe working practice in a chemical and petro-chemical plant and their procedure
Prepare a maintenance budget and a report on equipment reliability maintenance procedure for plant production increased productivity
A report on Flexible manufacturing system indicating the improvement process and benefits for any consumer product manufacturing unit, like frig, washing machine, air conditioner etc.

A report on multilevel bill of materials and prepare a MRP requirement for a specific period (retail sector etc)

Recommended Books

Text Book(s) Use Latest Edition

1. Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI
2. Production and operation management- S N Chary- Tata Mc Graw hill

Suggested Readings:

1. Groover, M. P., Automation, Computer Integrated Manufacturing System,
2. R. B Khanna, Production and operation management by–Pub. PHI
3. Aswathappa & Bhat, Production and operation management- Pub. - HimaLaya pub. House
4. Buffa, Modern Production & Operation Management – Pub.- Wiley India
5. Sarma, A. M. , Industrial Health and safety Management (Code- PCH-033)- Pub.- HimaLaya pub. House.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Production Planning & Control, Production and Inventory Management, production and Operations Management, Journal of Operations Management, Journal of Operational Research Society, International Studies of Management and Organization, International Journal of Operations & Production Management, European Management Review

M-343
Management of business process outsourcing

Course/Paper : M-343	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

➤ **Objectives**

- To introduce the students to the basic concepts of outsourcing.
- To study the scenario of Outsourcing in India and the Global scenario.
- To discuss related issues such as knowledge transfer, culture change, Communication, risk and strategies.

Section-A

Module	Course Description	Contact Hours
Module 1	INTRODUCTION TO BPO/KPO & BUSINESS PROCESS MANAGEMENT: Introduction to Outsourcing., Business Process Outsourcing and Knowledge Process Outsourcing, Outsourcing Objectives, Types of BPO/KPO, Emerging BPO domains. Global scenario in Outsourcing. BPO / KPO in India - Historical overview and Current trends, BPO vendor selection, Managing Buyer vendor relationship, Execution of an outsourcing project. Outsourcing contracts.	8
Module II	DATA PROTECTION AND SECURITY: Introduction to Data protection and security- definition of Data types of data- principals and code of practices Data Protection Act 1998 Challenges in privacy advocacy Role of data protection authority Data Security standards and measures	5
Module III	BACK OFFICE OPERATIONS: Emergence and Concepts of Back office operations Functions, tools and techniques of back office operations. Use of technology on back office operations Transformation processes - Back office and front office operations	4
Module IV	Voice and accent training: <u>Communication :</u> Process of communication, Conversational skills, Language and its function, Ways to handle customer and different types of customers, <u>Telephone Ethics:</u> Basic telephone rules, Making a call (During and after), Gathering Information by telephone (Before and After),	10

	<p>Answering the telephone (before and during)</p> <p><u>Listening Skills</u></p> <p>What is Listening, Types of Listening, Ten Aids to good listening, Communication Games</p> <p><u>Voice:</u></p> <p>Vocal Qualities, Mechanics of speech, Vocal Modulation, Practice of Pitch, Volume, Diction, Speed & Tone, Diphthongs.</p> <p><u>Accent:</u></p> <p>MTI removal (s, sh, zh, z), How to use convincing accent, Vowel and consonant sound, Pronunciation Drills, Drills on tongue twisters, Learn the International phonetics Alphabets</p> <p>Learn to make the American/British sounds</p>	
Module V	<p>CUSTOMER RELATIONSHIP MANAGEMENT:</p> <p>Introduction to E-CRM, Evolution of CRM, Concepts and relevance of E-CRM in Indian Outsourcing industry.</p> <p>E-CRM and Conventional CRM, Benefits of E-CRM</p> <p>Implementation of E-CRM in Business.</p>	7
Module VI	<p>SIX SIGMA QUALITY IN OUTSOURCING:</p> <p>Concepts, theories and emergence of Total Quality Management and six-sigma. How Six Sigma Relates to Lean, TOC, TQM, Six sigma tools and techniques</p> <p>Essentials of learning and understanding six sigma methodologies for managers; Process of DMAIC</p>	8

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

<p>Practical Component</p> <p>Case Study on each module:</p> <p>Prepare a report for lost sales of a drinking water bottles manufacturing company for its quality improvement by six sigma approach and analysis of problems by fishbone diagram</p> <p>Study and prepare a report on communication system at BPO indicating learnings.</p> <p>Study and analysis of ECRM process of any company</p> <p>Study and report preparation for back office operations of an education industry(IIT- JEE Preparation)</p> <p>Prepare a report for ,how data are transfer and kept privacy of data in KPO firms</p>
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Recommended Books

Text Book(s) (Use Latest Edition)

1. Sarika Kulkarni , Business Process Outsourcing,
2. J Brian Heywood, The Outsourcing Dilemma,.

Suggested Readings:

1. Zahid Khalid Optimizing Back office operations
2. Gordon, Office operations
3. Madhavi Garikaparthi ,E-CRM- Concepts and Cases. ICFAI Publication,
4. David Salomon,Data privacy and security by
5. Bala Bhaskaran P, KPO: A Shifting Paradigm Book Description
6. Arjun Raina ,Speak Right For A Call Centre Job! A Complete Training Guide For International Telephonic Interface
7. Hammonds, Data protection by Click & Duneining , Business Process Outsourcing-The Competitive Advantage

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business Law, Journal of Business Research, Journal of International Business Studies, Academy of Management Journal, Academy of Management Review, Operations Research, Production and Operations Management (POMS)

M-440
Logistics and Supply Chain Management

Course/Paper: M-440	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

<ul style="list-style-type: none"> ➤ Objectives: To learn about the role of supply chain management in value customers and pricing. Also to understand how to integrate a manufacturing unit with customer. ➤ Logistics as movement of smooth flow of material movement with optimizing the warehousing, transportation and network of materials transfer
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Section-A

Module	Course Description	Contact Hours
Module 1	Introduction to Supply Chain Management Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing -pricing	7
Module II	Designing the supply chain Network Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice design in the supply chain – role of network – factors affecting the network design decisions	8
Module III	Designing and planning for transportation network: Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.	6
Module IV	Sourcing & pricing Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contract.	7
Module V	Dimensions of Logistics Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.	7
Module	Inventory Management	7

VI	Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.	
Module VII	Supply Chain Integration Introduction – push, pull and push–pull systems – push – based supply chains – pull – based supply chain – push-pull supply chain - identifying the appropriate supply chain strategy – implementing a push-pull strategy – demand – driven – strategies – the impact of the internet on supply chain strategies – distribution strategies – direct shipment – cross docking – trans shipment – centralized versus decentralized control – central versus local facilities.	9
Module VIII	Decision-support systems for supply chain management Introduction – the challenges of modeling – structure of decision support systems – input data – analytical tools – presentation tools – supply chain decision – support systems.	6

Section-B

**At Least one Case Study from each module
Questions will be case/inferences/application based**

Practical Component

Prepare a chart for Supply chain network of petroleum , milk product, etc
Study and design a supply chain network for film distribution system to distributors and release of film
Study and analysis of logistics integration system of Walmart company
Study and prepare a report for decision support system and with retail
Analysis for DSS of reliance fresh or any other retail company for FMCG product
Study and comparison for pull v/s push system for coke , pepsu products or any other company
Study of FMCG inventory management at any retail warehouse/ retail mall.

Recommended Books:

Text Book(s) (Use Latest Edition):

1. Donald J Bowersoy & David J Closs , Logistical Management- - Tata Mc GrawHill
2. R P Mohanty & S G Deshmukh, Supply Chain Management- Theories & Practice -- Pub: Biztantra House

Suggested Readings:

1. Sunil Chopra, Supply Chain Management--Pub: Peter Meindi

2. Badi N V , Supply chain Management- - Pub : Vrindra Publications (P) Ltd. , Delhi
3. Sunil Sharma , Supply Chain Management- Concept, Practice & Implementation -- Pub: Oxford Univ. Press
4. V.V Sople- Logistics Management-Pub.- Pearson edition-2013
5. Desai K D – Six Sigma, Pub. Himalaya Publishing house
6. Ray & Ruben- Stores Management, Pub. Himalaya Publishing House

List of Journals/Periodicals/Magazines/Newspapers, etc.

Supply Chain effectiveness with the value of shared information by retailers- Dr Vipul – ISSN -2229, Pricing for profit –how to develop a powerful pricing strategy for your business- Abhijeet Kelkar, Journal of Supply Chain Management, Naval Research Logistics, International Journal of Logistics - Research and Applications, International Journal of Logistics Management, International Journal of Operations & Production Management, International Journal of Physical Distribution and Logistics Management

M-441
Technology Management

Course/Paper : M -441	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

<p>Objectives:</p> <ul style="list-style-type: none"> ➤ Understand basic concept and meaning of technology ➤ Discuss evolution and growth of technology ➤ Understand role and significance of technology management ➤ Discuss impact of technology on society and business

Section-A

Module	Course Description	Contact Hours
Module 1	<p><u>Introduction :</u> Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.</p>	7
Module II	<p><u>Change Management:</u> Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.</p>	7
Module III	<p><u>Productivity Improvement Techniques</u> <u>Definition & Concept of Productivity :</u> Productivity & performance, partial productivity, Total Factor productivity, Application of productivity techniques <u>Total Productivity model</u> Salient features of TPM, Causes of poor productivity, Sumanth's five pronged approach to productivity improvement Implementation of total productivity model & Limitations</p>	7
Module IV	<p><u>Innovations Management:</u> Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management</p>	7
Module V	<p><u>Creative and Lateral Thinking Management:</u> Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.</p>	7
Module	<p><u>Make Or Buy Decisions:</u></p>	7

VI	Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.	
Module VII	<u>World class manufacturing Techniques</u> Historical perspective Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing - Value added manufacturing - eliminating waste - Toyota Production System - example. <u>System & tools for world class manufacturing: Improving Product & Process</u> Design - Lean Production, Poka Yoke , 5-S , 3 M, JIT, Optimizing , Total Productive maintenance	8
Module VIII	<u>Business Process Reengineering:</u> Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.	6

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Study and analysis of Technology upgradation for crude oil extraction Techniques/ fuel engine
Study and prepare a report for BPR for Motor cycle vehicles for fuel efficiency design and parameters.
Study and analysis of any two products of ITC or HUL for its recognition as world class leaders for lean manufacturer & 5S practice.
Study and report preparation for how to increase the productivity of any FMCG manufacturing company.
Concept study for any organization ,which has practice of change management and its benefits
Study and analysis of Innovation management of Dr.fix –it products for house and roof interior finishing
Or
Innovation in tyre industry as radial tyre and its benefits.
Study and analysis of make or buy decision for washing mc electronic parts for long run success of company

Text Book(s) (Use Latest Edition)

1. Business driven Technology- Hagg & Philip- Mc Graw Hill
2. Murthy C S V , Technology Management –pub. Himalaya Publishing house

Suggested Readings:

1. Hossein Bidgoli (2010), The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina (2003), The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.
3. Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.
4. Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.
5. Narayanan, V K. (2001). Managing Technology and Innovation for Competitive Advantage. Pearson Education.
6. Frederick Betz (2003), Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc., USA.

List of Journals/Periodicals/Magazines/Newspapers, etc.

Technology Information Forecasting & Assessment Council" (TIFAC), Telecommunication, International Journal of Technology Management, Journal of Manufacturing Technology Management, Research Technology Management

M-442
Manufacturing policy & Implementation

Course/Paper: M-442	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

<p>Objectives:</p> <ul style="list-style-type: none"> ➤ Learn How manufacturing policy are framework ➤ Able to Describe the steps and procedures for manufacturing implementation management ➤ Able to make analysis for inventory levels (specially raw materials and subassemblies)
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Section-A

Module	Course Description	Contact Hours
Module 1	<p><u>Corporate Strategy:</u> Strategy , Strategic Management, Strategy objectives, Strategic Planning, Strategy levels Strategy implementation process Organization of manufacturing / Service facility Manufacturing Strategy /Examples</p>	7
Module II	<p><u>Manufacturing strategy :</u> Definition, Concept, Detailed objective, , levels of production planning & control & their explanation <u>Type of manufacturing strategy:</u> Design to order, Engineer to order, make to order, ready stock Examples of different types of manufacturing systems</p>	7
Module III	<p><u>Evolution of Manufacturing systems:</u> <u>Concept, History, objective, Application/ Utility of below systems</u> <u>Stages of manufacturing Systems</u> Guild system, putting -out system, English system of manuf., American system of manufacturing, mass production, Just in time manuf., Lean manufacturing, Flexible Manuf., mass customizing, Agile Manuf., Rapid Manuf., Pre-fabrication, Packaging & Labeling.</p>	8
Module IV	<p><u>Manufacturing Infrastructure:</u> <u>Facility Planning & location:</u> definition, objective, detailed aspect for location criteria, Layout Criteria, their models Quantitative examples</p>	6

	organization, inventory policies, degree of centralization <u>Vendor relation:</u> Concept, objectives, Vendor strategy, Vendor selection criteria, degree of partnership	
Module V	<u>Capacity & Aggregate Planning :</u> <u>Capacity Planning :</u> definition, objectives, Levels of capacity, Capacity planning, Capacity control & Quantitative examples <u>Aggregate Planning :</u> Aggregate planning, aggregate strategies with suitable quantitative examples <u>Vertical Integration</u> definition, objective, levels of integration, Make or buy decisions, acquisitions, Mergers'	8
Module VI	<u>Product Quality Management:</u> <u>Introduction :</u> Quality concept, objectives of quality, Role of TQM in production, planning & Control <u>Six Sigma quality tool:</u> Introduction objective, application <u>Quality of purchasing goods</u> Purchasing strategy, import substitution, terms & conditions of International bidding. Third party inspection.	8
Module VII	<u>Innovations & Technology upgradation</u> Meaning, objective, type of innovation, competitive advantages, reduction of obsolescence Prize scheme, energy saving schemes	6
Module VIII	<u>ISO 14000:</u> meaning, Environment factor in Manufacturing, Applicability , ISO 14000 elements , Examples	6

Section-B

At Least one Case Study from each module
Questions will be case/inferences/application based

Practical Component

Prepare a report being at management level a corporate strategy for enhancing no of student in your IIT- JEE coaching every year by 3000 nos for next five years.

Being a manager- Manuf. –What are new innovations are being incorporated based on feasibility and economics of customer base

Prepare a report for Thermal power plants chimney waste to prevent the

environment.

Study and prepare a report for setting up a plant for shoe making company , for its minimizing the logistics cost in any part of India as well as high volume of customers.

Suggest your innovation for replacing starting pinion gear of TVS Scooty ,its whole assembly is to be replaced which is costing Rs 500/- , can u suggest to company as a customer with necessary drawing so that the pinion can be dismantled and replaced.

Being manager in Birla tyre company, Prepare a chart for manufacturing scheme for forcast demand of one lac tyres / year basis required for different segment of four vehicle ,like light duty and heavy duty, considering the interchangeability in different manufacturers as well as on time delivery of the customers week wise schedule.

Recommended Books

Text Book(s) (Use Latest Edition)

1. S N Chary, Production and Operation Management- Tata McGraw-Hill
2. Hayes- Operation Strategy & Technology Perusing the competitive edge-Pub. Willey

Suggested Readings:

1. Buffa- Modern Production / Operation Management - Pub. Willey
2. Laursen, Business analytics for managers, Pub. -Willey
3. Desai R G – Environmental studies- Himalaya Publishing house
4. Bhagi & Chatwal- Environmental chemistry- Himalaya Publishing house
5. Bal A S – an Introduction to environmental management- Himalaya publishing house

M-444
Operation Management in Service

Course/Paper : M-444	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

<p>Objectives:</p> <ul style="list-style-type: none"> ➤ Learn for Operation management in service industry ➤ Able to Describe the steps and procedures in Service industry ➤ Able to make analysis for customer requirement and product feature ➤ Learn and able to frame for layout of designing delivery system
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Section-A

Module	Course Description	Contact Hours
Module 1	<p><u>Introduction to Operations Management</u></p> <p>What is operations management? Production system concept, Transformation process, difference between products and services, operations as service, Current issues in operations management, Operations strategy, competitive dimensions, operations strategy in services</p>	6
Module II	<p><u>Designing Service Delivery systems</u></p> <p>Introduction, distinctive characteristics of service operations, Service/product mix, intangible nature of services, simultaneous provision and consumption of services, time dependent capacity, customer management, multi site management, factors involved in delivering services, categories of services, service delivery systems, design, IT based and other service delivery systems design, Issues to considered in delivery system design service profiling management</p>	8
Module III	<p><u>Retailing:</u></p> <p>Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Types of Retail Formats</p>	7
Module IV	<p><u>Introduction to services</u></p> <p>Concepts, Contribution & reasons for the growth of services sector, Myths about services, Characteristics of Services, GAP</p>	7

	models of service quality. Marketing challenges in service industry.	
Module V	<u>Understanding customer expectation through market research</u> Key reasons for GAP 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.	8
Module VI	<u>Employee role in service designing</u> Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality – Productivity trade off, Strategies for closing GAP 3.	7
Module VII	<u>Customer's role in service delivery</u> Importance of customer & customer's role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.	7
Module VIII	<u>Role of marketing communication</u> Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.	6

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

Being a manager in five star Hotel industry ,prepare norms and quality systems for best service practice to delight customers

Being a manager marketing in motor vehicle insurance company, how you would develop a economic justification for equipment insurance of fertilizer company for four compressors which are costing of worth Rs. 3000 Million.

Being in a Hotel Industry, Design total logistics for supply of food plates to airway service industry 2000 nos. per day basis, distance travelled is 20 km.

Being as manager inventory in a retail sector mall how u would analyses the FMCG items stocking philosophy so that stock out condition and expiration does not exists

You are Head of Marketing for a new fertilizer plant under project stage, How u would establish the SCM up to retailers ,so that one day company producing 2000 MT per day basis u would be able to claim management that complete per day production is distributed to retailers and also sold to the customers one day lead basis.

Design your plan and branding, as well as seeding program for your own brand product which is expected after a year so that u can ensure management commitments at full confidence.

Recommended Books

Text Book(s) (Use latest Edition):

1. Barry Berman, Joel R. Evans, Retail Management: A Strategic Approach, Pearson.
2. Christopher Lovelock, Services Marketing, Pearson Education.

Suggested Readings:

1. Ashwathappa K, & Sridhar Bhat K , Production and Operations Management –, Himalaya Publications
2. Kenneth E Clow & David L Kurtz Services Marketing: Operation, Management, and Strategy-, 2/e, Biztantra.
3. Russel and Taylor , Operations Management: Along the supply chain -, 6/e, Wiley India,.
4. S.L. Gupta,1/e, Sales & Retail Management: An Indian Perspective - 2007, Excell books.
5. Upendra Kachru, 1/e Production and Operations Management: Text and cases –, Excel Books.

List of Journals/Periodicals/Magazines/Newspapers, etc.

International Journal of Service Industry Management, Journal of Financial Services Research, Journal of Retailing and Consumer Services, Journal of Service Research, Journal of Services Marketing, Manufacturing and Service Operations Management.

Group E [INFORMATION TECHNOLOGY MANAGEMENT]

III Semester Electives	
M-350	Business Process Re-engineering
M-351	System Analysis and Design
M-352	Strategic Management of Information Technology
M-353	Data Base Management
M-354	Client Server Application Management
IV Semester Electives	
M-450	Management Support System
M-451	E-Business
M-452	Security and Cyber Law
M-453	Enterprise Resource Planning
M-454	Multi-Media management

M-350
Business Process Re-engineering

Course/Paper: M-350	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

Goal: Understand what and how business processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes.

Strategy: Emphasize challenges and opportunities for BPE/BPR across the process life cycle using Electronic Commerce and Intranet and Extranet technologies

Focus: Understand and apply knowledge-based concepts, techniques, and tools for BPE/BPR centered on Electronic Commerce and network information system applications.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction and Foundation: Engaging the Process from 360°, the Six Objectives of Transformational BPR, Process Reengineering vs. Improvement, Five Key Situations to Apply BPR, BPR Critical Success Factors, Moving Forward with BPR. Business Process Life Cycle Engineering, Introducing business process life cycle engineering and IT Support, Meta-Models and Knowledge Taxonomies for Business Processes.	5
Module II	Reengineering the Tactical Layer: Silos and Cross Functional Handoffs, Horizontal Realignment of Work Activities, Effective Work Shifting, Customer (Internal and External) Self Service, Parallel Processing, Activity Consolidation, Eliminating / Minimizing Inspections, Mistake Proof Activities, While There Processing, Process Triage and Multiple Processes, Tactical Layer Technology Enablers, Business Process Visualization and Prototyping: Visualization process and Tools, Use of Multimedia.	6
Module III	Reengineering the Operational Layer: Case Managers and Concierges, Decision Making and Delegated Authority, Deemed Approved Loops, Eliminating / Minimizing Reviews and Approvals, Vertical Realignment of Work Activities, Supervision vs. Facilitation, Proactive Operations, The Value of Deep Business Relationships, Rules v. Guidance, Operational Layer Technology Enablers.	5
Module IV	Reengineering the Strategic Layer: COEs / Shared Services vs. Decentralization, Cross Enterprise Value Stream	5

	Analysis, Balancing Effectiveness and Efficiency, Outsourcing vs. In-Sourcing, Voice of the Customer, Voice of the Process, Rewards, Incentives, Recognition and Compensation, Risk Based Decision Making, Time Box and the Cost of Quality, Global vs. Local Standardization of Best Practices, Strategic Layer Technology Enablers.	
Module V	Building BPR Business Cases: Business Value Drivers, Cost Analysis, Risk Analysis, Sponsorship and Validation Business. Process Elicitation and Modeling: Business Process Analysis and Measurement.	5
Module VI	Core Business Processes and Process Model: Internal Logic, Feasibility, Cost/ROI, and ROP/ROK of different modeled processes. Business Process Simulation and Process Redesign: Visual Discrete-Event simulation Tools, Possible Redesign Alternatives and worthiness	5
Module VII	Practical Guidance: Implementation Considerations and Best Practices, Managing Change and Validating Improvement, Process Change Sustainability, Evolving and Managing Business Process Assets: Codified, computer-based business processes, Business Information Assets and its management. Advanced Topics: Process-driven intranets (PDIs), Global Operations, Product and Services of Virtual Enterprises.	6
Module VIII	BPRE & TQM: benchmarking, ISO standards, Implementation of BPRE-business process management, principles, Business models, barriers. Change management: Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Putting It All Together - Process Reengineering Case Study, Discussion on how actually BPR works in the organisation
- Participants reengineer a real-world business process case, Visit/ study any organisation which implemented BPR.
- This case study provides an invaluable template that participants can leverage to jump start transformational reengineering in their organization.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. Re-engineering: Blueprint for the Future, International Engineering Consortium, 1995.
2. Hansen, Automating Business Process Re-Engineering, (2nd. Edition),

Prentice-Hall, 1997.

Suggested Readings:

1. Darnton and M. Darnton, Business Process Analysis, Intern. Thompson Business Press, Boston, MA, 1997.
2. D. Kosiur, Understanding Electronic Commerce, Microsoft Press, Redmond, WA, 1997.
3. R. Bernard, The Corporate Intranet, John Wiley and Sons, 1996.
4. Business Process Reengineering Fundamentals (with Strategic Planning), Business Process Reengineering Certification Program, 2002
5. Inteq-Business-Process-Reengineering-Training-Course-Overview, 2012

List of Journals/Periodicals/Magazines/Newspapers, etc.

Journal of Business Process Reengineering
International Journal of Production Economics
Online Journals and Resources
Consultancy Studies and Reports (subject to author's / consulting organization's permission).

M-351
System Analysis and Design

Course/Paper : M-351	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- The objective of the course to equip the students with analytical tools for solving case studies by scanning the business environment and coming to a decision.
- The course aims at helping the students in developing strategic decision making skills.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction To Systems Analysis And Design, Preliminary Investigation: Impact Of Information Technology On Business Strategy And Success, Information System And Components, Business Functions And Operations, Impact On Business Strategies And Relationships By Internet, Types Of Business Information Systems And Users, Modeling, Prototyping, And CASE Tools, Distinguish Between Structured Analysis And Object-Oriented Analysis, Compare The Systems Development Life Cycle Waterfall Model To Adaptive Models, The Strategic Planning Process, SDLC The Framework For Systems Development And Business Modeling, Risks And Risk Management Features, Factors Affecting Information Systems Projects.	6
Module II	Systems Analysis Toolkit: (Practical Approach) Communication Tools: Successful Communications, Effective Letters, Memos, And Email Communications, Measuring The Readability Of Written Material, Organizational Written Reports & Its Report Sections, Guidelines For Effective Oral Communication, Organize And Plan An Oral Presentation, Speaking Techniques To Achieve Your Objectives, Economic Analysis, Classify Costs And Benefits: Tangible Or Intangible, Direct Or Indirect, Fixed Or Variable, And Developmental Or Operational, Chargeback Methods And Uses, Payback Analysis & Calculation Of The Length Of Time To Pay, Return On Investment Analysis & Measure A Project's Profitability, Present Value Analysis For The Value Of A Future Project Measured In Currency. Case Tools: Case Tools And The Concept Of A Case	6

	Environment, History Of Case Tools And Role In A Fourth-Generation Environment, Define Case Terms And Concepts Including A Repository, Modeling Tools, Documentation Tools, Engineering Tools, And Construction Tools, Integrated Development Environment, Examples Of Case Tools Features, Future Trends For Case Tools Including New Developments And The Emerging Role Of Object-Oriented Analysis And Design.	
Module III	Internet Resource Tools: Characteristics Of The Internet And The World Wide Web, Plan An Internet Search Strategy, Evaluate User Information Requirements, Proper Tool Selection, Quality Results Assessment, Download Virus-Free Results, How To Use Search Engines, Subject Directories, And The Invisible Web To Locate The Information User Require, Demonstrate Advanced Search Techniques Including Boolean Logic And Venn Diagrams, Other Internet Communication Resource Tools Including Newsgroups, Blogs, Podcasts, Newsletters, Mailing Lists, Web-Based Discussion Groups, Chat Rooms, And Instant Messaging, Examples Of IT Community Resources And Their Value To A Systems Analyst, The Benefits And Disadvantages Of Online Learning Opportunities, Use Of Speaking Techniques To Achieve Objectives.	5
Module IV	Requirements Modeling, Data And Process Modeling: Product Of The Systems Analysis Phase, Joint Application Development (JAD) And Rapid Application Development (RAD), How Systems Analysts Use A Functional Decomposition Diagram (FDD), Unified Modeling Language (UML) And Explain Use Case Diagrams And Sequence Diagrams, System Requirements Including Outputs, Inputs, Processes, Performance, And Controls, Concept Of Scalability, Fact-Finding Techniques Including Interviews, Documentation Review, Observation, Questionnaires, Sampling, And Research, Define Total Cost Of Ownership (TCO), Conduct A Successful Interview.	5
Module V	Object Modeling, Development Strategies: Object-Oriented Analysis Used To Describe An Information System, Define Object Modeling Terms And Concepts Including Objects, Attributes, Methods, Messages, Classes, And Instances, Relationships Among Objects And The Concept Of Inheritance, Object Relationship Diagram, Unified Modeling Language (UML) Tools And Techniques Including Use Cases, Use Case Diagrams, Class Diagrams, Sequence Diagrams, State Transition Diagrams, And Activity Diagrams, Advantages Of Using CASE Tools In Developing The Object Model, Advantages And Disadvantages Of In-House Software Development, Cost-Benefit Analysis And Financial Analysis Tools, The Differences Between A Request For Proposal (RFP) And A Request For Quotation (RFQ), Systems Requirements Document, Transition	5

	From Systems Analysis To Systems Design.	
Module VI	Output And User Interface Design, Data Design: Output Design Issues And Various Types Of Output, Types Of Reports And Suggest Output Controls And Security, Concept Of User Interface Design And Human/Computer Interaction Including The Basic Principles Of User-Centered Design, List Specific Guidelines For User Interface Design, User Interface Techniques Including Screen Elements And Controls, Input Design Concepts, Techniques, And Methods, Guidelines For Data Entry Screen Design, Use Validation Checks For Reducing Input Errors.	5
Module VII	Systems Architecture, Systems Implementation: The Systems Design Specification, Importance Of Software Quality Assurance And Software Engineering, Application Development Process, Structure Chart Showing Top-Down Design, Modular Design, Cohesion, And Coupling, The Coding Process, Unit, Integration, And System Testing And Describe Effective Training Techniques, Data Conversion And Changeover Methods, Post-Implementation Evaluation And The Final Report To Management.	5
Module VIII	Systems Operation, Support, And Security, Project Management Tools: Systems Operation, Support, And Security Phase Relationship In Overall Systems Development Phase, User Support Activities Including User Training And Help Desks, Four Main Types Of System Maintenance, Various Techniques For Managing Systems Operations And Support, Assess System Security At Five Levels: Physical Security, Network Security, Application Security, File Security, And User Security, Project Management Tools And Uses, Steps Used In Project Planning, Scheduling, Monitoring And Controlling, And Reporting, Techniques For Estimating Task Completion Times And Costs.	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component:

Student shall study at least 4 to 5 Case Studies on Systems Implementation Projects. The faculty shall guide students to develop the software so that they can understand Systems Analysis Design practically

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. Information Systems Development: Methodologies, Techniques, and Tools, D.E. Avison and G. Fitzgerald

2. Analysis and Design of Information Systems, Arthur M. Langer

Suggested Readings:

1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, Modern Systems Analysis and Design, Pearson, 5th Edition.
2. Gary B. Shelly, Thomas J. Cashman and Harry J. Rosenblat, Systems Analysis and Design Methods, Cengage Learning Latest Edition
3. Alan Dennis, Barbara Haley Wixom and Roberta M., Systems Analysis and Design Roth, Wiley 4th Edition
4. Roger Pressman, Software Engineering, McGraw Hill Latest Edition
5. Kendall and Kendall, System Analysis and Design, PHI Latest Edition
6. Waman S. Jawadekar, Software Engineering: Principles and Practice, Tata McGraw Hill Latest Edition
7. Alan Dennis, Barbara Haley Wixom, Roberta Roth, System Analysis and Design, Wiley Latest Edition
8. Valacich, George, Hoffer, Essentials of System Analysis and Design, PHI Latest Edition
9. Denis, Wixom, Tegarden, System Analysis and Design with UML Version 2.0 An Object Oriented Approach, Wiley Latest Edition
10. Ned Kock, Systems Analysis & Design Fundamentals- A business process redesign approach, Sage Latest Edition
11. Er. V. K. Jain System analysis and Design DreamTech Press Latest Edition
12. Systems Analysis And Design, Alan Dennis, Barbara Haley Wixom
13. Systems Analysis and Design: An Organizational Approach, Raymond McLeod, Jr.
14. Systems Analysis And Design, Kenneth E. Kendall, Julie E. Kendall
15. Analysis Within The Systems Development Life-Cycle, Rosemary Rock-Evans

List of Journals/Periodicals/Magazines/Newspapers, etc.

Computer Express, Chip, Data Quest

Note: The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in this subject.

M-352
Strategic Management of Information Technology

Course/Paper: M-352	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

- This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.
- To develop an understanding of the role of strategic management of IT, particularly in relation to evaluating emerging technology and trends and adopting a critical approach to strategic decisions.
- This provides skills and knowledge to lead the analysis, implementation and management of emerging and converging information and communication technologies as they are integrated into the business process to support organizational strategic goals.

Section-A

Module	Course Description	Contact Hours
Module I	Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization's internal capabilities to the conditions in its external environment.	5
Module II	Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.	6
Module III	Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information system & Management, Six IS leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT & Management, I.T. & Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.	6

Module IV	Technology planning for strategic position: Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitive position.	5
Module V	Entrepreneurship Entrepreneurial action: Discovery process and exploitation process contribution in technology strategy formation, emergent dimension of technology strategy & relationship between the entrepreneurial process, enterprising individuals and technology strategy formation.	5
Module VI	Systematic planning and analysis of sequential process: Role of management cognition and learning for the development of technological capabilities and management of the creation and transfer of technological knowledge.	5
Module VII	Power, politics and technology strategy: Power and politics impact on the successful application of technology organizations, role of power and politics in the technology strategy process, both within and between organizations, Different and often competing theories and concepts of power, the use (and abuse) of power in technology strategy making.	5
Module VIII	Culture: The culture effects on strategic options selection, strategic options acceptance for implementation of successful strategy Environment: Opportunity or threat, The environment constraints on technology strategy and strategic choice, Legal frameworks and support for technological innovation, development of technological standards, limits on transfer of intellectual property, competitive response and a major challenge, organizations and institutions environment reaction for more proactive and actually engaging and technological environment development	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Know how & use of analytical tools used in organizations for innovative and possible alternatives and effective decision making.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. Strategic Management in Information Technology, David B. Yoffie
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz

Suggested Readings:

1. Management Strategies for Information Technology (Business Information

- Technology), Earl (Author)
2. Etourism: Information Technology for Strategic Tourism Management, Dr Dimitrios Buhalis
3. Strategic Information Technology and Portfolio Management, Albert Wee Kwan Tan

M-353
Data Base Management

Course/Paper : M-353	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

This subject has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment. Moreover it facilitates to get the complete over view of practical approach of the subject.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Purpose of Database Systems, Views of data, Data Models, Database language, Transaction Management, Storage Management, Database Administrator, Database Users, Overall System Structure, Different types of Database Systems. Files and file systems – database systems – introduction to database models – data base models and internet.	6
Module II	The Relational Database Model: A Logical view of data – keys – integrity rules – relational database operators–relationships within the relational database – data redundancy indexes, Structure of Relational Database, The Relational Algebra, The tuple relational calculus, The Domain Relational Calculus, Views SQL- Background, Basic Structure, SET operations, Aggregate functions, Null Values, Nested Sub queries, Derived Relations, Views, Modification of Database, Joined Relations, DDL, Other SQL features.	6
Module III	E-R Model: Basic Concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Weak Entity set, Extended E-R features, Design Of an E-R Database Schema, Reduction of an E-R schema to Tables	5
Module IV	Transaction: Transaction Concepts, State, Implementations of Atomicity and durability, Concurrent Executions, Serial & Sorting, Recoverability, Transaction Definition in SQL. Concurrency Control: Lock based protocol, Timestamp based protocol, Validation based protocol, Multiple Granularity, Multi version Schemes, Deadlock Handling, Insert and Delete operations, Concurrency in index structure.	5

Module V	Lab Exercise 1: Creating, altering and dropping tables with integrity constraints. Retrieving and modifying data from a database. Introduction to PL/SQL , using output from server. Use of implicit & explicit cursors in data handling.	5
Module VI	Lab Exercise 2: SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT), SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries.	5
Module VII	Lab Exercise 3: Retrieving data from database using IN, BETWEEN, LIKE, ORDER BY, GROUP BY and HAVING clause. Use of scalar and aggregate functions. Retrieving data from a database using Equi, Non Equi, Outer and Self Join. Using sub-queries, row-id and row-num for retrieving data. Use of views, indexes and sequences.	5
Module VIII	Lab Exercise 4: Exception handling – Oracle defined and User defined. Use of stored procedures & functions in data manipulation. Use of trigger in data manipulation.	5

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. "Database System Concepts" by Abraham Silberschatz, Henry Korth, and S. Sudarshan
2. "Database Management Systems" by Raghu Ramakrishnan

Suggested Readings:

1. "An Introduction to Database Systems" by Bipin Desai
2. "Principles of Database Systems" by J. D. Ullman
3. "Fundamentals of Database Systems" by R. Elmasri and S. Navathe
4. "Foundations of Databases" by Serge Abiteboul, Richard Hull and Victor Vianu

M-354
Client Server Application Management

Course/Paper : M-354	MBA Semester-III
No. of Lecture Hrs/week: 02	Internal Marks: 30
Total No of Contact Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives:

The emphasis of the material for this class will be on the information systems approach to client-server and distributed systems analysis, design and management. The theory behind each component will be presented while exploring the impact it has on the business of managing information. Topics include the components of client-server and distributed systems architecture, operating systems, networking, inter-process communication, user interface, middleware, distributed objects, security, and the software development process. The role of standards in client-server and distributed systems development is discussed, including a detailed study of protocols. Also included are the various relationships between client-server computing and business process reengineering, workflow automation, and groupware. Migration from legacy systems is considered along with project development and management.

Section-A

Module	Course Description	Contact Hours
Module I	Fundamentals Of Client/Server Systems: A Client/Server Application Interaction Means, Knowledge Of Network Technologies, Transmission Control Protocol (TCP/IP) And Domain Name System (DNS), How To Use Them, Basic Routing Concepts (Wide Area Networks (WAN) Vs. Local Area Network (LAN) Router Vs. Switch Vs. Hub). Knowledge Of Active Directory, How User Objects Are Managed, What Is Stored In Active Directory Partitions, Basic Architectures. Client/Server Components: Networks And Data Communication, Client Operating Systems, Server And Network Operating Systems.	6
Module II	The Internet: Client/Server And The Internet, Distributed Data Management, Client/Server Transaction Processing, Client/Server Groupware, Middleware. Distributed System Management: Distributed Objects, Distributed System Application Architecture, Process Design And Management, Migration, Security, Future Trend. Windows Server Operating System: Introduction & How	5

	Storage Is Configured, Basic Backup And Restore Techniques.	
Module III	<p>Tools And Applications: Ntbackup Command, Nslookup Command, Windows Explorer, Microsoft® Management Console (MMC), Active Directory Users And Computers, Active Directory Sites And Services, Internet Information Services (IIS) Admin, Outlook.</p> <p>Overview Of Exchange And Active Directory: Review Of Active Directory, Core Components Of The Active Directory Service, Introduction To The Integration Of Active Directory And Exchange Server 2007.</p> <p>Lab: Overview Of How Active Directory And Exchange Server 2007 Work Together</p>	5
Module IV	<p>Installing Exchange Server 2007: Introduction To The Exchange Server 2007 Server Roles, Installing Exchange Server 2007, Completing The Exchange Server 2007 Installation.</p> <p>Lab: Managing Recipient Objects, Preparing The Environment For An Exchange Server 2007 Installation, Installing Exchange, Verifying An Exchange Server Installation..</p> <p>Configuring Mailbox Server Roles: Implementing Mailbox Server Roles And Managing Public Folder Databases.</p> <p>Lab: Configuring Mailbox Servers, Configuring Storage Groups And Database Files, Configuring A Public Folder And Store Referrals.</p>	5
Module V	<p>Managing Recipient Objects: Managing Mailboxes, Managing Other Recipients, Overview Of Managing Public Folders.</p> <p>Lab: Managing Recipient Objects, Modifying Existing Mailboxes, Configuring New Mailboxes And Mail-Enabled Objects, Managing Resource Mailboxes, Managing Mailbox Removal.</p> <p>Managing E-Mail Addresses And Address Lists: Configuring E-Mail Address Policies, Configuring Address Lists, Overview Of Bulk Recipient Management Tasks.</p> <p>Lab: Managing E-Mail Addresses And Address Lists, Managing E-Mail Address Policies, Managing Address Lists, Performing Recipient Bulk Management Tasks.</p>	6
Module VI	<p>Managing Client Access: Implementing Client Access Servers, Implementing Client Access Features, Implementing Outlook Web Access, Introduction To Implementing Mobile Messaging.</p> <p>Lab: Managing Client Access, Configuring Client Protocols, Managing Outlook Web Access Connectivity, Managing Mobile Device Connectivity.</p> <p>Managing Messaging Transport: Introduction To Message Transport, Implementing Message Transport.</p> <p>Lab: Managing Messaging Transport, Troubleshooting Local Message Delivery, Troubleshooting Remote Message Delivery.</p>	5

Module VII	Managing Availability, Backup And Recovery: Implementing High-Availability For Mailbox Servers, Managing A Backup Solution, Managing A Recovery Solution. Lab: Managing Backup And Recovery, Backing Up And Restoring Mailbox Databases, Restoring Mailbox Databases Using Local Continuous Replication (LCR), Restoring Data Using The Recovery Storage Group.	5
Module VIII	Maintaining The Messaging System: Overview Of Implementing Change Management, Overview Of Updating Exchange Servers. Lab: Maintaining The Messaging System, Obtaining Approval For A Change Implementation.	5

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Section-B**At Least one Case Study from each module****Questions will be case/inferences/application based****Recommended Books (Please Use Latest Edition of the books)****Text Books:**

1. Client/Server Information systems, James E. Goldman, ISBN: 0-471-29654-6, Publisher: John Wiley & sons.
2. Snyder, Lawrence. Fluency With Information Technology. Addison Wesley. 2004.

Suggested Readings:

1. An Educator's Guide to School Networks. Nodate. Online. Available from: <http://fcit.usf.edu/network>.
2. Wikipedia. Nodate. Online. Available from: <http://www.webopedia.com>.
3. Webopedia. Nodate. Online. Available from: <http://www.webopedia.com>.
4. Network Cabling Help. Nodate. Online. Available from: <http://www.datacottage.com>.
5. The Networks Reference Pages. Nodate. Online. Available from: http://www.acerimmeronline.com/networks/networks_home.html.
6. Hardware Central. Nodate. Online. Available from: <http://www.hardwarecentral.com/hardwarecentral>.
7. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

M-451
E-Business

Course/Paper : M-451	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objectives

- This course introduces students to various aspects and models for e-business. At the end of the course participants should have an understanding of the impacts which e-business is having on society, markets commerce.
- Students should also become aware of the global nature of e-commerce and how traditional means of doing business will need to change in the electronic age.

Section-A

Module	Course Description	Contact Hours
Module I	Overview: Definitions Of Electronic Commerce/Electronic Business, Categories Of E-Business (B2b, B2c, B2a Etc), Introduction To Whiteley's Model (Electronic Markets, EDI, Internet Commerce)	8
Module II	Historical Perspective: Development Of E-Business In Parallel WWW, Brief History Of The Internet, Current Situation On The Web, (In Terms Of Technology, Worldwide Distribution, Usage, Main Problems...), A Quick Look Towards The Future – M-Business, Suitability Of Running Business On Current Policies ; Rethink Business Models.	8
Module III	Impact Of E-Business On Society: Issues Related To The Job Market, Work Patterns, Skills Required And Continuous Learning, How Local Becomes Global, Positivity Of IS/IT, Privacy And Security Issues, Information And Knowledge.	8
Module IV	Electronic Markets: Definition And Use Of Electronic Markets, Advantages And Disadvantages Associated With Electronic Markets, Some Functional Electronic Markets, The Future Of Electronic Markets.	8
Module V	Electronic Data Interchange (EDI): EDI Definition, (Overview Of Advantages And Disadvantages), Technical Aspects Of EDI, Business Implications Of EDI.	8
Module	Internet Commerce: Basic Elements Of Internet Based	8

VI	Business, Internet Shopping And The E-Shop, Advantages And Disadvantages Of Internet Based 'Consumer' Business.	
Module VII	E-Business Today: Current Global Situation, E-Business According To Predictions? (Good Or Bad!!), Where Does The Present Situation Point To?, What Needs To Be Done In Order To Cater For The Future E-Business/Information Society?	8

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

- Study of marketing strategies of any two companies.
- Analyzing Mission and Vision statements of any five companies and comparing them.
- Learning the concept of Michael Porter's five forces model through its application to any one industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. J Deitel, Deitel & Nieto Internet and World Web. How to Program
2. Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program

Suggested Reading:

1. E-Business and E-Commerce, 2/E , Dave Chaffey, Prentice Hall.

M-452
Security and Cyber Law

Course/Paper: M-452	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week: 01	Exam Time: 3 Hrs

Objective

- Information in today's organizations faces a multitude of complex threats to its confidentiality, availability and integrity. These threats, as well as regulatory restrictions, customer privacy concerns, organizational objectives and culture, are key determinants for the development of sound information security policy. However, these policies must be evaluated in light of current laws and regulations.
- This course is designed to review applicable laws and regulations at various operational levels and to provide the student with the knowledge to develop and maintain institutional operational standards that are in compliance of International legal requirements.

Section-A

Module	Course Description	Contact Hours
Module I	Computer And Cyber Forensic Basics: Introduction To Computers, Computer History, Software, Basic Computer Terminology, Internet, Networking, Cell Phone / Mobile Forensics, Computer Ethics And Application Programs,	8
Module II	Cyber Forensic Basics: Introduction To Cyber Forensics, Storage Fundamentals, File System Concepts, Data Recovery, Operating System Software And Basic Terminology.	8
Module III	Cyber Security: Introduction To Cyber Security, Implementing Hardware Based Security, Software Based Firewalls, Security Standards, Assessing Threat Levels, Forming An Incident Response Team, Reporting Cyber Crime, Operating System Attacks, Application Attacks, Reverse Engineering & Cracking Techniques And Financial Frauds Systems.	8
Module IV	Cyber Forensics Investigation: Introduction To Cyber Forensic Investigation, Investigation Tools, Ediscovery, Digital Evidence Collection, Evidence Preservation, E-Mail Investigation, E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption And Decryption Methods, Search And Seizure Of Computers, Recovering Deleted Evidences, Password Cracking.	8
Module V	Cyber Crimes And Cyber Laws: Introduction To IT Laws & Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual Property, Legal System Of Information Technology, Social Engineering,	8

	Mail Bombs, Bug Exploits, And Cyber Security.	
Module VI	Creating An Identity And Protection: Introduction To Intellectual Property, Virtual Products, Copyright Law, DMCA, And Other Digital Rights, Technology Patents, Trademarks, Domain Names, Key Words, And Search Terms.	8
Module VII	Privacy: Employee And Individual Privacy Issues Emerging From New Technology, Spyware.	8

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component (Lab) Contact Hours (9)

- Write programs using the following system calls of UNIX operating system: fork, exec, getpid, exit, wait, close, stat, opendir, readdir.
- Write programs using the I/O system calls of UNIX operating system (open, read, write, etc).
- Implement any file allocation technique (Linked, Indexed or Contiguous).
- Implementation of Memory and Address Protection.
- Implementation of Access Control List.
- Setting of File Permissions and Protections.
- Management of the users & the domain.
- Setting up the local security policy.
- Start and stop services from user window and command prompt.
- Use of event viewer.
- Use of the performance monitor.
- Management of the IIS and FTP server.

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. William Stallings, "Network Security Essentials", 3rd Edition, Pearson Education, 2006
2. William Stallings, "Cryptography and Network Security: Principles and Standards", Prentice Hall India, 3rd Edition, 2003.

Suggested Readings:

1. John R. Vacca, Computer Forensics: Computer Crime Scene Investigation, 2nd Edition, Charles River Media, 2005
2. Ali Jahangiri, Live Hacking: The Ultimate Guide to Hacking Techniques & Countermeasures for Ethical Hackers & IT Security Experts, Ali Jahangiri, 2009
3. Computer Forensics: Investigating Network Intrusions and Cyber Crime (Ec-Council Press Series: Computer Forensics), 2010

M-453
Enterprise Resource Planning

Course/Paper : M-453	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- This subject has been designed to bridge the gap between the need of business process knowledge and its application to the business environment. The aim of the course therefore is to make the student a manager of computer service offerings across business processes of an organisation.
- The subject also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems and focuses on the benefits that may be realized from an ERP system and on the management of benefits from the ERP system.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Overview Of Enterprise Systems – Evolution - Risks And Benefits - Fundamental Technology - Issues To Be Consider In Planning Design And Implementation Of Cross Functional Integrated ERP Systems.	7
Module II	ERP Solutions And Functional Modules: Overview Of ERP Software Solutions- Small, Medium And Large Enterprise Vendor Solutions, BPR, And Best Business Practices - Business Process Management, Functional Modules.	7
Module III	ERP Implementation: Planning Evaluation And Selection Of ERP Systems - Implementation Life Cycle - ERP Implementation, Methodology And Frame Work- Training – Data Migration. People Organization In Implementation- Consultants, Vendors And Employees.	7
Module IV	Post Implementation: Maintenance Of ERP - Organizational And Industrial Impact; Success And Failure Factors Of ERP Implementation.	7
Module V	Business Modules: Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution	7
Module VI	The ERP Market 9: ERP Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA	7
Module VII	ERP – Present And Future 9: Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future	7

	Directions	
Module VIII	Emerging Trends On ERP 9: Extended ERP Systems And ERP Add-Ons -CRM, SCM, Business Analytics - Future Trends In ERP Systems-Web Enabled, Wireless Technologies, Cloud Computing.	7

Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component (Lab) Contact Hors (20)

- Introduction Lab
- SAP Navigation Lab
- Master Data Creation Lab
- Vendor Master Data Lab
- Vendor Selection Lab
- Receiving Inventory Lab
- Customer Master Data Lab
- Sales Order Processing 1 Lab
- Sales Order Processing 2 Lab
- Create Invoice
- Enterprise Systems Presentations

Recommended Books (Please Use Latest Edition of the books)

Text Books:

1. J Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012

Suggested Readings:

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Summer, ERP, Pearson Education, 2008

M-454
Multi-Media Management

Course/Paper : M-454	MBA Semester-IV
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Contact Hrs: 56	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

Objective

- This subject helps to understand the primary activities and roles of a media manager, interpret the foundations of behavioral science as it relates to human development and organizational practice in media organizations.
- It reviews the current practices of personnel selection and career planning in various media organizations and to obtain knowledge of current issues in media training and motivational systems.
- Review the patterns of typical management problems associated with an orderly development of communicational multi-media services, programs, and products; and
- To understand the principles and unique applications of budgeting and staffing within media organizations.

Section-A

Module	Course Description	Contact Hours
Module I	Introduction: Managing in the Electronic Media, Need of Multimedia Management, Electronic Media in Society, Resources in the Multi Media Management, Radio, Television and telecommunication, Management and the Electronic Media	8
Module II	Managing Personnel of Multi Media Resource: Personnel Management, Working with Personnel.	8
Module III	Understanding Multi-Media Markets And Audiences: Defining the Market, Market Structure, Audience Research and Analysis, Using Audience Data.	8
Module IV	Regulatory Influences and Electronic and Media Management: The role of FCC, FCC Regulatory Policies, Other Federal Department and Agencies and regulatory influences, Copyright law and important laws.	8
Module V	Media Relation/ Promotions and Multi-Media Management: The Importance of Promoting Station, Public and Media Facility, Maintenance of Multi Media Resources.	8
Module VI	Ethics and Media Management: Implementation of Ethics, Ethical Issues In Media Management, Case Study.	8
Module VII	Multimedia Management: Forces Affecting Electronic media Management Electronic Media in Twenty First Century.	8

Section-B**At Least one Case Study from each module****Questions will be case/inferences/application based****Practical Component Contact Hours (5)**

- Study of the Multimedia Resources planning and its marketing policies by two more institution marketing strategies of organizations.

Recommended Books (Please Use Latest Edition of the books)**Text Books:**

1. VOGEL, H L. Entertainment industry economics : a guide for financial analysis. Cambridge: Cambridge University Press, 2007. 978-0-521-87485-4
2. BAUMGARTEN, P A. -- FARBER, D C. -- FLEISCHER, M. Producing, financing, and distributing film. Pompton Plains: Limelight Editions, 2004. 0-87910-107-5

Suggested Readings:

1. GEORGE, N. Film crew : fundamentals of professional film and video production. Las Vegas: Platinum Eagle Publishing, 2010. 978-0-578-03344-0
2. HONTHANER, E L. The complete film production handbook. Amsterdam: Elsevier, 2010. 978-0-240-81150-5
3. KELLISON, C. Producing for TV and video : a real-world approach. Amsterdam: Elsevier/Focal Press, 2006. 0-240-80623-9
4. OHIO, D. Five essential steps in digital video : a DV moviemaker's tricks of the trade. Indianapolis: Que, 2002. 0-7897-2615-7