

K. E. Society's
Rajarambapu Institute of Technology, Sakharale
Department Of Business Management Studies (MBA)

First Year Semester I
Credit Structure

| Subject code | Subject | Teaching scheme | | | | Evaluation Scheme | | | |
|--------------|-------------------------------|-----------------|---|---|---------|-------------------|----------------|-------------------|--------------------|
| | | L | P | T | Credits | Scheme | Theory (Marks) | | |
| | | | | | | | Max | Min for passing % | Aggregate passing% |
| MG101 | Organizational Dynamics | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG103 | Marketing Management | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG105 | Corporate Finance | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG107 | Human Resource Management | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG109 | Managerial Economics | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG111 | Business Research Methods | 3 | - | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG113 | Business Communication | - | 2 | - | 1 | ISE | 100 | 50 | 50 |
| MG115 | Business Environment | 2 | - | - | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG117 | Computing Skills for managers | - | 2 | - | 1 | ISE | 50 | 50 | 50 |

Total contact hours/week/student : 30

Total credits : 28



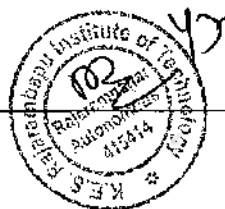
Implemented from the year 2016-2017

K. E. Society's
Rajarambapu Institute of Technology, Sakharale
Department Of Business Management Studies (MBA)
First Year Semester II
Credit Structure

| Subject code | Subject | Teaching scheme | | | | Evaluation Scheme | | | |
|--------------|---|-----------------|----|----|---------|-------------------|----------------|------------------|------------------------|
| | | L | P | T | Credits | Scheme | Theory (Marks) | | |
| | | | | | | | Max | Min for passing% | Aggregate for passing% |
| MG102 | Leadership and Performance | 3 | -- | - | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG104 | Business Analytics | 3 | -- | - | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG106 | Operations Management | 3 | -- | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG108 | Cost Analysis and Control | 3 | -- | 1 | 4 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG110 | Business Ethics | 2 | - | -- | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG112 | Digital Management of a firm | 3 | | | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG114 | Professional Skill Development Laboratory | - | 2 | - | 1 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| MG116 | Rural Management | 2 | -- | -- | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG118 | Business Analytics Laboratory | -- | 2 | -- | 1 | ISE | 50 | 50 | 50 |
| MG 120 | Digital Management Laboratory | -- | 2 | -- | 1 | ISE | 50 | 50 | 50 |

Total contact hours/week/student : 27

Total credits : 24



Implemented from the year 2016-2017 3

Rajarambapu Institute of Technology, Sakharale
Department Of Business Management Studies (MBA)
Second Year Semester III
Credit Structure

| Subject code | Subject | Teaching scheme | | | | Evaluation Scheme | | | |
|--------------|--|-----------------|----|----|---------|-------------------|--------|-------------------|-------------------------|
| | | L | P | T | Credits | Scheme | Theory | | |
| | | | | | | | Max % | Min % for Passing | Aggregate % for Passing |
| MG201 | Strategic Management | 3 | - | -- | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG203 | Management of Technology and Innovation | 2 | -- | -- | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG205 | Cross Cultural Study | 2 | -- | -- | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG207 | Project Management | 3 | -- | -- | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| MG209 | Summer Internship Project | -- | -- | -- | 8 | ISE | 100 | 50 | 50 |
| MG 211 | MS Project Lab | - | 2 | - | 1 | ISE | 50 | 50 | 50 |
| MG 213 | Corporate Readiness Lab | - | 2 | - | 1 | ISE | 50 | 50 | 50 |
| | Specialization 1: Marketing Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 2:Human Resource Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 3: Financial Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 4: Operations Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 5: Information System Management Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 6: Rural Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 7: Family Business Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |
| | Specialization 8: Engineering Management (Elective I & II) | 3+3 | -- | -- | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | 40 | |

Total contact hours/week/student : 26

Total credits : 32

- Note:**
1. A student has to opt for any two specializations out of eight specializations.
 2. Two elective papers have to be opted in each specialization in this semester.



Implemented from the year 2016-2017

K. E. Society's
Rajarambapu Institute of Technology, Sakharale
Department Of Business Management Studies (MBA)
Second Year Semester IV
Credit Structure

| Subject code | Subject | Teaching scheme | | | | Evaluation Scheme | | | |
|--------------|---|-----------------|---|----|---------|-------------------|--------|-------------------|-------------------------|
| | | L | P | T | Credits | Scheme | Theory | | |
| | | | | | | | Max % | Min % for Passing | Aggregate % for Passing |
| MG202 | Entrepreneurship Development | 3 | - | -- | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| MG204 | Supply Chain Management | 3 | - | -- | 3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| MG206 | Comprehensive Project | -- | - | 1 | 2 | ISE | 50 | 50 | 50 |
| | | | | | | ESE | 50 | | |
| | Choice Based Elective | 2 | - | - | 2 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 1: Marketing Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 2: Human Resource Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 30 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 3: Financial Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 4: Operations Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 5: Information System Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 6: Rural Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 7: Family-Business Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |
| | Specialization 8: Engineering Management (Elective III & IV) | 3+3 | - | - | 3+3 | ISE | 20 | 40 | 50 |
| | | | | | | UT1 | 15 | | |
| | | | | | | UT2 | 15 | | |
| | | | | | | ESE | 50 | | |

Total contact hours/week/student : 21
Total credits : 22

Note: Two elective papers have to be opted in each specialization in this semester.



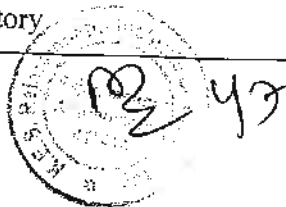
Implemented from the year 2016-2017

MBA I Sem. I

| Code | Subject Name |
|-------|-------------------------------|
| MG101 | Organizational Dynamics |
| MG103 | Marketing Management |
| MG105 | Corporate Finance |
| MG107 | Human Resource Management |
| MG109 | Managerial Economics |
| MG111 | Business Research Methods |
| MG113 | Business Communication |
| MG115 | Business Environment |
| MG117 | Computing Skills for Managers |

MBA I Sem. II

| Code | Subject Name |
|-------|---|
| MG102 | Leadership and Performance |
| MG104 | Business Analytics |
| MG106 | Operations Management |
| MG108 | Cost Analysis and Control |
| MG110 | Business Ethics |
| MG112 | Digital Management of a firm |
| MG114 | Professional Skill Development Laboratory |
| MG116 | Rural Management |
| MG118 | Business Analysis Laboratory |
| MG120 | Digital Management Laboratory |



MBA II Sem. III

| Code | Subject Name |
|---|---|
| MG201 | Strategic Management |
| MG203 | Management of Technology and Innovation |
| MG205 | Cross Cultural Study |
| MG207 | Project Management |
| MG209 | Summer Internship Project (6 Weeks) |
| MG211 | MS Project Lab |
| MG213 | Corporate Readiness Lab |
| Specialization 1: Marketing Management (Elective I, II & III) | |
| MGS1001 | Sales and Distribution Management |
| MGS1003 | Brand Management |
| MGS1005 | Consumer Behavior |
| MGS1007 | Rural Marketing Management |
| MGS1009 | Services Marketing |
| Specialization 2: Human Resource Management (Elective I, II & III) | |
| MGS2001 | Human Resource Planning |
| MGS2003 | Performance Management |
| MGS2005 | Human Resource Accounting |
| MGS2007 | Executive Compensation |
| MGS2009 | Organizational Development and Change |
| Specialization 3: Financial Management (Elective I, II & III) | |
| MGS3001 | Financial Markets & Institutions |
| MGS3003 | Capital Budgeting and Long Term Financing Decisions |
| MGS3005 | Security Analysis and Portfolio Management |
| MGS3007 | Working Capital Management |
| MGS3009 | Financial Risk Management |
| Specialization 4: Operations Management (Elective I, II & III) | |
| MGS4001 | Purchasing Management |
| MGS4003 | Lean Manufacturing System |
| MGS4005 | Operations Planning and Control |
| MGS4007 | Quality Management |
| MGS4009 | Global Operations Strategy |
| Specialization 5: Information System Management (Elective I, II & III) | |
| MGS5001 | Big Data Analytics |
| MGS5003 | System Analysis & Design |
| MGS5005 | Information System Management |
| MGS5007 | Database Management Systems |
| MGS5009 | Software Project Management |
| Specialization 6: Rural Management (Elective I, II & III) | |
| MGS6001 | Rural Banking and Microfinance |
| MGS6003 | Rural Society and Polity |



| | |
|--|--|
| MGS6005 | Applied Econometrics for Rural Management |
| MGS6007 | Social Up-liftment Policies |
| MGS6009 | ICT in Development |
| Specialization 7 : Family Business Management (Elective I, II& III) | |
| MGS7001 | Management of Small and Medium Enterprises |
| MGS7003 | Takeovers, Restructuring and Governance |
| MGS7005 | Financing for an Emerging Enterprise |
| MGS7007 | Legal & Tax Environment |
| MGS7009 | Dynamics of Family Business |
| Specialization 8 : Engineering Management (Elective I, II& III) | |
| MGS8001 | Engineering Management |
| MGS8003 | Enterprise Productivity |
| MGS8005 | Technology Management |
| MGS8007 | R & D Management |



| | |
|--|-------------------------------------|
| MGS6008 | Governance and Development |
| MGS6010 | Corporate Social Responsibility |
| Specialization 7 : Family Business Management (Elective IV & V) | |
| MGS7002 | Private Equity & Venture Initiation |
| MGS7004 | Franchising |
| MGS7006 | Laws for Entrepreneurs |
| Specialization 8 : Engineering Management (Elective IV & V) | |
| MGS8002 | Value Engineering |
| MGS8004 | Engineering Systems Simulation |
| MGS8006 | Big Data Analytics |
| MGS8008 | Manufacturing Systems |



MBA Part I
MG101 Organizational Dynamics
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

Unit 1 Management Theory & Practices 6
Modern management Skills for Success, Importance of management, Management Careers In the Shrinking World, Evolution of Management, Classical Approach, Behavioral Approach, The Management Science Approach, Functions of Managers, Development of Management Thoughts.

Unit 2 Management & Society 6
Operating in a Pluralistic Society, International Management- Cultural and Country differences, Challenges of managers in working with diverse groups, Social responsibility of managers, Competitive advantages in a global world through Quality Management.

Unit 3 Planning, Organizing, Leading & Control 6
Concept, Process, Types of Plans, Steps in Planning Process, Decision Making, Management by Objectives, Authority and Responsibility, Delegation, Decentralization, Departmentation, Formal and Informal Organization, Span of Control, Motivation Theories.

Unit 4 Introduction to Organizational Behavior 6
Historical Background- Hawthorne Studies, Theoretical Framework for OB, Individual Behavior- Attitude & Job Satisfaction, Personality & Value, Attitudes, Perception, Learning, Learning Organization, Stress.

Unit 5 Organizational Context: Design & Culture 6
Information processing view of Organization, Contingencies & Ecological Organization Theories, Modern Organization Designs, The Organizational Culture Context- Subculture and countercultures, Building, Reinforcing & Maintaining a Culture.

Unit 6 Foundations of Group Behaviours: 6
Stages of Group Development, Group properties: Roles, norms, Status, Size, Cohesiveness, Power & politics, Leadership, Effective Leadership Process. Conflict: types and levels of conflicts. Functional and Dysfunctional Conflicts, Stages and Causes of conflicts. Resolution of Conflict. Negotiation: Goals and Outcomes, Ethical aspect, Negotiation strategies.

References

1. Wehrich, Heing and Harold Koontz, Management: A Global Perspective, Mc-Graw Hill, New-Delhi. 2014.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), Management, Prentice Hall of India Pvt.Ltd 2012
3. Samuel C. Certo, S. Trevis Certo Modern Management Concepts and Skills, Global Edition Pearson publications 2015
4. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi. 15th edition 2012
5. Fred Luthans, Organizational Behavior, McGraw-Hill, New York 2014
6. Newstorm, John W., Organizational Behaviour: Human Behavior at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi. 2011.
7. John R. Schermerhorn, Jr. James G. Hunt, Richard N. Osborn., Organizational Behaviour, Wiley India Pvt. Ltd. 12th edition 2013.



MBA Part I
MG103 Marketing Management
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|--|----------|
| Unit 1 Understanding Marketing Management | 6 |
| Defining Marketing for the new Realities, Developing market-oriented strategic planning, Creating Long-Term Loyalty Relationship, optimization of marketing decisions. | |
| Unit 2 Capturing Marketing Insights | 6 |
| Collecting Information and Forecasting Demand, analyzing the macro environment Market Research-Conducting Marketing Survey, measuring market productivity using marketing metrics and marketing mix modeling. | |
| Unit 3 Connecting with Customers | 6 |
| Analyzing Customer Market, Analyzing Business Market, Tapping into global Markets, International business market: Entry Modes. Evaluating the attractiveness of different markets. | |
| Unit 4 Building Strong Brand | 6 |
| Identifying Market Segments and Targets, Target Market Selection Crafting the Brand Positioning, Competitive Positioning. | |
| Unit 5 Creating Value | 6 |
| Setting Product Strategy, Designing and Managing Services, Product and Service Planning Management, Introducing New Market Offerings, Developing Pricing Strategies and Programs. Creating Brand Equity, Addressing Competition and Driving Growth. | |
| Unit 6 Communicating and Delivering Value | 6 |
| Designing and Managing Integrated Marketing Communications, Managing Mass Communication: Advertising, Sales Promotion, Events, Experiences, and Public Relations, Managing Personal Communications: Direct and Database marketing and Personal Selling, Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics. Marketing Control - Activity based costing to Marketing. | |

Reference Books:-

1. Philip Kotler, Kevin Lane Keller – “Marketing Management” Pearson Publications – 15th Edition – 2016.
2. Vijay Prakash Anand,-“Marketing Management – An Indian Perspective” Wiley India Pvt. Ltd. 2015.
3. Joel R. Evans, Berry Berman - “Marketing Management” 1st Edition 2013.
4. James C. Anderson James A. Narus Das Narayandas, Business Market Management: Understanding, Creating, and Delivering Value, Prentice Hall; 3rd Edition, 2008.
5. Stephen Wunker, Capturing New Markets: How Smart Companies Create Opportunities Others Don't, McGraw-Hill Education; 1st Edition, 2013.



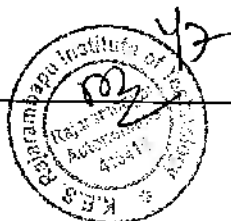
MBA Part I
MG105 Corporate Finance
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|--|----------|
| Unit 1 Overview | 6 |
| Introduction to Corporate Finance, Financial Statements, Fund flow and Cash Flow, Financial Statements Analysis and Long-Term Planning, Capital markets; Financial reporting; Financial strategy, Value of information | |
| Unit 2 Valuation and Capital Budgeting | 6 |
| Discounted Cash Flow Valuation, How to Value Bonds and Stocks, Making Capital Investment Decisions, Techniques of Capital Budgeting – Pay Back Method, Accounting Rate of Return, Net Present Value and Profitability Index | |
| Unit 3 Risk | 6 |
| Return and Risk: Capital Market History, Capital-Asset Pricing Model (CAPM), an Alternative View of Risk and Return: The Arbitrage Pricing Theory | |
| Unit 4 Capital Structure and Dividend Policy | 6 |
| Valuation, Designing capital structure for the Levered Firm, Dividend policy, ESOP and Other Payouts | |
| Unit 5 Long-Term & Short-Term Finance | 6 |
| Issuing Securities to the Public, Long-Term Debt, Leasing, Short-Term Finance and Planning, Cash Management | |
| Unit 6 Leverage & Cost of Capital | 6 |
| Meaning of Leverage, Operating Leverage, Financial Leverage, Combined Leverage. Significance of the Cost of Capital, Cost of Different Sources of Finance- Cost of Equity Capital, Cost of Retained Earnings, Cost of Preferred Capital, Cost of Debt, Weighted Average Cost of Capital. | |

Reference Books:

1. R. Brealey, S. Mayers, F. Allen & P. Mohanty, Principles of Corporate Finance, The Tata McGraw- Hill Publishing Company Ltd., 11th edition, 2014.
2. Robert Parrino & David Kidwell, Corporate Finance, Wiley India, 2012.
3. J. C. Van Horne, J.M. Wachowicz, Fundamentals of Financial Management, Prentice Hall of India, 13th edition, 2008.
4. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill, 8th edition, 2009.
5. Damodaran, A., Corporate Finance: Theory and Practice, Wiley, 2nd edition, 2001



MBA Part I
MG107 Human Resource Management
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

- Unit 1 Fundamentals of Human Resource Management:** 6
 Concepts and Perspectives, Corporate objectives of HR in a dynamic environment, Critical importance of human resources, Current & future 21st century challenges in HRM, Job Analysis, Job description and Job Specification, Human Resource Planning, Demand and Supply, Job design
- Unit- 2 Recruitment and Selection.** 6
 Planning for organization, Personal planning & Recruiting, Overview of recruitment process, Strategic issues & ethics in recruiting, Employee testing & selection, Basic selection model, Psychological tests for selection, Interviewing candidates,
- Unit- 3 Training and Development:** 6
 Training need analysis, Training Process and methods, Performance Management & appraisal, Potential assessment, Competency development, Management development, Career planning, Managing careers
- Unit- 4 Compensation and Reward Management:** 6
 Job Evaluation, Methods and types of compensation, linking pay to performance, Employee Satisfaction & Motivation issues in compensation design, Employee Relations, Trade Unions, Grievance Redressal, Dispute Resolution and Conflict Management,
- Unit 5 International HRM and Emerging Horizons of HRM:** 6
 Models of International HRM, Challenges of International HR Managers, Global HR practices, E-HRM, HRIS (Human Resource Information System), Impact of HRM practices on organizational performance, Contemporary issues in Human Resource Management.
- Unit 6 Recent Trends in Human Resource Management** 6
 HR Audit, Balance Score card, Employee Empowerment, Succession planning, Payroll Management, Flexible work arrangements, Employee surveys, Downsizing & lay off, Attrition & Retention,

References

1. George W. Bohladender, Scott a Snell Principles of Human resource Management Cengage learning 2013
2. D'Enzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.2014
3. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, 2015
4. Garry Dessler Human resource management Prentice Hall 2015
5. Pravin Durai Human Resource Management Pearson 2010
6. Michael Armstrong Human Resource management Kogan page 2006
7. Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw Human resource management Cengage learning 6th edition.



MBA Part I
MG109 Managerial Economics
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

Unit 1 Application of Economic Concepts 6

Resources and Scarcity, theory and function of profit, Production Possibility Curve, Opportunity Cost, Economic Profit, Optimization Analysis- Total, Average and Marginal Magnitude, Total Quality Management, Basic Econometrics-Data Types, Regression models and simultaneous equation models.

Unit 2 Applied Microeconomics 6

Role of microeconomic analysis in decision in view of complexity of the modern economy, Laws of demand and supply and market equilibrium, Elasticity of demand and supply, Theory consumers demand-Cardinal and Ordinal utility approach, Consumer Surplus, Demand Estimation and Forecasting and its techniques.

Unit 3 Cost and Production Analysis 6

Theory of Production Cost-Cost Concepts, Short Run Cost Output Relations, Long Run Cost Output Relations, Economies and Diseconomies of scale. Production functions, Theory of Production-Production with one variable input, Production with two variable inputs, Marginal Rate of Technical Substitution, Isoquant Curve, Law of return to scale, Long run analysis of Production

Unit 4 Firms and Markets 6

Motive of existence of firm, Profit Maximizing output, Goals of nonprofit firm and public sector firms, Global Firms, The competitive and Monopoly model, The Oligopoly model, Monopolistic Competitions, Theory of competitive advantages, Alternate pricing practices-Pricing of multiple product and price discrimination, National Market, International Market, International Trade Theory Market Failure-Externalities and Public Goods, Sensex, Nifty

Unit 5 Applied Macroeconomics 6

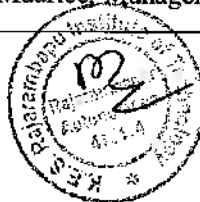
Gross Domestic Product(GDP) and Gross National Product(GNP), Consumer Price Index(CPI), Wholesale Price Index(WPI) and GDP Deflator, Capital accumulation and economic growth, level of Investment, Inflation, Theory of employment, interest and money by Keynes and contrasting with Say's theory, and Balance of Payment, Deficit financing , Globalization and Division of labour, Business Cycle, Fiscal and Monetary Policy, Exchange Rate Policy (Comparison with a few leading economies), Ginni Coefficient and Purchasing Power Parity(PPP), Poor Economics and Free Market Economics, Make in India, Digital India projects.

Unit 6 Behavioral Economics and its application 6

Behavioral Decision making, Choice under uncertainty and certainty, Probabilistics Judgment, Departure from perfect rationality, Choice involving time, risk and strategy, System I and System II theory and its impact on business decision making, Nudge Theory and its success in today's world.

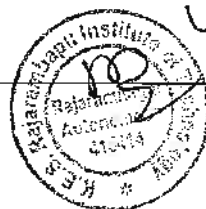
Reference Books:

1. Dominick Salvatore and Ravikesh Srivastava, Managerial Economic, Principle and Worldwide Applications, Oxford Higher Education, 2015
2. Pindyck and Rubinfeld, Microeconomics, Pearson Press, 2013
3. James L Riggs, David Bedworth and S V Randava, Engineering Economics, TMH, 2014
4. Lipsey and Chrystal, Economics, Oxford Higher Education, 2015
5. C R Thomas and S C Maurice, Managerial Economics, TMH, 2015



Implemented from the year 2016-2017

6. Suma Damodaran, Managerial Economics, Oxford Higher Education, 2015
7. Adam Smith ,The Wealth of Nations,amazon.com,2015
8. Abhijit V Banerjee and Esther Duflo, Poor Economics, Public Affairs,Newyork,2011
9. J M Keynes,The General Theory of employment, interest and money, Oxford University Press,Original Edition 1936,Reprint Edition 2015
10. Joseph Stiglitz,Freefall,WW Norton and Company,New York,2014
11. Richard H Thaler and Cass R Sunstein,Nudge,Penguin Book,2008-09



Implemented from the year 2016-2017

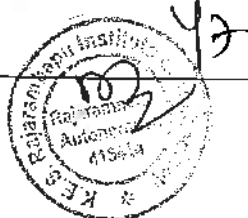
MBA Part I
MG111 Business Research Methods
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|---|----------|
| Unit 1 Introduction to Business Research | 6 |
| Research in business, ethics in business research, thinking like a researcher, the research process, clarifying research question through secondary data and exploration. | |
| Unit 2 Design of Business Research | 6 |
| Research Design overview, classification of designs, qualitative research, observation studies, experiments, surveys | |
| Unit 3 Sources and Collection of Data | 6 |
| Measurement, reliability and construct validity, nature of attitudes, measurement scales, questionnaires and instruments, sampling | |
| Unit 4 Analysis and presentation of Data | 6 |
| Data preparation and description, examining data, hypothesis testing, Parametric and Non-Parametric Tests, measures of association, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research. | |
| Unit 5 Research Report Writing | 6 |
| Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations | |
| Unit 6 Ethics in Research | 6 |
| Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research | |

Reference Books:

1. Cooper and Schindler, Business Research Methods, McGraw Hill Publications , 11th edition , 2015
2. Andy Field ,Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0 , SAGE Publications, Inc; 4th Revised edition , July 2014)
3. Alan Bryman , Emma Bell ,Business Research Methods , Oxford University Press , 3rd Edition, 2011
4. William G. Zikmund , Barry J. Babin , Jon C. Carr , Mitch Griffin ,Business Research Methods, 9th Edition, Cengage Learning,
5. Rajendra Nargundkar, Marketing Research: Text and Cases , McGraw Hill Education India Private Limited; 3 edition, 2008
6. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2011



MBA Part I
MG113 Business Communication
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 2 | 0 | 2 |

This course is designed to give students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program. This course also develops an awareness of the importance of succinct written expression to modern business communication.

1. Facing Today's Communication Challenges and Establishing a Framework for Business Communication: Barriers to Communication, Essentials of Good Communication, Communication Techniques.
2. The Process of Listening, Barriers to Listening, Types of Listening, Benefits of Effective Listening
3. Focusing on written communications: Improving Writing Techniques, Planning and preparing : Routine Letters and Goodwill messages, Persuasive Messages, Negative Messages, Memorandums
4. Communicating Electronically
5. Report Preparation : formal Reports, Proposals and Informal Reports
6. Employment Communication : Resumes and Cover Letters
7. Improving Presentation Skills: Preparing individual and group presentations, Handling presentations.
8. Understanding Body Language

Reference Books:

1. Mary Ellen Guffey, Dana Loewy Essentials of Business Communication, Cengage Learning; 10 edition, 2015
2. Ronald Adler, Jeanne Marquardt Elmhurst, Kristen Lucas Communicating at Work: Strategies for Success in Business and the Professions McGraw-Hill Education ,11th Edition
3. Kuldeep Singh Kalra, BBC Compacta Class 10 BBC Publication Edition: 3



MBA Part I
MG115 Business Environment
Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

Unit 1 Theoretical Framework of Business Environment: 6
 Nature of business environment & its significance, Elements of business environment, Internal and External Factors, Micro and Macro (Economic & finance Environment of India) environment. Environmental Scanning and monitoring. Non-economic Environment of Business (Socio- cultural, Political, Legal, Demographic and Natural Environment.)

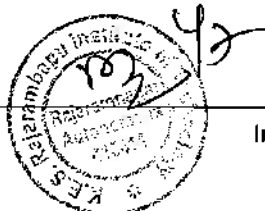
Unit 2 Dynamics of Business Environment: 6
 Indian Economic System and Global forces (Global trade structure and global prospects). Planning Era (Brief Study of 5 year plans). Changing Govt. policies- Industrial Policies, Fiscal and Monetary Policies after Globalization. GDP Growth, Palming in India, Liberalization Industrial Policy & New Trade Policy of 1991, Small Sector & MSME Sector & Its Role in India. Industrial Licensing, Money Supply, Economic Trends: Dematerialization

Unit 3 International & Indian Institutes: 6
 Overview of WTO, IMF, World Bank, and their importance for India. Technological Environment in India, Policy for Research and Development, Social environment- Social responsibility of business (CSR). Indian Institutes- IDBI/ICICI/ NABARD. SEBI & Risk Management System, Investor Protection Fund. (IPF)& Customer Protection Fund (CPF) at Stock Exchange. FII & FDI, Investments, National Income, Industrialization & Economic Development, GATT, WTO, Foreign Trade Policy & Balance of Payment, Poverty, Inflation, Human Development, Rural Development. Problems of Growth MRTP, FERA, FEMA Direct & Indirect Tears SEZ & Clusters EXIM Policy

UNIT 4 Social environment: 6
 Social responsibility of business, consumer movement & Consumer Protection Act 1986, The Environment Protection Act 1986.

Reference Books:

1. Francis Cherunilam, Business Environment: Text & Cases , Himalayan Book, 2011
2. Shaikh Saleem, Business Environment, Pearson, 3rd edition
3. Ian Worthington, Chris Britton, the Business Environment, Financial Times Management, 6th Edition
4. Leslie Hamilton, Philip Webster ,The International Business Environment Oxford University Press; 2 edition 2012



MBA Part I
MG117 Computing Skills for Managers
Sem. I

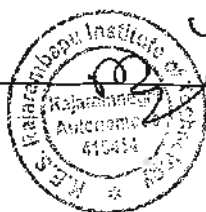
| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

| L. No. | Brief content | Details |
|---------------------------|--|---|
| Module 1: MS Word | | |
| 1 | Introduction MS Word | Getting started with MS-Word Document Creation - How to create document.- Word Document Manipulation-Mail Merge |
| | Working with Documents | a. Opening Files – New & Existing b. Saving Files c. Formatting page and Setting Margins |
| 2 | d. Converting files to different formats | i. Importing ii. Exporting iii. Sending files to others |
| | e. Editing text documents f. Using Tool bars, Ruler | i. Inserting ii. Deleting iii. Cut, Copy, paste iv. Undo, Redo v. Find, Search, Replace i. Using Icons g. Using help |
| 3 | Formatting documents | a. Setting Font Styles Font selection – style, size, color etc., Type face – Bold Italic, underline iii. Case settings iv. Highlighting v. Special symbols |
| | Setting Paragraph style | i. Alignments ii. Line space iii. Margins iv. Bullets and Numbering |
| 4 | Setting Page Style | i. Formatting ii. Border & Shading iii. Columns iv. Header & footer v. Setting Footnotes vi. Inserting manual Page break, Column break and line break. vii. Creating sections and frames viii. Inserting Clip arts, pictures, and other files ix. Anchoring & Wrapping |
| | Setting Document Styles | i. Table of Contents ii. Index iii. Page Numbering, data & Time, Author etc., iv. Creating Master Documents v. Web page |
| 5 | Creating Tables | a. Table settings b. Borders c. Alignments d. Insertion, deletion e. Merging f. Splitting g. Sorting h. Formula |
| 6 | Drawing | a. Inserting Pictures/Files etc. b. Drawing Pictures c. Formatting & Editing pictures d. Grouping and ordering e. Rotating |
| | Tools | a. Word Completion b. Spell Checks c. Mail merge d. Templates e. Using Wizards f. Printing Documents |
| Module 2: MS Excel | | |
| 7 | Introduction | a. Spreadsheet & its Applications b. Opening spreadsheet c. Menus & Toolbars & icons d. Shortcuts e. Using help f. Shortcuts |
| 8 | Working with Spreadsheets | a. Opening a File b. Saving Files c. Setting Margins d. Converting files to different formats i. Importing, Exporting and Sending files to others e. Spreadsheet addressing i. Rows, Columns & Cells, ii. Referring cells and Selecting cells |
| 9 | Working with Spreadsheets | f. Entering and Editing Data i. Entering Data ii. Cut, Copy, paste, Undo, Redo, Find, Search & Replace iii. Filling continuous rows, columns iv. Inserting - Data, cells, column, rows & sheets v. Manual breaks |



Implemented from the year 2016-2017

| | | |
|---------------------------------|-------------------------------------|---|
| | | g. Computing data i. Setting Formula ii. Finding total in a column or row iii. Mathematical operations (Addition, Subtraction, Multiplication, Division, Exponentiation) iv. Using other Formulas |
| 10 | Formatting Spreadsheets | a. Formatting – Cell, row, column & Sheet i. Alignment, Font, Border & shading ii. Highlighting values iii. Hiding/Locking Cells b. Worksheet i. Sheet Name ii. Row & Column Headers iii. Row Height, Column Width iv. Visibility – Row, Column, Sheet v. Security c. Formatting – worksheet i. Sheet Formatting & style - background, color, Borders & shading d. Formatting layout for Graphics, Clipart etc. |
| 11 | Working with sheets | a. Sorting b. Filtering c. subtotal |
| | Creating Charts | a. Selecting charts b. Formatting charts, label, scaling etc. |
| | Using Tools Printing worksheet | a. Error Checking b. Spell Checks c. Formula Auditing d. Creating & using Templates |
| Module 3: MS Power Point | | |
| 12 | Introduction | a. Opening new Presentation b. Different presentation templates c. Setting backgrounds d. Selecting presentation layouts |
| | Creating a presentation | a. Setting presentation style b. Adding Text to the presentation |
| | Formatting a presentation | a. Adding style b. Color, gradient fills c. Arranging objects d. Adding Header & Footer e. Slide Background f. Slide layout |
| 13 | Adding Graphics to the presentation | a. Inserting pictures, movies, tables, etc. into the presentation b. Drawing Pictures using Draw |
| 14 | Adding effects to the presentation | a. Setting Animation & transition effect b. Adding audio and video |



MBA Part I
MG102 Leadership and Performance
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit1 Decision Related with Human: organizing Activities Inside and outside the Firm 6
 Human resources Principles, Decision power within a firm, Outsourcing activities. Choosing and producing results, Incentives, Monitoring and asymmetric information interact, organizational method for each setting, Organizational dynamics and performance, Factors Affecting on Organizational Performance.

Unit- 2 Leadership In Crisis Management 6
 Leadership Skills and Competencies, Leadership Approach in a crisis management , Task, Relations, and Change Oriented Behaviors, Contingency Theory, Strategic activism or media action (think Greenpeace), Skills and organizational structures required to prepare for and productively manage, crisis to avoid bringing lasting damage to a firm's reputation. Seizing and creating opportunities

Unit 3 Organizing for Improved Performance 6
 Managing for Performance, Organizational design. Four main aspects of organization—people, architecture, routines, and culture, Measuring performance, Transactional and Transformational Leadership

Unit 4 Managing Organizational Culture 6
 Framework of "organizational culture" diagnose and shape the culture relying on strategies, Creating and reinforcing the desired culture, Motivating individuals and energizing teams, creating targets.

Unit 5 Team Leadership 6
 Responsibilities of the team leader, Leadership styles, Action centered leadership, Team engagement & empowerment, Situational leadership, managing team performance.

Unit 6 Coaching For High Performance 6
 Application of coaching skills, coaching process to improve performance, Emotional awareness and change from the inside out, Caching & planning, Leadership & management compared, Emotional intelligence

References

1. Paul Robinson, High Performance Leadership, Positive Revolution Publication 1st edition 2009
2. John R. Schermerhorn, James G Hunt, Richard N. Osborn Organizational Behavior Wiley India Edition 10th edition 2010
3. Fred Luthans Organizational Behavior McGraw Hill Publication 2010
4. Bob Anderson, Bill Adams, Mastering Leadership, Wiley Publication 2015
5. Arthur Cotterell, Roger Lowe, Ian Shaw, Leadership: Lessons from the Ancient World Kindle edition 2009



MBA Part I
MG104 Business Analytics
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|---|
| Unit I: Introduction to Analytical Software | 6 |
| Introduction to SPSS and WEKA, preparing code sheets and data sheets, data preparation | |
| Unit II: Business Statistics | 6 |
| Visualization of data, Descriptive statistics – Measures of central tendency and dispersion, correlation, Chi square test, ANOVA | |
| Unit III: Predictive Analytics | 6 |
| Simple linear regression, Multivariate analysis – Principal component analysis, multiple regression and MANOVA and Non-parametric Tests with their applications in consumer and market research. | |
| Unit IV: Data Mining | 6 |
| Knowledge discovery in data bases, introduction to Data Mining, data mining process, classification, clustering, association, nearest neighbor and pattern discovery and their application in business management | |
| Unit V: Data Mining for Forecasting | 6 |
| Forecasting capabilities as a competitive advantage, forecasting techniques, time series and forecasting, applications in business decisions | |
| Unit VI: Market Basket Analysis | 6 |
| Introduction and basics, planning and developing market segmentation and market basket analysis, sentiment analysis | |

Reference Books:

1. Andy Field , Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0 , SAGE Publications, Inc; 4th Revised edition , July 2014)
2. Michael J.A. Berry Gordon S. Linoff , Data Mining Techniques: For Marketing, Sales, And Customer Relationship Management, Wiley India Pvt Ltd 3rd Edition
3. Eric Siegel, Thomas H. Davenport, Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die,, Wiley India Pvt Ltd, 2013.



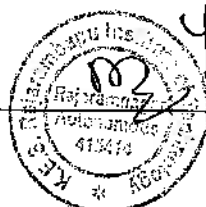
MBA Part I
MG106 Operations Management
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|--|----------|
| Unit 1 Operations Management: An Overview | 6 |
| Overview of Production Management, Introduction of Operations Management, Production Systems, and Process focused systems, Product Focused systems, Production to stock or production to order, Productivity Measurement, Value Creation through Operations | |
| Unit 2 Product, Process & Service Design | 6 |
| Product Life Cycle, Designing & developing Products & Services, Process Planning & Design, Major Factors affecting on Process Design Decisions, Product Analysis, Interrelationship among Product Design, Process Design & Inventory Policy, Measuring product development performance | |
| Unit 3 Facility Design | 6 |
| Long – Range Capacity Planning, Measurements of capacity, Facility Location, Factors affecting on location decisions, Facility Layout, Manufacturing Facility Layouts , Service Facility Layouts, Line balancing, Effective Materials Handling system | |
| Unit 4 Inventory Management | 6 |
| Inventory Management, Purposes of keeping Inventory, Inventory Costs, Inventory Systems – P System, Q System, Two Bin System, Inventory Models- Deterministic and Probabilistic models, risk pooling, Inventory Controlling Techniques., Materials Management | |
| Unit 5 Operations Planning & Control | 6 |
| Operations Planning & Control, Aggregate Production Planning Models, Master Production Scheduling, Gantt Charts and Sequencing, Project Scheduling, Structuring Projects, Project Planning Decisions based on Network Analysis, PERT/CPM. | |
| Unit 6 Recent Trends in Operations Management | 6 |
| Lean Manufacturing, Total Quality Management, creating a quality culture, Just-in-Time Manufacturing, Flexible Manufacturing System, Green Manufacturing, Total Quality Control | |

References:-

1. Norman Gaither & Greg Frazier, "Operations Management", Cengage Learning Publications, 9th edition, 2011
2. Buffa, E. S., & Sarin, R. K., "Modern Production/Operations Management". New Delhi: John Wiley & Sons Publications, 2012
3. S. N. Cherry "Production & Operations Management", Tata McGraw-Hill Education Pvt. Ltd. New Delhi, 2014
2. Russel, R. S., & Taylor, B. W., "Operations Management". New Delhi: John Wiley & Sons Publications, 2012.
4. Le J, Krajewski and Larry P Ritzman, "Operations Management" Pearson education, 9th Edition, 2012.
5. Joseph G. Monks, "Operations Management: Theory and Problems", Mcgraw Hill Publications, 3rd editions, Reprint 2012



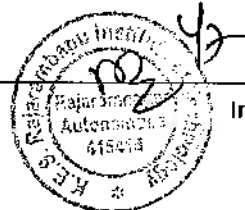
MBA Part I
MG108 Cost Analysis and Control
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|---|----------|
| Unit 1 Cost Terms & Concepts | 6 |
| Cost Objects, Direct & Indirect Costs, Period & Product Costs, Cost Estimation & Cost Behavior, Relevant & Irrelevant Costs and revenues, Avoidable & Unavoidable Costs, Sunk Costs, Opportunity Costs, Incremental & Marginal Costs | |
| Unit 2 Cost Accumulation for Inventory Valuation and Profit Measurement | 6 |
| Cost assignment for direct and indirect costs, Job Costing System, Process Costing System, Normal Loss & Abnormal Loss in Process Costing System, Joint and By-Product Costing, Income effects of alternative cost accumulation systems | |
| Unit 3 Cost Analysis for Decision-Making | 6 |
| Cost-Volume-Profit Analyses, Fixed Cost Function, Break Even Analysis, Margin of Safety, Cost Estimation and Cost Behavior, Cost estimation methods | |
| Unit 4 Activity Based Costing | 6 |
| Activity Based Costing, Types of cost systems, Comparison of traditional and ABC System, Volume based & non-volume based cost drivers, Activity hierarchies, Activity Based Costing Profitability Analysis | |
| Unit 5 Pricing Decisions & Profitability Analysis | 6 |
| Role of cost information in pricing decisions, Price setting under short run pricing decisions, long run pricing decisions, short run product mix decisions,, long run product mix decisions, Cost Plus Pricing | |
| Unit 6 Relevant Cost Analysis Decisions | 6 |
| Relevant Cost, Irrelevant Costs, Committed Cost, Absorbed Cost, Situations where fixed costs become relevant for decision making and its related implications, Target Costing, Life Cycle Costing, Kaizen Costing | |

References Books:

1. Colin Drury, "Cost & Management Accounting", Cengage Learning Publication, 7th Edition 2012
2. Charles T. Horngren, Shrikant M. Datar, George Foster, Madhav V. Rajan, Christopher Ittner, "Cost Accounting", Pearson Publication, 13rd Edition, 2013
3. M. Y. Khan & P. K. Jain, "Cost Accounting & Financial Management", The Mc Grawhill Publication, 3rd Edition, 2014
4. Ravi Kishore, "Cost Management", Taxmann's Publications, 5th Edition, 2012.
5. Edward Blocher, "Cost Management: A Strategic Emphasis", McGraw-Hill Medical Publishing, 5th revised edition 2012



MBA Part I
MG110 Business Ethics
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

- Unit 1: Importance of Business Ethics** 4
An ethical dilemma, Stakeholder relationships, corporate social responsibility & corporate governance.
- Unit 2: Ethical issues & institution** 4
Emerging issues: Integrity, Equality, Liberty, Honesty & Fairness, White collar crimes, Whistle blowing, Trade secrets & conflict of interest, Privacy, Diversity, Discrimination, Sexual harassment, Stereotyping, Deception in Advertising.
- Unit 3: The individual decision making process** 4
Understanding ethical decision making process, Values & Morals, Moral philosophies (Teleology, Deontology, Relativists perspective, Virtue ethics & Justice) and Individual factors, Applying moral philosophies to ethical decision making
- Unit 4: The organizational decision making process** 4
Organizational Factors: Role of culture, leader and group in ethical decision making process, Codes of conduct, Managing ethical conflicts, Power differences, Work place politics, Radar model, Sustainability (Pollution, Climate change, Ozone depletion & WTO)

References:-

1. John Fraedrich, O. C. Ferrell, Business Ethics: Ethical Decision Making & Cases Paperback – Cengage Learning 2014
2. Ethics and the Conduct of Business, By John R. Boatright & B.P. Patra, 6th edition, Pearson, 2011
3. Business Ethics: Concepts and Cases by Manuel G. Velasquez, 8th edition, Pearson, 2012
4. The Difficulty of Being Good on the subtle art of Dharma, by Gurucharan Das, Penguin India (2012)
5. What Money Can't Buy: The Moral Limits of Markets, By Michael Sandel, Penguin UK (2012)



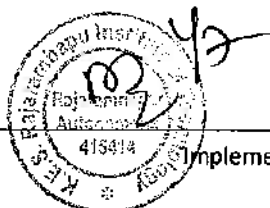
MBA Part I
MG112 Digital Management of a firm
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4 |

| | |
|--|----------|
| Unit 1: Overview of Digital Management | 6 |
| Information System in Global Business & its Impact, IT Infrastructure & Emerging Technologies, Foundation of business intelligence: Database & Information Management. | |
| Unit 2: System Applications | 6 |
| Achieving Operational Excellence & Customer Intimacy, Enterprise Wide Applications, E-commerce: Digital Market & Digital Goods, Managing Knowledge & Collaboration, enhancing decision making, managing projects. | |
| Unit 3: M-commerce | 6 |
| Mobile payment: types, system & architecture, comparative analysis of various payment gateways (case studies: PayPal, Paytm, M-Pesa, Google Wallet (tap & pay), MasterCard pay pass), Mobile Commerce Development, Social Remittance & Mobile Payments, Future of mobile payments. Building blocks of m-commerce, applications of m-commerce, m-commerce security issues, Digital Payment Gateways (Air pay, Citrus Payments, Kyash), Master card Payment Gateway Services, Pay Dollar, Pay U India, and Digital divide. | |
| Unit 4: Enterprise Resource Planning | 6 |
| ERP Modules - Manufacturing & Production Planning, Sales & Distribution, Plant Maintenance, Quality Management, Material Management, Human Resource, Finance. ERP Implementation Life Cycle. Business Process Re-Engineering, OLAP, GIS, ERP & E-business. | |
| Unit 5: Cloud Computing | 6 |
| Overview, Service Models, Deployment Models, Sub Technologies. Cloud Infrastructure, Cloud Computing- Applications & Paradigms. Cloud Security & Risk Management. | |
| Unit 6: Big Data Analytics | 6 |
| Introduction to Big Data, Enterprise / Structured Data, Social / Unstructured Data, Big Data Platform, Big Data Technologies. Introduction to R, Hive, Rattle, Orange, D3, KAFK / Cassandra, Hadoop. Practical applications of Hive / Hadoop. | |

Reference books:

1. Management Information System, Managing the Digital Firm, 11th edition, Ken Laudon, Pearson, 2010.
2. Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill, 3rd edition, 2014.
3. Cloud computing- Theory & Practice, Dan Marinescu, Elsevier, 2013.
4. E-commerce, A Managerial & Social networks perspective, Efrain Tyrban, 8th edition, Springer, 2015.
5. The Mobile Commerce Revolution, Business success in a wireless world, Tim Hayden, Pearson Education, 2015.



MBA Part I
MG114 Professional Skill Development Laboratory
Sem. II

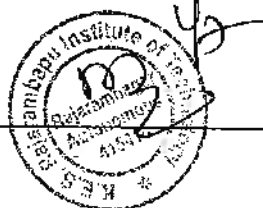
| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

A student should compulsorily opt for only one Professional Skill Development Course in his /her area of interest from the following:

1. Quick book (Open Source) : Introduction , Using Of QuickBooks Online, Setting Up Company Account , Customizing For Business, Setting Up Taxes, Chart Of Accounts, Invoice Customization , Managing suppliers and bills , working with transactions , reporting.
2. Orange Human Resource Management System (Open Source): System Administration , Personnel Information Management (PIM) , Leave /Time off Management, Recruitment , Performance, Employee Self Service.
3. bpmonline (Open Source) : cloud-based software that merges customer relationship management (CRM) features with business process management (BPM) capabilities end-to-end processes to manage a complete customer journey – from lead to order, and to ongoing account maintenance

References:

User manual of the concerned software will be made available for reference.



MBA Part I
MG116 Rural Management
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

Unit 1: Rural Environment

4

Nature and Features of Indian Rural Economy, Rural Vs Urban –A focus on various dimensions i.e. population, area, consumer and market. Social Differentiation and Stratification, Livelihood Approach, Rural Societies and Politics, Rural Cooperatives and Development. Problems of Rural Unemployment.

Unit 2: Agribusiness and Rural Marketing

4

Transformation of Agriculture into Agribusiness, Emerging Opportunities in Dairy, Food Processing, Sugar Industries, Solvent Plants, Rice Mills in Rural Areas, Rural Market Structure, Rural Consumer Behavior, FMCG Market, Agri. Input and Output Market, Consumer durable market, Marketing of non-Farm products, rural advertising and sales promotion, Online marketing, brand management, commodity trading, Opportunities and challenges of Rural Market.

Unit 3: Rural Development Initiatives

4

Rural Urban Dichotomy, Dualistic Theory, Myrada's Backwash Effect Theory, System Approach to Rural Development, Strategies and Program of Rural Development: Rural Health Care, Rural Energy, Rural child care, Rural Employment. Gandhian Thoughts, Resources Centered Issues- Poverty, Gender, Land and Water related Issues.

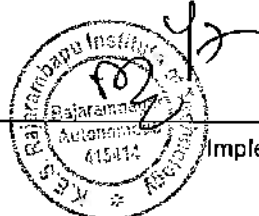
Unit 4: Panchayati Raj Institutions and Village Administration

4

Panchayati Raj Institutions, NGO's in Rural Development, Information Technology and Rural Development, Village resource center Governance, People's participation in rural development participatory planning /micro level planning.

References:

1. K B Gupta, FSiddique, IAlam, Rural Management, Word Press,2014
2. K N Rao, Harnam Singh, Anita Sukhwal, Rural Management in Past Reform Era, Bookwell India,2012
3. Carver, Principles of Rural Economics, Boston New York,2014
4. S Kumar Velayudhan ,Rural Marketing targeting non-urban consumer, Sage Publication,2014



MBA Part I
MG118 Business Analytics Laboratory
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

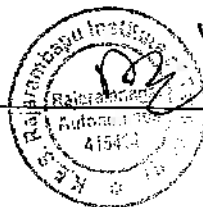
| Lab Exercise Number | Exercise Details |
|---------------------|--|
| 1 | Getting Familiar With SPSS , Entering Data By Hand , Using Variable View |
| 2, 3 | Creating A Data Sheet And Code Sheet |
| 4 | Creating A Frequency Table ,Creating A Histogram , Creating A Box Plot ,Calculating Mean, Mode And Median , Calculating Measures Of Spread |
| 5 | Correlation, Chi Square Test , ANOVA |
| 6 | Simple Linear Regression, Multivariate Analysis – Principal Component Analysis |
| 7 | Multiple Regression and MANOVA |
| 8 | Non-Parametric Tests |
| 9 | Getting Familiar With Weka , Importing Data Sheet And Processing |
| 10 | Classification, Clustering |
| 11 | Association, Nearest Neighbor |
| 12 | Pattern Discovery |
| 13 | Forecasting Techniques, Time Series And Forecasting |
| 14 | Market Basket Analysis , Sentiment Analysis |



MBA Part I
MG118 Digital Management Laboratory
Sem. II

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

| Session | Topic | Content |
|------------|--|---|
| Session 1 | Introduction to Cloud Computing | Introduction to Cloud Computing |
| Session 2 | IT Management - Software and Databases | Understanding Software and Database Technologies for Management |
| Session 3 | Database Management | Understanding Software and Database Technologies for Management Assessment |
| Session 4 | The System Development Life Cycle Overview | The planning phase |
| | | The analysis phase |
| Session 5 | | The design phase |
| Session 6 | | The implementation phase |
| Session 7 | | The use/evaluation phase |
| Session 8 | E-Business | 1. Introduction to Building an Online Business 2. Introduction to Google Webmaster |
| Session 10 | | 1. Introduction to Marketing Online 2. Marketing through Google |
| Session 11 | | 1. Introduction to Google Analytics 2. Navigating Google Analytics Reports |
| Session 12 | 21 Days to Building a Web Business | 1. Introduction to Web sites 2. Explaining Auto responders and Email Marketing 3. How to Build a List Using Autoresponders 4. Increase Website Traffic Using Affiliate Marketing |



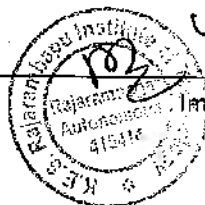
MBA Part II
MG201 Strategic Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1. Concept of strategy** 6
Strategic management- concept, evolution and models, Mission, Vision, Objectives, Purpose, Strategy Goals - a brief overview. Methods sources of information and role of managers in analysis. The competitor analysis- Porter's Framework. Impact of innovation on industry structure. Strategic groups, Importance of Strategic Business Unit
- Unit 2 Environmental Analysis and Diagnosis** 6
The internal context of strategic decisions- The resource based view of the firm, Capabilities and core competence, Value creating activities; the value chain and value chain analysis. Creating competitive advantage. The external context of strategic Management- PESTEL analysis. Industry structure and Analysis. Competitors and complementors, Dynamics of competition.
- Unit 3. Strategy Formulation and Choice of Alternatives** 6
Strategic purpose, Strategic alternatives- corporate strategies- Growth, stability, retrenchment and combination strategies. Business strategies Cost and differentiation strategies. Competitive strategies in single industry and multi industry businesses. Routes to strategy- diversification, acquisition, merger, joint venture and alliances. Restructuring and Internationalization. Turnaround – Divestment and Liquidation strategies
- Unit 4 Process of Strategic Choice** 6
Process of strategic choice – Gap analysis. Industry analysis, competitor analysis - Porter's Five forces Model of competition, Distinctive competitiveness; Factors affecting Strategic Choice, Generating alternative strategies using a TOWS Matrix, Business and corporate level strategy.
- Unit 5. Strategy Implementation:** 6
Implementation of strategy- Functional strategies. Resource allocation. Cross functional view. Balanced scorecard as an integrative tool for implementation. Plans programs budgets and review mechanisms. Organizational redesign in implementation. Corporate culture and values, Building capable organization.
- Unit 6 Strategy Execution & Change** 6
Making strategy work, Role of leadership in implementation. Strategic leaders. Strategy Culture Fit. Integrating role of information technology in implementation. Strategy evaluation: Methods, Models and Challenges.

Books &References:

1. Thomas Wheelon and David Hunger, Strategic Management and Business Policy, Prentice Hall; 14 edition , 2014
2. Michael A. Hitt R. Duane Ireland Robert E. Hoskisson ,Strategic Management: Concepts and Cases: Competitiveness and Globalization, Cengage Learning ,11th Edition,2015
3. Lawrence G. Hrebiniak , Making strategy work , Wharton, 2005 (Indian Reprint)
4. Ram Charan and Larry Bossidy, Execution, Crown Business Publication,2002
5. Craig R. Hickman& Michael A. Silva, Creating Excellence, London Universal BookStall, New Delhi, 2010
6. Accelerate: Building Strategic Agility for a Faster-Moving World, John P. Kotter, Harvard Business Publishing,2014.
7. Mason Carpenter and Gerry Sanders ,Strategic Management: Concepts and Cases, Pearson , 2015



8. Arthur Thompson ,Margaret Peteraf , John Gamble , A. J. Strickland III Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases , McGraw-Hill Education 19th Edition
9. Dr Tony Grundy, Demystifying Strategy: How to Become a Strategic Thinker, Kogan Page, 2012
10. Graham Kenny, Diversification Strategy: How to Grow a Business by Diversifying Successfully, Kogan Page; 2010
11. Michael E. Porter, Competitive Advantage: Creating and Sustaining Superior Performance Free Press, 1985



MBA Part II
MG205 Cross Cultural Study
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

Unit 1 Cross Cultural Studies

4

Introduction & Overview, Issues and regional differences prevalent in Indian Society and Culture. Ethnography, Migration Studies, Marginal Studies, Tribal and Folklore Literature, Language Death and Preservation, Oral literature, Material culture, Social customs.

Unit 2 Cultural Dimensions

4

Geert Hofstede's Cultural dimensions. Power Distance, Uncertainty avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, and Long term vs. Short term orientation (Focus on Past, Present or Future)

Unit 3 Cultural Theory & Policy & making of an egalitarian society

4

Culture Theory (Comparative anthropology and semiotics) {Karl Marks, Max Weber, George Simmel, Emile Durkheim, Friedrich Nietzsche, W.E.B. DuBois, The Social System, General Theory of Action (AGIL Model), Labeling Theory, Phenomenology, Ethnomethodology } Marxism & ideology, modernity & post-modernity, hegemony & resistance, theory & praxis, colonialism & post-colonialism Ethnography. Public Policy, Impact of the developmental processes on the marginalized communities, Rural vs Urban Poverty, Bhagwati vs. Amritya Sen, Income distribution, Social Security, Public Distribution System (PDS), Gini-coefficient, Perils of Poverty, Creating capacity to consume: Future at the Bottom of the Pyramid

Unit 4 Social Dimensions

4

Power & Agency, Identity & Subjectivity, Artifacts, Values, Myth/symbol & semiotics, Assumptions, Gender Studies, Understanding Gender Theory (Conceptualized through art forms), Gender Differentiation, Balance between work & family, Women in Leadership Positions, Glass Ceiling, Patriarchy vs. Matriarchy, Feminism, LGBT in a masculine society, Slavery in Modern times, Child labor, Performative Gender, Orientalism, Popular Culture Studies, Post-structuralism, Social Structuralism, Language Studies, History and Anthropology, Universalism vs. Particularism, Neutral vs. Emotional, Achievement vs. Ascription, Cross-cultural Dialogue.

Reference Books :

1. Philip Smith, Alexander Riley, Cultural Theory: An Introduction, Wiley 2011
2. Barker, Chris. Cultural Studies: Theory and Practice. 3rd ed. Los Angeles CA: Sage, 2008.
3. Bordas, Juana. *Salsa, Soul and Spirit: Leadership for a Multicultural Age*. Barrett-Koehler Publishers, 2012.
4. Sandberg, Sheryl. *Lean In: Women, Work, and the Will to Lead*. Knopf Doubleday Publishers, 2013.
5. Fried, Mindy. *Taking Time: Parental Leave Policy and Corporate Culture*. Temple University Press, 1998.
6. Amott, Teresa, and Julie Matthei. "Whatever Your Fight, Don't Be Ladylike: European Women" and "We Specialize in the Wholly Impossible: African American Woman."
7. Collins, Patricia Hill. "Toward a New Vision: Race, Class and Gender." In *The Meaning of Difference: American Constructions of Race, Sex and Gender, Social Class, and Sexual Orientation*. Edited by Karen Rosenblum and T. Travis. McGraw Hill College, 1996.
8. Connell, R. W. "Sex Role Theory." In *Gender and Power*. Stanford University Press. 1987.



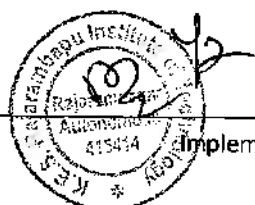
MBA Part II
MG203 Management of Technology and Innovation
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

- Unit1: Introduction to technology management** 4
 Competitiveness in view of creativity, inventions, innovations and technology. Role of technology and core competence, Benchmarking and reengineering, Technology management approaches.
- Unit 2: Technology Transfer** 4
 Types and modes of technology transfer, managing technology transfer agreement, Key Issues in technology transfer agreement, Intellectual Property Rights (IPR), Types of cybercrimes and cyber law in India.
- Unit 3: Innovation management** 4
 Evolution and characteristics of innovation management, Key drivers of innovation, Factors influencing innovation, organizing for innovation, Process innovation, Product innovation.
- Unit 4: Innovation as Strategic Advantage** 4
 Embedding innovation in organizational culture, Economics of innovation, Innovation strategies, Why great companies can fail, Managing disruptive technological change, Dilemmas of innovation, How to make your organization capable of disruptive growth, Structure of Japanese innovation system, Spectrum of technological excellence.

References:

1. Jakki J Mohr, Marketing of High - Technology Products and Innovations, Pearson Paperback – 2014
2. John Bessant Joe Tidd, Managing Innovation: Integrating Technological, Market And Organizational Change, 4th Edition, Wiley India Pvt. Ltd.
3. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson 2002
4. Clayton M. Christensen, Innovator's Solution: Creating and Sustaining Successful Growth, HBR Press, December 2013
5. Clayton M. Christensen, Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change) HBR Press, November 2013
 Vijay Govindarajan & Chris Trimble, Ten Rules for Strategic Innovators (English) illustrated edition, HBR Press, December 2005



MBA-II
MG207 Project Management
SEM. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit 1 Project Management | 6 |
| Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty , Relationship between Project Management, Operations Management and Organizational Strategy, Organizational Influences on Project Management | |
| Unit 2 Project Feasibility Studies | 6 |
| Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects | |
| Unit3 Project Cost Management | 6 |
| Plan Cost Management, Estimate Project Cost, Components of Capital Cost of Project, Determining Budgets, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of NPV /PI /IRR / BCR/NBCR | |
| Unit 4 Managing Human Aspect in Projects | 6 |
| Project Organization, Acquire Project Team , Project Leadership, Motivations in Project Management, Communication in the Project Environment , Conflict in Project Management, Five stage team development models, managing virtual project teams | |
| Unit 5 Project Time Management | 6 |
| Plan Schedule Management, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Dependencies, Slack Time, Estimating Activity Time & Total Project Time, PERT & CPM, Time Cost Trade Off and Crashing of Projects | |
| Unit 6 Project Risk Management | 6 |
| Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Risk Identification, Project Risk Analysis, Monte Carlo Process for managing risk, Risk Assessment, Project Termination, Types, Termination Strategies | |

References:-

1. Gray C. F., & Larson, E. W., "Project Management: The Managerial Process", Tata McGraw Hill Publications, New Delhi 5th edition 2012.
2. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling & controlling, Wiley India Pvt. Ltd., New Delhi. (10 th ed.) 2014.
3. Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi, 2012
4. Prasanna Chandra, "Projects -- Planning, Analysis, Selection, Financing, Implementation & Review", McGraw Hill Education (India) Pvt. Ltd., New Delhi, 8th Edition, 2015

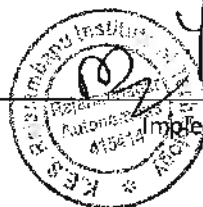


MBA Part II
MG209 Summer Internship Project (6 Weeks)
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 0 | 8 |

Between the end of the first year and the beginning of the second year, all First year MBA students are required to work on a summer internship for a minimum of seven weeks (45days). Interns are governed by the following rules:

- Students are evaluated by the project guide of the respective organizations along with a final evaluation at the institute by external panel
- A student is required to get a satisfactory rating on the evaluation to complete the programme.
- Immediately after the completion of the internship, it is the prime responsibility of the students to submit the filled-in Summer Internship Evaluation Reports : weekly progress report and sealed evaluation report duly signed by the project guide, to the placement office
- If a student embarks on a Summer Internship, but does not complete the required seven weeks, he/she will have to repeat the Summer Project the following year.
- Students are required to submit one hard copy and a CD of the project within the prescribed deadline, failing which it is deemed that the student has not fulfilled the academic requirement.
- All summer internship formalities must be completed by the student before arriving on campus for the next semester.



MBA-II
MG211 MS Project Lab
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

Unit 1 Introduction to MS Project

Basic project management concepts, Project environment overview including what's new Navigation including customizing the Ribbon and Backstage View

Unit 2 Task Creation and Scheduling

Creating a task list, modifying a task list, Change Highlighting, Multi-Level undo, Manual Scheduling, Structuring tasks to create an outline

Unit 3 Scheduling Tasks

Working with base calendars, Named calendar exceptions, Defining recurring exceptions and work weeks, Auto Scheduling, Creating task relationships, Types of task relationship using lag and lead times, Recurring tasks, setting constraints, setting deadlines, using critical path, Task Drivers

Unit 4 Using Task Views

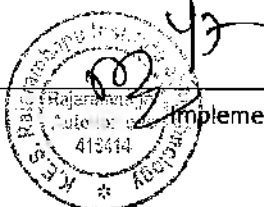
Working with the timeline, using calendar view, Using network diagram view, Modifying views, Modifying timescale, Zoom and zoom slider

Unit 5 Formatting and Sharing Information

Project properties, Adding notes & hyperlinks, Copy / paste picture, Copy / paste tasks and rows, Formatting bars and the gantt area, Formatting for printing

Reference:-

1. Syllabus of MS Project Introduction Training Course designed by Microsoft Training division



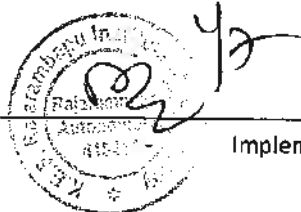
MBA-II
MG213 Corporate Readiness Lab
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1 |

| Lab Activity No. | Activity Details |
|------------------|--|
| 1 | Clarity English Success : Reading, writing, listening, speaking, grammar, vocabulary and pronunciation |
| 2 | Clear Pronunciation 2 (Speech) important areas of pronunciation: Consonant clusters, word stress, sentence stress, connected speech and intonation |
| 3 | Practical Writing : Writing skills, both for college and for Life |
| 4 | Road to IELTS (General Training Module): 100 hours of interactive activities, advice videos from British Council experts, hints and tips on question types as well as downloadable practice tests. |
| 5 | Tense Buster : Grammar in 33 areas |
| 6 | Business Writing: Emails, letters and reports, as well as a range of writing skills |
| 7 | Clear Pronunciation 1 (Sounds): Learn to recognize and produce the sounds through activities, audio and video |
| 8 | It's Your Job: Advice videos from employers, key tips and practice activities. |
| 9 | Road to IELTS (Academic Module) |
| 10 | Study Skills Success: Study skills in a range of areas from speaking and listening to research, critical thinking and time management. |
| 11 | Group Discussion |
| 12 | Personal Interview |



Specialization 1: Marketing Management



Implemented from the year 2016-2017

MBA PART – II
MGS 1001 Sales and Distribution Management
SEM. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Personal Selling and Marketing Strategy** 6
 Sales Management and Business Enterprise, Sales Management, Personal Selling & Salesmanship, Setting Personal - Selling Objectives, Theories of Selling, Determining Sales-Related Marketing Policies, Formulating Personal - Selling Strategy.
- Unit 2: Organizing the Sales Effort** 6
 The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations.
- Unit 3: Sales Force Management** 6
 Personnel Management in Selling field, Recruiting Sales Personnel, Selecting Sales Personnel, Planning, Executing and Evaluating Sales Training Program, Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel.
- Unit 4: Controlling the Sales Efforts** 6
 Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis, Key Accounts Management.
- Unit 5: Marketing Channel Systems** 6
 Marketing Channel Concepts, Five Flows in Marketing Channel, Channel Participants, Environment of Marketing Channels, and Behavioral Process of Marketing Channels, Bull-Whip Effect, and Negotiations in Value Chain.
- Unit 6: Developing Marketing Channel** 6
 Strategy in Marketing Channels, Designing the Marketing Channel, Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy.

Reference Books:-

1. Still, R.R. & Cundiff et al., "Sales Management - Decision Strategies & Cases", Pearson, 5th Edition- 2014.
2. Bert Rosenbloom, "Marketing Channels" Thomson Publications, 7th Edition -2007.
3. Pingali Venugopal, "Sales and Distribution Management" - An Indian Perspective, Sage Publishing, 2009.
4. Robert Cavin, Sales Management, McGraw Hill education, 2004.



MBA PART – II
MGS 1003 Brand Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Brands and Brand Management:** 6
 Brand - Introduction and Importance, Branding Challenges and Opportunities, Brand equity concept, Strategic Brand Management Process the Customer Based Brand Equity: Brand Knowledge; Building a Strong Brand, Brand-Building Implications.
- Unit 2: Brand Positioning:** 6
 Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Values, Internal Branding. Choosing Brand Elements to Build Brand Equity: Criteria for Choosing the Brand Elements, Options and Tactics for Brand Elements.
- Unit 3: Designing Marketing Programs to Build Brand Equity:** 6
 New Perspective on Marketing, Product Strategy, Pricing Strategy, Channel Strategy. Leveraging Secondary Brand Knowledge to Build Brand Equity: Conceptualizing the Leveraging Process, Company, Country of Origin effects, Channels of Distribution, Co-branding, Licensing, Celebrity endorsement, Riding on own media vehicle for Sporting, Cultural, & other Events.
- Unit 4: Developing a Brand Equity Measurement and Management System:** 6
 The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System Measuring Sources of Brand Equity: Qualitative and Quantitative Research Techniques. Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative Methods, and Holistic Methods. Inter brand & Millward Brown equity method of brand equity calculation.
- Unit 5: Designing and Implementing Branding Strategies:** 6
 The Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy. Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities.
- Unit 6: Managing Brands Overtime:** 6
 Reinforcing Brands, Revitalizing Brands, Private Label Brands, and Adjustments to the Brand Portfolio. Managing Brands over Geographic Boundaries and Market Segments: Rationale for Going International

Reference Books:-

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education 4th Edition 2013.
2. Brand Positioning: Strategies for competitive Advantage: Sengupta, Tata McGraw-Hill 2005 2nd Edition.
3. Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India 2011 2nd Edition.
4. The New Strategic Brand Management: Jean-Noel Kapferer, Kogan Page. Harvard Business Review.
5. Private Label: Turning the retail brand threat into your biggest opportunity, Kogan Page by Keith Lincoln & Lars Thomasson 2008.



MBA-II PART- II
MGS1005 Consumer Behavior
Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Introduction to the Study of Consumer Behavior** 6
 Consumer Behavior: its Origin and Strategic Applications, Customer Value, Satisfaction and Retention, Market Research and Consumer Behavior, Market Segmentation, Criteria for Effective Targeting of Market Segmentation, Implementing Segmentation Strategies. The Consumer Decision Making Process. Psychological Influences, Sociological Influences on Consumer Decision Making, Neuroscience and Consumer Behavior. Post Purchase Behavior.
- Unit 2: Consumer as an Individual** 6
 Consumer Needs & Motivation, Emotions and Mood, Consumer Involvement, Motivational Theories, Application and their implication for Marketers, Consumer Involvement, Consumer Involvement Models and Implications for Marketers, Consumer Attitude Formation and Change – Structural Models of Attitudes, Strategies of Attitude Change.
- Unit 3: Consumers Learning** 6
 Elements of Consumer Learning – Motivation, Cues, Response, Reinforcement. Consumer Behavioral Learning Theories and their Implication for Marketers, Personality, Self-Concept and Self Image - Consumer Personality, Traits and Types, Theories of Personality - Freudian theory, Neo-Freudian Personality Theory, Trait Theory, Implications of Consumer Personality.
- Unit 4: Consumer Perception, Risk and Imagery** 6
 Consumer Perceptual Mechanism, Elements & Dynamics of Perception, Memory, Perception, Consumer Imagery and Perceived Risk, Consumer Attitudes - Models of Attitudes, Measurement of Attitudes, Attitude Formation and Change, Implications for Marketers.
- Unit 5: Consumer Communication** 6
 Consumer and Marketing Communication, Components of Communication, Persuasion, Designing Persuasive Communication - Communication Strategy-Target Audience, Media Strategy, Message Strategies, Message Structure & Presentation. Consumer Groups - Consumer Groups and Reference Groups, (Diverse Groups), Consumption, Group influences, (Stephan Bendura Social Learning theory) Family and Family Life Cycle – Traditional Family Life Cycle, Modifications – The Nontraditional FLC. Time Research.
- Unit 6: Social Class and Mobility** 6
 Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, consumer analysis, relevance for Marketers Influence of Culture on Consumer Behaviour - Sub Culture & Cross Culture. Consumer Analysis, Public Policy, Consumer Advocacy Studies in India. SEC Classification - Indian Rural Urban Social Class Classification.

Reference Books:-

1. Consumer Behavior, Schiffman, L.G. and Kaunk. L. L, Prentice Hall, India. 10th Edition 2009.
2. Consumer Behavior, Concepts and Applications, Loudon, D.L. and Bitta, A.J.D, Tata McGraw Hill 2011.
3. Consumer Behavior, J.C. Schiffman, L.G. and Wisenblit L.L Prentice Hall, India 11th Edition 2014.



MBA-II
MGS 1007 Rural Marketing Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: The Call of Rural India: Challenges and Opportunity** 6
Rural India: A Promising Market Place, Defining rural markets, scope of rural marketing, concepts, components of rural markets, classification of rural markets, Rural Vs. Urban Markets, Rural Distribution, Understanding rural consumers, rural communication, Developing rural markets through Information technology, Rural Markets : The Way Ahead.
- Unit 2: Rural Environment** 6
Defining rural India, Evolution of Rural Marketing, Rural Market Structure – Demographic, Physical, Economic, and Political Technological. Constitution of rural Markets – Evolution, Consumer Market, Institutional Market, Services Market, rural credit institutions, rural retail outlets, problems in rural marketing, rural demand, rural market index.
- Unit 3: Rural Consumer** 6
Demographic determinants of consumption, Factors affecting Consumer Behavior - Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Youth map of BRIC countries, Spending pattern of rural India, Bottom of pyramid of consumer India, Movement of Indian society from Pyramid to Diamond.
- Unit 4: Rural Communication Management** 6
STP for rural market, Marketing mix and strategies, organized rural Retailing - ITC, Project Shakti, and marketing of services in rural area. Rural Buying Behaviour.
- Unit 5: Agri Input Marketing** 6
Marketing of Agricultural Inputs, agricultural products, nonfarm products, Concept of co-operative Marketing - features & objectives of cooperative Marketing in agriculture - problems of farmers in co-operative Marketing.
- Unit 6: The future of Rural Marketing:** 6
Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing.

Reference Books:-

1. Arun Bhargav Rural Marketing & Agribusiness in India, Surendra Publications, 8th Edition 2011.
2. Rural Marketing Text & Cases - Wisdom Publications, 6th Edition 2009.
3. Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book 9th Edition 2009.
4. Krishnamacharyulu C. S. G. - Rural Marketing Management, Pearson Education, 2014.



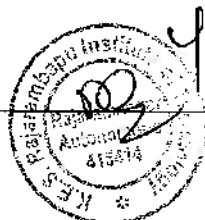
MBA-II
MGS 1009 Services Marketing
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Marketing of Services** 6
Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations. Challenges in Service Marketing.
- Unit 2: Marketing Mix in Services Marketing** 6
The Seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services – Additional Dimensions in Services Marketing - People, Physical Evidence and Process, Service Triangle and extended Marketing Mix.
- Unit 3: Strategic Marketing Management for Services** 6
Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.
- Unit 4: Delivering Quality Services** 6
Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service –Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality: definition, evaluation and models SERV - QUAL and Gap analysis.
- Unit 5: Customer Satisfaction** 6
Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance.
- Unit 6: Service Standardization and Customization** 6
Service encounter, Service Distribution, Service expectation & Service Satisfaction, Pricing of services & Service Distribution, Service Failure, Service Logic, Targeting Consumers, Relationship Marketing, Customer Lifetime Value, Yield Management, Marketing Research in Services.

Reference Books:-

1. Lovelock, Service Marketing, (People, Technology, Strategy) 7th Edition, Pearson.
2. Service - Marketing: Text and Cases, 2nd Edition – 2011 by Harsh V. Verma.
3. Valerie A Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill, 8th Edition.
4. Handbook of Service Marketing Research Roland T. Rust and Ming - Hui Huang 2014.
5. Francis Frei, A. Morris, Uncommon Service: How to win by putting Customers at the core of Your Business, HBR Press, 2012.
6. Venkat Ramaswamy, Francis Gouillart, the Power of Co-creation, Free Press Business 2010.
7. Young me Moon, Different: Escaping the Competitive Herd, Crown Business, 2011.



Specialization 2: Human Resource Management



Implemented from the year 2016-2017

MBA-II
MGS2001 Human Resource Planning
Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit –1 Fundamentals of Human Resource Planning** 6
Human Resource Planning and Business Environment, Defining & Drawing HR Systems - Stocks and Flows, Human Resource Distribution Mapping and Identifying Surplus, Impact of Environment on HRP, Barriers to HRP, Productivity Management.
- Unit- 2 Aligning HR with Strategy.** 6
Workforce planning process, Required staffing levels, Staffing models, Working Conditions and the Working Environment, Work measurement, Key personnel required, Determining net HR requirements.
- Unit- 3 Implementing & Supporting HR Planning Process.** 6
Implementing process effectively, placing strategic planning within business context, Assessing current strategic HRP process, Developing HRP websites, supporting strategic HRP, HR structure & required skills.
- Unit- 4 Organizational Workforce & Demand Forecasting** 6
Executive and Non- Executive Cadres, Behavioral Model of Human Resource Planning, Supply Analysis, Manpower wastage Qualitative & Quantitative techniques, Labour wastage analysis, Retention Strategies; Retirement Planning, HR Matrices.
- Unit -5 Strategic HR Planning** 6
Need for strategic HRM, Models of business strategy and their role in deciding HR practices, Strategic HR Planning model, Strategies and HR practices, 360 degree impact of merger & acquisition, HR planning for mergers & acquisitions, Changes brought in various HR issues, Downsizing & Restructuring.
- Unit-6 Succession Management** 6
Evolution & Process of Succession management, Role of employee in Succession management, HRP & Retention management, Succession analysis and planning and managing HR shortages and surplus, controlling attrition.

Reference Books:-

- 1) Kenneth McBey, Ying Hong, Margaret Yap Strategic Human Resources Planning Cengage 2010
- 2) Monica Belcourt, Kenneth J. McBey; Thomson: Strategic Human Resources Planning Nelson Canada publisher 5th Edition 2012
- 3) Paul Turner HR Forecasting & Planning, 2nd Edition, PHL Jaico publishing house 2010.
- 4) Snell/ Bohlander Human Resource management 6th Edition Cengage Learning 2009
- 5) William j Rothwell, H C Kazanas Planning & Managing Human Resources Jaico publishing house 2014
- 6) Gary Dessler Human Resource Management, 10th Edition, Prentice Hall of India.2011.
- 7) Lawrence S. Kleiman Human Resource Management 3rd Edition Biztantra 2008.
- 8) Arun Sekhri Human Resource Planning & Audit Himalaya Publishing House 2016.



MBA-II
MGS2003 Performance Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1-Identifying Performance Indices: **6**
Importance of PM : Psychological Contract of PM, Employer Brand, KPAs and KRAs for various job holders, Scaling and Measuring Performance levels of Individuals and Teams, Tools and Formats, Strategies to neutralize Cognitive Stereotypes and Subjectivity.

Unit- 2 Applications of Performance Management **6**
Performance Management & development, Performance Management & Reward, Performance Management for teams, Approaches to contingency pay, Performance related rewards Performance Review Methods, MBO, 360 - Degree System, BARS, use of Balanced Score Card.

Unit 3-Conducting Performance Feedback Sessions **6**
Conducting performance & developing reviews, Feedback Interview and Counseling, Competence Mapping and Potential Assessment, Dealing with under performance, Performance, Measuring Performance Standards in Service Sector, Performance coaching & Coaching in leadership, Managing Absence.

Unit 4 Developing & Maintaining Performance Management **6**
Evaluation Forms and Rating Scales, Integrating Performance Evaluation with HR systems including Training, Career Progression, Performance metrics, developing & maintaining PM, Best Practices & Field visits.

Unit 5- Performance Management System **6**
Importance of Performance Management System, Evaluating Efficacy of Performance Management System, Dimensions of PMS & organizational strategy, Performance consulting, Role of performance consultant, Four Pillars of PMS, e- PMS.

Unit 6- Talent Management Practices and Process **6**
Building the talent pipeline, Managing employee engagement, Key factors and different aspects of Talent Management, Best practices of Talent engagement, Using talent management processes to drive culture of excellence, Talent Management in India, Future directions in Talent Management Practice and Research. Talent acquisition, a new Model of Talent management.

References

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai. 2012
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London. 2010
3. Bagchi, S. N., Performance management, Cengage Learning India. 2nd edition 2013
4. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.2011
5. Linda Ashdown Performance management, Cengage Learning India, 1st edition 2014
6. Carol Wilson, Performance Coaching Kogan Page 2nd edition 2014
7. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management, The New York Times 2009
8. James R Evans, William M. Lindsay Managing for Quality & Performance Excellence. Cengage Learning India. 10th edition 2015
9. Peter Cappelli Talent on Demand: Managing Talent in an age of uncertainty Harvard Business press 2008.



MBA-II
MGS2005 Human Resource Accounting
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit-1 Framework of Human Resource Accounting: 6
Importance of HRA, Concept of Historical Score Card. Need of HRA for Managers and HR Professionals, Investment on Human Resources- Quality of Work Force and Organizations Performance, Efficient use of Human Resource - Modern Market Investment Theory.

Unit-2 Investment Approach: 6
Investment in Human Resources, HR Value - Concepts, Methods and Mechanics, Recruiting and Training Costs, Depreciation, Rates of Return, Organization Behavior vs. Turnover - Non Value Adds in the Management of Human Resources, Measures and Prevention, Organization Climate Approach, Improvement determination of changes in Human Resource Variables - Increased Costs, Cost Reduction and Future Performance.

Unit-3 Human Resource Planning: 6
Human Capital Investment, Expenditure vs. Productivity, Human Capital and Productivity, Human Resource Accounting - Measurement of Human Value addition into Money Value, Approaches to Human Resource Accounting.

Unit-4 –Design of HR Accounting 6
Design, Preparation and Implementation: Responsibility Accounting and Management Control, Management Control Structure and Process, Design of HR Accounting process and Procedures for each of the HR Sub System including- Recruitment, Induction, PA and Training; Classification of Costs in HR Accounting

Unit 5-Accounting Aspects of Human Capital 6
Value Based Models, - Herman Son's Un purchased Goodwill Method, Herman son's Adjusted Discount, Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model

Unit 6 WTO and Intellectual Capital: 6
Emergence of WTO and Patenting regime, Trade Related Intellectual Property Rights (TRIPS) and implications for India, Recent developments in India and other selected countries with regard to TRIPS both at the Macro and Micro level.

References:

1. Eric G. Flamholtz, Human Resource Accounting: Advances in Concepts, Methods and Applications, 3rd edition.2010
2. Pragnesh B, Shah Human Resource Accounting Neha Publishers & Distributors,2nd edition 2009
3. Jyothi, Venkatesh, Rao Human Resource Management by OUP India, 2005
4. R. Jayaprakash Reddy Advanced Accounting: Theory & Practice, by A.P.H. Publishing Corporation, 2004
5. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y. 2010
6. Bernard J. Bieg, Judith Toland Payroll Accounting Cengage Learning 2016



MBA-II
MGS2007 Executive Compensation
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Compensation Management** 6
Economic concepts and theories for compensating human resources, Minimum wages, Fair Wages, Just wages and efficiency wages, Human capital and its implications for compensating human resources, Determinants of intra and inter-industry differentials in compensation.
- Unit 2 Compensation design – The Pay Mix** 6
Internal and external equity in compensation systems, Understanding of tools used in designing and implementing compensation management systems. Designing compensation for Chief Executives, senior managers, knowledge workers job evaluation systems, etc.
- Unit 3 Wages & Salary Administration** 6
Wage & salary surveys, Pay grade functioning of Wage Boards and Pay Commissions. (1-7th), Wage fixation & Wage Policy, Salary Structure, Fixed cash Benefits, Retrials & Social Security, Variable Pay, Incentives, Stock Options.
- Unit 4 Incentives & Fringe benefits** 6
Strategic reason for incentive plans, Administering incentive plans, Individual incentive plans, Group incentive plans, Enterprise incentive plans, Incentives for professional employees & executives, Pay for performance, Health care benefits.
- Unit- 5 Creating a benefits Package** 6
Strategic benefits planning, Employee benefits required by law- social security insurance, unemployment insurance, Workers compensation insurance, Benefits provided by the patient protection & affordable care act (PPACA), Family & medical leave act, Creating the Strategic Reward System
- Unit 6 Provident Fund & Income Tax:** 6
Employee's State Insurance Corporation (ESIC), Gratuity, Superannuation, Bonus under Payment of Bonus Act, Tax Planning, Tax implications of Compensation Package to Employee, Provisions to minimize Tax liability.

Reference Books:

- 1) George T. Milkovich, Terry M. Newman, C.S. VenkataRatnam, compensation Management, McGraw Hill Education 2009, 9th Edition.
- 2) David Kelly Incentive compensation Management Cengage Learning 2014
- 3) Michael Armstrong & Ann Cummins The Reward Management Toolkit Kogan page 2011
- 4) George W. Bohlander, Scott A. Snell Principles of Human Resource Management Cengage Learning 16th edition. 2013
- 5) B. D. Singh, Compensation & Reward Management, 2nd edition 2012 Excel Books.



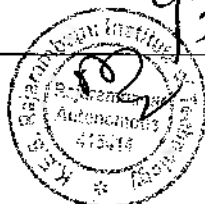
MBA-II
MGS2009 Organizational Development and Change
Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Process of Organizational Development** 6
Solving problems of a business firm, Process of OD, Entering & contracting, Diagnosing organizations, Groups & jobs, Various Stems- Laboratory training, survey action research, Socio-technical, Socio-clinical, Values, assumptions & beliefs in OD.
- Unit 2 Special Applications of Organization Development** 6
Extents of applications, Value study (Indian Perspective) Organization development for Economic, Ecological, and Social Outcomes, Organization Development in Nonindustrial Settings- Health Care, School Systems, and Public Sector, and Family-Owned, Future directions in Organization Development.
- Unit 3 Teams: A foundation of OD** 6
Theories of planned change, System theory, Teams & Teamwork, Parallel learning structure, a normative reductive strategy of changing diagnostic models, Techniques of Organizational Diagnosis
- Unit 4 Organizational Change-** 6
Leading & Managing change, Organizational growth and its implication for change, Kurt Lewin's model of change, John P. Kotter model, Force field analysis, Change cycles, Power and participative types, Organizational renewal and re-energizing, Institution building, Creativity and innovation.
- Unit 5 OD Intervention-** 6
Designing interventions, Human process interventions, Techno structural interventions, restructuring organizations, Strategic change interventions, Team Intervention, Employee involvement, Work design, Developing & assisting members.
- Unit 6 Trends in Organization Development:** 6
OD-HRD interface, OD in global settings, OD research and practice in perspective, Challenges and future directions in OD.

References-

- 1) French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi, 2014
- 2) Cummings And Christopher Worley , Organizational Development And Change 10 th Edition 2015
- 3) Cummings, T. G., organization development and change, South Western. 10th edition 2014
- 4) Fred Luthans- Organisational Behaviour An Evidence based Approach 12th Edition McGraw Hill 2012
- 5) Dipak kumar Bhattacharya Organizational change & development OUP India publisher 2011
- 6) John P. Kotter Accelerate : Building Strategic Agility for a faster moving world, Harvard Business Review Press 2014



Specialization 3: Financial Management



Implemented from the year 2016-2017

MBA-II
MGS3001 Financial Markets& Institutions
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Overview of the Financial Environment **6**

Role of Financial Markets and Institutions and Economic Development, Determination of Interest Rates: Interest Rates Change, effect of Interest Rates on Risk and Term structure, Functions of the Central bank, Monetary Policy.

Unit 2: Debt Security Markets **6**

Instruments: Money Markets, Bond Markets, Mortgage Markets. Primary market: Process Issue of Capital, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Road-show, Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies.

Unit 3: Equity Market **6**

Stock Offerings and Investor Monitoring, Market Microstructure and Strategies, Basics of Pricing Mechanism, Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags, Stock Exchange Regulations, Stock Exchange Board, Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations for Primary Markets & Secondary Markets.

Unit 4: Derivative Security Markets **6**

Financial Futures Markets, Options Markets, Swap Markets, Foreign Exchange Derivative Markets, Strike price, Interest rate, Time to expiration, Basic Option strategies.

Unit 5: Commercial Banking **6**

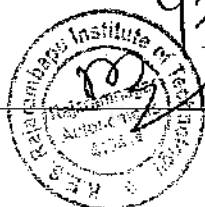
Commercial Bank and Industrial Finance: Operations and Evolving roles, Bank Regulation, Bank Management, Financial Statement Analysis and Bank Performance Measurement

Unit 6: Non-Bank Operations **6**

NBFC, Thrift Operations, Finance Company Operations, Mutual Fund Operations, Securities Operations, Insurance and Pension Fund Operations, Their status, types, working and strategies for commercial viability.

Reference Books

1. Madura Jeff, Financial Markets and Institutions, Cengage Learning, 11th edition, 2015.
2. Frederic Mishkin, Stanley Eakins, Financial Markets and Institutions, Pearson, 8th edition, 2014
3. Peter Howells, Keith Bain, Financial Markets and Institutions, Prentice Hall, 5th edition, 2007.
4. L. M. Bhole&JitendraMahakud, Financial Institutions & Markets, Tata McGraw Hill Education Pvt. Ltd., 5th edition, 2009.
5. B. V. Pathak, The Indian Financial System, Pearson Education, 4th edition, 2014.



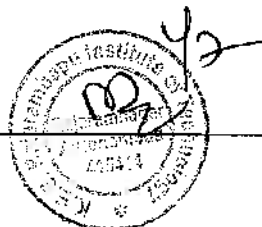
MBA-II
MGS3003 Capital Budgeting and Long Term Financing Decisions
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit 1: Strategy and Value | 6 |
| Long-Term Investing and Financial Decisions, Market Imperfections and Value: Strategy Matters, Measuring Wealth: Time Value of Money, Value-Driven Management. | |
| Unit 2: Capital Investment Choice | 6 |
| Measuring Incremental Cash Flows, Taxes and Foreign Investments, Inflation and Capital Investment Analysis, Project Appraisal, Social Cost-benefit Analysis, Project Implementation and Control, Ranking Mutually Exclusive Investments. | |
| Unit 3: Risk and Investment Choice | 6 |
| Introduction to Risk Analysis, Single Investment Risk Analysis Risk from the Company Perspective: Capital Budgeting with Consideration of Firm Risk Reduction Effects, Risk from the Shareholders' Perspective: Using CAPM in Capital Budgeting. | |
| Unit 4: Financing Decisions | 6 |
| Nature of Long Term Financial Decisions Cost of Capital, Capital Designing Process, Capital Structure Decisions, Strategic Decisions, Financing through Domestic Capital Market, Financing through Global Market, Financing through FIs, Other Modes of Financing. | |
| Unit 5: Management of Earnings | 6 |
| Dividend Policy & Firm Value, Dimensions of Dividend Policy, Policy Formulation, Corporate Dividend Behaviour, Legal & Procedural Aspects, Bonus Shares & Stock Splits, Share Buybacks. | |
| Unit 6: Strategic Financing Decisions | 6 |
| Management of Earnings, Financial Engineering, Investor Relations, Financial Restructuring | |

Reference Books:

1. Neil Seitz , Mitch Ellison, Capital Budgeting and Long-Term Financing Decisions, 4thEdition, 2005.
2. Alan C. Shapiro, Capital Budgeting and Investment Analysis, Pearson, 1stEdition, 2004
3. John J. Hampton, Financial Decision Making: Concepts, Problems and Cases, PHI Learning, 4thEdition, 2008
4. Ross S.A., RW. Westerfield& J. Jaffe, Corporate Finance, McGraw Hill, 8thedition, 2009.
5. Brealey R.A. and S.C. Myers, Principles of Corporate Finance, McGraw Hill, 9th edition, 2007



MBA-II
MGS3005 Security Analysis and Portfolio Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit-1: Market for Securities | 6 |
| Investment versus Speculation, Investment Process, Investment Categories, Market & Their Functions, Institutional Investors & Changing Markets | |
| Unit-2: Risk and Return | 6 |
| Security Returns, Risk in Traditional Sense, Systematic & Unsystematic Risk, Risk in Contemporary Mode, Using Beta to Estimate Return, Calculation of Expected Risk & Return | |
| Unit-3: Security Analysis | 6 |
| Economic Analysis, Industry Analysis, Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation, Fundamental Analysis: Random Walk, the Efficient Market Hypothesis, Technical Analysis through help of charts and software. | |
| Unit-4: Bond Analysis | 6 |
| Strategic Role of Bonds, The Markets for Debt Securities, Government Bonds, Corporate Bond Market, Specialized Bonds, Bond Returns & Prices, Preferred Stock Valuation, Unsystematic Risk, Bond Management Strategies | |
| Unit- 5: Portfolio Selection | 6 |
| Portfolio Analysis, Markowitz Risk-Return Optimization, Portfolio Selection and Diversification, Simple Sharpe Portfolio Optimization, Significance of Beta in the Portfolio | |
| Unit-6: Portfolio Management | 6 |
| Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, Option Pricing Theory, Classification of Managed Portfolios, Management Performance Evaluation, Empirical Tests of Mutual Fund Performance, Mutual Fund as an Investment. | |

Reference Books:

1. Donald E. Fischer, Security Analysis and Portfolio Management, Pearson Education, 6th edition, 2008
2. S. Kevin, Security Analysis & Portfolio Management, PHI Learning, 2nd edition, 2015.
3. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, Wiley, 8th edition, 2010
4. Robert G. Cooper, Scott J. Edgett, Elko J. Kleinschmidt, Portfolio Management For New Products, 2nd edition, 2002
5. Suyash N Bhatt, Security Analysis and Portfolio Management, Wiley, 1st edition, 2011
6. Prasanna Chandra, Investment Analysis and Portfolio management, Tata Mcgraw Hill Education Private Limited, 3rd edition, 2008



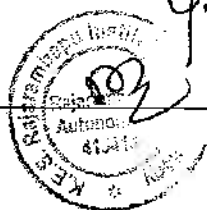
MBA-II
MGS3007 Working Capital Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit1: Introduction to Working Capital Management: | 6 |
| Nature of Working Capital, Trade-Off between Profitability and Risk, Symptoms of Poor Working Capital Management, Working Capital Management Strategies | |
| Unit 2: Short Term Financing | 6 |
| Estimating Cost of Short Term Credit, Sources of Short Term Credit, Trade Credit, Credit Terms & Cash Discounts, Stretching on Trade Credit, Advantages of Trade Credit, Bank Credit, Line of Credit, Credit Terms, Transaction Loans Unsecured Sources: Commercial Paper, Credit Terms. | |
| Unit 3: Management of Cash | 6 |
| Cash Flow Process, Motives for Holding Cash, Cash Management Objectives & Decisions, Managing Collections & Disbursements, Determining the Appropriate Working Cash Balance, Planning Cash Management | |
| Unit4: Receivables Management: | 6 |
| Concept of Receivables Management, Credit & Collection Policies, Credit Terms, Benefits & Cost of Receivables Management, Control of Receivables - Collection Procedure, Monitoring of Receivables, Lines of Credit, Accounting Ratios, Credit Management through Credit Policy Variables. | |
| Unit5: Inventory Management | 6 |
| Investing in Inventory, Deciding Optimum Level of Inventory, Inventory Carrying Cost, Objectives of Inventory Management, Benefits & Cost of Holding Inventories, Inventory Management Techniques & Process | |
| Unit6: Management of Current Asset & Current Liabilities | 6 |
| Managing Current Assets, Risk Return Trade-Off from Investing in Current Assets, Managing the Firm's Current Liabilities, Risk Return Trade-Off from using Current Liabilities, Appropriate Level of Working Capital | |

Reference Books:

1. James Sagner, Working Capital Management: Applications and Case Studies, Wiley, 2014
2. Masson, Dubos J, Clarke, Karen Sue, Short Term Finance & Working Capital Management – Ecommerce, Great River Learning 2nd Edition, 2014
3. Prasanna Chandra, Financial Management, Tata Mcgraw-Hill Publishing Co. Ltd, 8th Edition, 2011
4. M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd, 6th edition, 2011



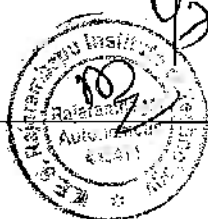
MBA-II
MGS3009 Financial Risk Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit 1 Financial Risk | 6 |
| An Overview, Evolution, Risks Definition (Market, Credit, Liquidity, Operational), Identification of Different Forms of Risk (Currency, Interest Rate, Equity, Commodity), Market Data Analysis, Probability and Distributions of Asset Prices, Measuring Return and Risk, Modeling Risk Factors | |
| Unit-2: Risk and Volatility Measurement | 6 |
| Measuring Risk Using Value-At-Risk, Concept and Computation of VAR using Variance-Covariance Approach, Calculating Portfolio Risk of More than One Assets, Monte Carlo Simulation in evaluating possible outcomes, Risk & Forecasting Issues in Asset Prices, Modeling, Interest Rates, Currency Forecasts and using in Decision Making: ARMA processes, Different measures of volatility such as EWMA, ARCH & GARCH processes, Volatility clusters and the issue of time varying volatility. | |
| Unit-3: Currency Risk Analysis in Global Investing | 6 |
| Interest Rate Parity (Covered and Uncovered), Risk Environment in Indian Forex Markets, Forwards and Non-Deliverable Forwards, Cross-Currency Risk Analysis, VAR for Fixed Income Portfolio, Cash Flows Mapping in Fixed Income Portfolios | |
| Unit-4: Credit Risk Basics | 6 |
| Probability of Default, Credit Ratings & Transition Matrix Analysis, Contingent Claim Approach, Credit Risk Management and Credit VAR | |
| Unit- 5: VAR Applications | 6 |
| Indian Environment in VAR Applications (NSE, BSE, NCDEX, CCIL): RBI Guidelines for Credit Market Risk Management, VAR Based Margining | |
| Unit- 6: An Integrated Risk Management Framework | 6 |
| Operational, An Integrated Approach to Risk Management considering issues such as Operational, Supervisory, Legal, Accounting, Role of Risk Management offices Risk Reporting, Risk Budgeting and Setting Risk Limits, Limits Using Notional, Stop Loss | |

Reference Books:

1. Dun & Bradstreet, Financial Risk Management, Tata McGraw-Hill Education, 1st Edition, 2008
2. Jimmy Skoglund, Wei Chen, Financial Risk Management: Applications In Market, Credit, Asset And Liability Management And Firm Wide Risk, Wiley Finance Series
3. Peter Christoffersen, Elements Of Financial Risk Management, Elsevier, Second Edition, 2011
4. Steven Allen, Financial Risk Management, Wiley Finance, 2nd Edition, 2012



Specialization 4: Operations Management



Implemented from the year 2016-2017

MBA-II
MGS4001 Purchasing Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Purchasing Management **6**

Purchase Function, Purchasing Objectives, and Trends within Purchasing Management, Organization for Purchasing, Purchasing Management and Corporate Strategies, Centralization vs. Decentralization, Purchasing Methods, and Purchasing Interface with other departments.

Unit 2 Purchasing Cycles & Vendor Analysis **6**

Purchasing Cycle, Vendor Development & Evaluation of Sources, Purchase Requisition, Selection of Potential Sources, Product Specification, Tender Enquiries / Proposals- RFP, RFI & RFQ, Vendor Analysis, Factors used to analyze supplier performance, Evaluation Criteria, Weighted Point Plan, Cost Ratio Plan, and Rating Systems

Unit 3 Purchasing Strategies **6**

Purchase strategic planning, Influencer of corporate conditions & environment factors, Re - engineering of purchase function, Early Supplier Analysis (Involvement), Reduction of Cycle Time, Effective relationship with suppliers, Role of purchasing in developing new/alternate materials and equipments, Establishing performance indicators, Benchmarking supplier feedback.

Unit 4 Make or Buy Decisions **6**

Introduction, Strategic Issues in Outsourcing, Factors Determining Make or Buy or Outsource Decision , Cost Considerations , Control of Production & Quality in Outsourcing, Learning Curve, Value Analysis, Business Process Outsourcing.

Unit 5 Negotiations for Purchasing **6**

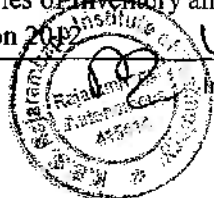
Negotiations for Purchasing, Phases of Negotiations, Pre Negotiation Problems, Potential areas for Negotiations, Strategies for conduct of Negotiations, Negotiation with International Vendors, Contract / Purchase Orders, Purchase Order Execution, Types of Purchase Orders, Follow up Procedure.

Unit 6 Modern Purchase Practices **6**

JIT Purchasing, Green Purchasing, Reverse Marketing, Supplier Partnership, External Resource Management, TQM practices in purchasing, E-purchasing & its Process, Zero Defects Concept.

References:-

1. Ehap H. Sabi, Arun Gupta, Michael Beitler, "Purchase Order Management Best Practices: Process, Technology, and Change Management", J. Ross Publishing, 2010
2. Arjan J. Weele, "Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice" Cengage Learning Publications, 5th Edition 2009
3. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Prentice Hall India Publications, 2st edition 2012
4. Richard J. Tersine, "Principles of Inventory and Materials Management", Prentice Hall India Publications, 1st edition 2014



MBA-II
MGS4003 Lean Manufacturing System
SEM. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit 1 Lean Manufacturing: an Overview | 6 |
| Overview of Lean Manufacturing, Lean Philosophy, Nine Principles of Lean Manufacturing, Lean Production: An Enterprise Approach, Complexities and Challenges, Overview of Toyota Production System (TPS), TPS & Lean Manufacturing, Situations where lean does not work | |
| Unit 2 Lean Manufacturing System | 6 |
| Value Stream Mapping, Pull Manufacturing System, Waste Management, Classification and Elimination Concepts, Application of Lean in Manufacturing and Service Sectors | |
| Unit 3 Controlling under Lean Manufacturing | 6 |
| Production Activity Control (PAC), Performances of Production Operation, Accuracy of Inventory Records, Performance Reporting, Evaluating Cost of Operations, Audits and Reporting, Controlling Resources, Integrating Suppliers, Controlling Storage and Movement of Goods, Quality Control Initiatives, Quantity Control, Initiatives Management Process | |
| Unit 4 Implementation of Lean Manufacturing System | 6 |
| Prerequisites of Lean, Implementation of Lean Manufacturing System & Strategy, Eight stage model of Implementation, Lean Goals, Hoshin – Kanri Planning Model, Goal Development & Deployment | |
| Unit 5 Lean Manufacturing and Just In Time System | 6 |
| Lean - Just in Time Production System, Improving the Production Environment, Employee Empowerment and Involvement, Impact of reducing variability, Techniques for Mistake Proofing Process, Economics of Set up time reduction, Improving Production flow, Assessment Tools for Lean Manufacturing | |
| Unit 6 Cellular Manufacturing System | 6 |
| An overview of Cellular Manufacturing System, Cell Requirements, Cell Description, Work Cell Design, Implementation of Cellular Manufacturing System, Group Technology, Implementing Group Technology, Benefits of Group Technology in Manufacturing, Gamma Line Redesign | |

References:

1. Lonnie Wilson, "How to Implement Lean Manufacturing", McGraw-Hill Education, 2nd Edition (2010).
2. Pascal Dennis, "Lean Production Simplified", Productivity Press 2nd Edition, 2012.
3. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th Edition 2012.



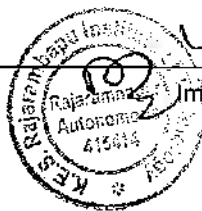
MBA-II
MGS4005 Operations Planning and Control
Sem. – III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit 1 Operations Planning and Control | 6 |
| Production Planning, Steps involved in Production Planning, Production Control, Main Functions of Production Planning & Control, Production Procedure, Production Systems & PPC | |
| Unit 2 Demand Management | 6 |
| Need & significance of Demand Analysis and Forecasting , Selecting a forecasting technique, Purpose of forecast, Types of users, Desired accuracy, Qualitative Forecasting Techniques, Quantitative Forecasting Techniques, Time Series Analysis, Trend Analysis, Cyclical Variations, Seasonal effects, Random Fluctuations, Moving Average | |
| Unit 3 Aggregate Planning and Master Production Scheduling (MPS) | 6 |
| Aggregate Planning, Inputs & Outputs for Aggregate Planning, Importance of Aggregate Planning, Master Production Scheduling, Functions of MPS, Procedure for Developing Master Production Scheduling, Decision based on Aggregate Planning & MPS | |
| Unit 4 Materials Requirement Planning (MRP) | 6 |
| Requirement Planning concepts, Bill of Materials (BOM), Demand Dependence, Product Structures, Inventory Planning Systems, Lot Size Decision Policies, Buffer Stock in Requirement Systems, Capacity Requirement Planning | |
| Unit 5 Resource Requirements Planning | 6 |
| Resource Requirements Planning, Material Requirement Planning (MRP), MRP System, Capacity Requirement Planning, Types of Capacity, Capacity Planning, Line Balancing, Planning Versus Execution | |
| Unit 6 Process Planning & Control | 6 |
| Process Planning, Factors affecting on Process Planning, Steps in Process Planning, Application of BEA in the choice of machines or process, Machines Requirements | |

References:-

1. James L. Riggs, "Production System: Planning, Analysis and Control", Wileyindia Publications, 3rd edition 2012
2. Vollman, Berry, Whybark & Jacobs, "Manufacturing Planning & Control for Supply Chain Management", Tata McGraw Hill Education Pvt. Ltd., New Delhi, 14th Edition 2012
3. Spyros Makridakis, Steven Wheel Wright, Rob. Hyndman, "Forecasting (Methods and Application)", Wileyindia Publications, 3rd edition 2012
3. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition. 2012



MBA-II
MGS4007 Quality Management
Sem. – III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Quality Systems **6**

An overview of Quality, Importance of quality, quality management, global scenario from quality perspective- Customer focused quality, Quality as strategy, Quality process, System and human component, Quality as a process philosophy, Quality Terms, Drivers of Quality, Quality Organization.

Unit 2 Costs of Quality **6**

Costs of quality, Importance of cost of quality, balance between cost of quality and value of quality, Analysis of Quality costs and losses, Appraisal cost, Detection cost, Internal Failure cost and External Failure cost, failure analysis, Importance of Failure analysis

Unit 3 Poka Yoke **6**

Poka Yoke philosophy, defects and its impact, Typical Errors, principles of Poka Yoke, defect detection and prevention strategies, approaches to mistake proofing, application of mistake proofing, Seven Guidelines to Poka- Yoke attainment

Unit 4 Total Quality Management & Quality Certifications **6**

An overview of TQM , Elements of TQM, Importance and evolution of TQM, TQM & organizational Cultural Change, PDCA Cycle, Quality Circle, Significance of Quality certifications, ISO 9000: 2000 , QS 14000, QS 9000 & other standards

Unit 5 Quality Assurance & Control **6**

Quality Assurance, Designing Quality Assurance System, Quality Policy, Quality Manual, Inspection & Testing, Economic models for Quality Assurance, Process Capability, Quality Auditing, Stages in Quality Audit Program, Quality Surveys

Unit 6 Kaizen **6**

Kaizen Philosophy, way of Thinking, Importance of kaizen, usefulness of Kaizen in global quality system, A tool to make improvements in all operations within a process , Kaizen's Ten-Step Process, Kaizen and management levels, Benefits of Kaizen, Conditions for successful implementation of Kaizen Strategy

References:

1. Dale H. Besterfield, Carol Besterfield, Mich. Besterfield, Mary Besterfield, "Total Quality Management", Pearson Education Publications, 4th edition 2011.
2. Barrie Date and W. John, "Managing Quality", Wileyindia Publications, 5th edition, 2012
3. Mikel Harry, Richard Schroeder , Doubleday, Six Sigma, Random House Inc. New York,
- 4.R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House, 2005.



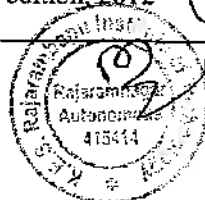
MBA-II
MGS4009 Global Operations Strategy
Sem. – III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

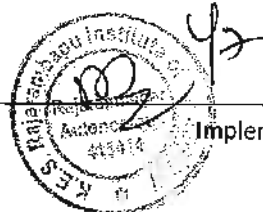
| | |
|--|----------|
| Unit 1 Operations Strategy | 6 |
| Business Strategy, Role, Importance and Development of Operations strategy, Competitive Priorities, Translating Competitive Priorities into Production Requirements, performance objectives and its change over time, Tradeoffs, Targeting and operations focus | |
| Unit 2 Rationale behind Operational Globalization | 6 |
| Basic Theories, Dunning's OLI Framework, Porter's Five Forces Framework, Kogut's Comparative and Competitive Advantage Framework, Porter's Configuration - Coordination Framework, Bartlett and Ghoshal's Globalization - Localization Framework | |
| Unit 3 Drivers for Global Operations | 6 |
| Drivers for Global Manufacturing and Sustainable Global Operations, Benefits of Global Operation: Cost Reduction, Knowledge Generation and Acquisition, Competitive Leverage, Customer Satisfaction. Social and Environmental Value Creation, Risk Mitigation - Natural, Economic, Political, Social, Ethical, and Environmental | |
| Unit 4 Competency based Operations Strategy | 6 |
| Competencies: Operational, Cost, Flexibility, Quality, Time, Quality-Based Global Operations Strategy, Time-Based Global Operations Strategy, Approaches to Achieve Value-Based Competency. | |
| Unit 5 Resource based Operations Strategy | 6 |
| Resource and Competitive Advantage, Global Resource Size Management, Global Resource Type Management, Resource Flexibility in Production Input, Resource Flexibility in Production Capacity, Global Location Strategy, Global Dynamic Capacity Management, Dynamic Capacity and Capability Lifecycles, Dynamic Capacity Models. | |
| Unit 6 Process based Operations Strategy | 6 |
| Global Business Processes, Business Process Design, Global Supply Chain Strategy, Global Sourcing Strategies, Global Distribution Strategies, Global Revenue Management Strategy, Global Technology Strategy, Global Product Development (GPD) Strategies, Kleindorfer's Operational Risk Management | |

References:

1. Yeming Gong, "Global Operation Strategy - Fundamentals and Practice", Springer, 2013
2. Nigel Slack and Michael Lewis, "Operations by Strategy", Pearson education, 4th edition 2015
3. R. Panneerselvam, "Production & Operation Management", PHI Publications, 3rd edition 2012
4. Karl T. Ulrich & Steven D. Eppinger, "Product Design and Development" McGraw Hill Indian Edition 5th Edition 2011
4. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition, 2012



Specialization 5: Information System Management



Implemented from the year 2016-2017

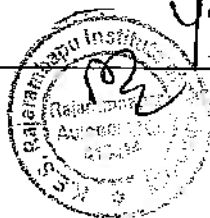
MBA-II
MGS5001 Big Data Analytics
Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit 1: Business Analytics | 6 |
| Creation of Big Data: Elements, Drivers for Big Data, Data Analytics Life Cycle, Handling Structured and Unstructured Data for Management Enterprises such as business, non-profits & governments, Business Analytics and its role in predicting future insights. | |
| Unit 2: Modeling Methods | 6 |
| Choosing and Evaluating Models, Mapping Problems to Machine Learning, Evaluating Clustering Models, K- means Algorithm, Unsupervised Methods. | |
| Unit 3: Data Analytics Applications | 6 |
| Precise and profitable decisions - critical strategic advantage for companies as diverse as Wal-Mart, Google, Capital One, and Disney. Operations, Marketing, Finance & Strategic Planning. | |
| Unit 4: Technologies for Handling Big Data | 6 |
| Key Technologies used in Manipulating, Storing and Analyzing Big Data, Key Methods used in Machine Learning (Artificial Intelligence), Hadoop- Introduction and functioning, Data Civilization, Architecture and Storage, Components of Hadoop Ecosystem. | |
| Unit 5 Map Reduce | 6 |
| Hadoop MapReduce Paradigm and Architecture, Matrix Vector Multiplication, Executing Map phase, shuffling and Sorting, Delivering results. | |
| Unit 6- Applications of Other Analytics | 6 |
| YARN Architecture, (background of YARN, advantages of YARN, working with YARN, backward compatibility with YARN, YARN Commands, log management etc.), Exploring Hive, Exploring Pig, Exploring Oozie. | |

Reference books:

- 1) Business Analytics for Managers, Wolfgang Jank, Springer
- 2) "Big Data" by Viktor Mayer-Schönberger, Kenneth Cukier, ISBN:978- 0544002692, Eamon Dolan/Houghton Mifflin Harcourt 2013
- 3) "Hadoop Operation", by Eric Sammer, ISBN: 978-1449327057, O'Reilly 2012.
- 4) "MapReduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems", by Donald Miner, Adam Shook, ISBN: 978-1449327170, O'Reilly 2012.
- 5) "Big Data Now", by O'Reilly Media Inc., O'Reilly 2012.
- 6) Mining of Massive Datasets, Jure Leskovec, Anand Rajaraman, Jeffrey David Ullman, 2nd edition, Cambridge University Press, 2012.



MBA-II
MGS5003 System Analysis & Design
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 System Development Cycle 6
 Introduction to Systems Development Life Cycle (SDLC): Analyzing system needs, Designing the Recommended System, Developing and Documenting the software, testing and Maintaining the System, Implementing and Evaluating the System.

Unit 2 Understanding Modeling Organizational Systems 6
 Organization As a Systems, Depicting Systems Graphically, Using Case Modeling, Organizational Culture, Levels of Management, Agile Approach: Modeling & Prototyping.

Unit 3 Information Requirements Analysis 6
 Information gathering: interactive methods: interviewing, joint application design, Sampling and investigating data, using questionnaires. Information gathering: Uninstructive methods such as sampling, investigation, observing a Decision maker's behaviour, observing the physical environment.

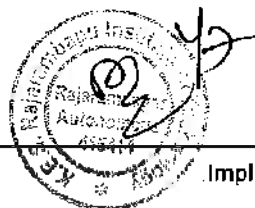
Unit 4 The Analysis Process 6
 Data Flow Diagram, Decision Trees and Tables, DFDs and Expansion and Explosion, Data repository, creating a data dictionary, using a data dictionary. Process specification & structured decisions.

Unit 5 Object -Thinking 6
 Object-Oriented concepts, CRC cards & object think, Unified Modeling Language (UML) concepts & diagrams, activity diagrams, sequence & communication diagrams, class diagrams, enhancing sequence diagrams, enhancing class diagrams, state chart diagrams, package & other UML artifacts. Design using UML.

Unit 6 Essentials of Design 6
 Designing effective output, Input, Data Bases, Human-Computer Interaction: understanding human-computer interaction, usability, types of user interface, designing interfaces for smart phones & tablets, feedback for users. Special design consideration for e-commerce including designing a website.

Reference books:

1. System Analysis & Design, Kendall& Kendall, 9th edition, PHI learning Pvt. Ltd, 2013.
2. K. C. Laudon and J. P. Laudon, " Management Information Systems: Managing the Digital Firm", 14th Edition, Pearson Education, Limited, 2015.
3. J. Hoffer, "Modern Systems Analysis and Design", Second Edition, Joey George and Joseph Valacich, Pearson Education, 2011.
4. Alan Dennis, Roberta M. Roth, Barbara Haley Wixom, "Systems Analysis and Design", Fifth Edition, John Wiley & Sons, Inc. Wiley, 2012.
5. John Satzinger, Stephen Burd, Systems Analysis and Design, Cengage Learning, 7th edition, 2014.
6. Elias A. Awad, Systems Analysis and Design, 2nd edition, Galgotia publications Pvt. Ltd., 2013.



MBA-II
MGS5005 Information System Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Information System in Global Business Today** 6
 Introduction to Information Systems, Concepts: Information, System, Information System at Work: Enterprise Systems, Information & Decision Support Systems. Types of Information systems, IT infrastructure, Global e-business, Organizations & Strategy, Ethical & Social issues in Information Systems.
- Unit 2 Information Technology Infrastructure** 6
 IT Infrastructure & Emerging Technologies, Business Intelligence - foundation of business intelligence: Database & Information Management, Telecommunications, Internet, Wireless Technology, Security Information Systems.
- Unit 3 Key System Applications for the Digital Age** 6
 Achieving Operational Excellence & Customer Intimacy: enterprise applications: enterprise systems, supply chain management systems, customer relationship management systems, enterprise applications: new opportunities & challenges. E-commerce: digital markets, digital goods, managing knowledge, enhancing decision making using Information.
- Unit 4 Managing Knowledge** 6
 Knowledge management landscape, enterprise-wise knowledge management systems, knowledge work systems, intelligent techniques. Systems for decision support, executive support systems, and group decision support systems.
- Unit 5 Business & Managing Systems** 6
 Building systems- overview of system development, systems as planned organizational change, alternative systems-building approaches, application development for the digital firm (Rapid Application Development). IT Outsourcing Cloud Computing & SaaS, Open Source.
- Unit 6 Information Project management** 6
 Importance of Project Management, selecting projects, establishing the business value of Information Systems, managing project risk. Managing global systems-growth of international information systems, organizing international information systems, technology issues & opportunities for global value chains.

Reference Books:

- 1) Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Pearson Education, Limited, 14th edition, 2015
- 2) Strategic Information Systems Management, by Kevin Grant, Ray Hackney, David Edgar, printed by Seng Le Press, Singapore, 2010.
- 3) IT Governance Implementation Guide: Using COBIT and Val IT, 2nd Edition, author- IT Governance Institute, Publisher- Information Systems Audit and Control Association, 2007
- 4) Information Systems, Ralph Stair, 10th edition, Cengage Learning, 2012
- 5) Laudon, K., & Laudon, J. (2014). Management information systems. (13 ed., p. 648). Saddle River: Prentice Hall
- 6) Gallagher, J. (2012). Information systems: A manager's guide to technology. (1.4 ed.). Flat World Knowledge. <https://students.flatworldknowledge.com/course/1444059>



MBA-II
MGS5007 Database Management Systems
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1- Databases and Transactions** 6
 Database environment & development process, data Vs information, traditional processing systems, database approach- advantages, components and risks, evolution of DBS. Database development Process, Personal Computer Database, Workgroup Databases, Enterprise data, Inter-organizational database, database for virtual organization, Relational Database, Transaction Management.
- Unit 2 Database Management** 6
 Database Design and ER Model: constraints, ER diagrams, ERD issues, Codd's Rules, logical design Vs physical design, data flow analysis, implementation & maintenance, DBA. Data Models - Introduction to Network and Hierarchical Models – Relational Model and Schemas.
- Unit 3 SQL Queries** 6
 Introduction, Aggregate Function, Nested sub-queries and Triggers, Processing Multiple Tables, Advanced SQL using Microsoft Access: create, insert, and select commands. Kent's Five Normal Forms.
- Unit 4 Data Warehousing & Data Mining** 6
 Data Warehousing: Basic Concepts, Architecture, Characteristics, Star Schema, Data Transformation, Data Marts, OLAP, Data Mining: tools, techniques, application, data visualization, data centers, server farms.
- Unit 5 Advanced Database** 6
 Data Quality & Integration: Introduction, Data Governance, Managing Data Quality, Master Data Management, Data Integration: ETL Process. Data & Database Administration: Introduction, roles of data & database administrators, Managing Data Security, Recovery, Temporal Database.
- Unit 6 Distributed Databases** 6
 Distributed Databases - objectives & trade offs, Options for Distributing a Database, Object-Oriented Data Modeling - Using Relational Databases to provide Object Persistence, Relational Mapping, Parallel and Scientific Databases, C- stores.

References:

- 1) Modern Database Management Systems, Jeffrey Hoffer, H. Topi, 10th Edition, Pearson Publication, 2013.
- 2) Database System Concepts, Abraham Silberschatz, 6th Edition, Mcgraw Hill Education Pvt. Ltd., 2013.
- 3) Concepts of Database Management, Philip Pratt, Mary Last, 8th Edition, Cengage Learning, 2014.
- 4) Information Modeling and Relational Databases, By Terry Halpin, Tony Morgan, 2nd Edition, Elsevier Publication, 2008.
- 5) Learn Database Systems With Implementation And Examples, By Imedbouchrika, Learn DB.Com, 2014.



MBA-II
MGS5009 Software Project Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Software Project Management** 6
 Software System, Defining the Problems, Software Development Phased Life - Cycle model, Software Project as a System, Software Project Success & Failure, Traditional Vs Modern Project Management Practices, Project Integration, Project Scope.
- Unit 2 Project Planning** 6
 Project Management: Selection (Waterfall, V-Process & Spiral Model), Initiation, Managing People & Organizing Project Team, Project Plan & Review, Project Raleigh Curve, Project Costs and Budgets, Multi-project Scheduling and Resource Applications.
- Unit 3 Software Cost Estimation** 6
 Software Cost Factors, Software Cost Estimation Techniques, Level: technology, reliability, estimation. Estimation of software maintenance cost, software acquisition. Feedback control & feedback at various levels, COCOMO Model.
- Unit 4 Risk Analysis** 6
 Monitoring & Control Framework, Risk Analysis and Reduction, Cost Monitoring & Earned Value Management, Analysis under Uncertainty: Sensitivity, Simulation & Probabilistic Analysis, Risk Management, Pareto Optimality, Prioritizing Project Risks.
- Unit 5 Software Design** 6
 System Design Tools and Techniques, Prototyping, Structured Programming, Function Oriented, Object Oriented & System Design: Database, Input, Output, code & Form.
- Unit 6 Software Testing** 6
 White Box Basic: Concepts, Statement Coverage, Branch Coverage, multiple condition coverage; Black box- Equivalence class, partitioning boundary, value analysis; Debugging-approaches & guidelines.

Reference Books:

- 1) Software Project Management, Bob Hughes, Mike Cotterell, Rajib Mall, 5th edition, Mc Graw Hill Higher Education Pvt. Ltd., 2011.
- 2) Fundamentals of Software Engineering, Rajib Mall, 4th edition, PHI Learning Pvt. Ltd. 2014
- 3) Software Project Management: A Concise Study, By S. A. Kelkar, 3rd edition, PHI Learning Pvt. Ltd., 2013
- 4) Effective Software Project Management, By Robert K. Wysocki, Wiley India edition, 2006.
- 5) Introduction to Project Management, Kathy Schwalbe, Cengage Learning, Second Edition, 2009.
- 6) Software Engineering Project Management, Bill Brykczynski, Richard D. Stutz, 2nd edition, Wiley student edition, reprint 2007,



Specialization 6: Rural Management



Implemented from the year 2016-2017

MBA II
MGS6001 Rural Banking and Microfinance
Sem. III

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

Unit 1: Rural Credit Banking Policies 6
 Framework of Rural Financial Institutions (RFIs), Institutional Void, Rural Credit Banking Policies of RBI and Government of India, Functions of Rural Banking – Institutional Support to Cooperatives: NCD, NABARD, National Horticulture Board and their Role in Rural Development, Financial Inclusion and Priority sector lending.

Unit 2: Credit Cooperatives 6
 Evolution of Credit Cooperatives: short, medium & long term, Thrift Cooperatives, Rural Lending Policies & Procedures, Role of Credit Cooperatives in Rural Lending, New Economic Policy & Cooperative Movement. Different Intermediaries' in Credit Cooperatives, Regulatory System.

Unit 3: Commercial Banks 6
 Types & Functions of Commercial Banks, Sources of Banks Income, Credit Creation in banks, Consumer & Commercial Credit Analysis, Asset & Liability Management, Trends such as Consolidation & Project Line Expansion, Unit Banking Vs Branch Banking, Commercial Banks and Economic development.

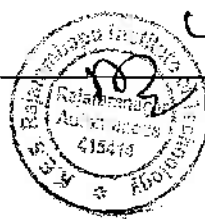
Unit 4: Regional Rural Banks (RRBs) 6
 Reasons for establishment of Regional Rural Banks (RRBs), RRBs and Commercial banks, Objectives of RRBs, Organization and Management of RRBs Functions of RRBs, Progress, performance and problems of RRBs, Small Finance Bank and Payment Bank.

Unit 5: Microfinance 6
 Banking of unbanked, Rationale for connecting the poor, Role of Microfinance: Global Political Economy & Poverty Reduction, Perils of Poverty, Future at the Bottom of Pyramid, Evolution in India- Present and Future. Microfinance: Risk Management, Delinquency Management, Operational aspects, Legal and Regulatory Measures, Sustainability; Microfinance as a Tool for Development.

Unit 6: Micro Finance Institutions (MFIs) 6
 Working of SHG Bank Linkage Programme (SBLP)& Problems, Micro Finance Institution Model, Major Micro Finance Institutions (MFIs) SHG, Monitoring and Evaluation, Emerging issues: (Governance, Regional Imbalances & Sustainability) Impact and Social Assessments of MFIs, Loan Disbursement and Repayment.

Reference Books:

- 1) Beatriz Amendariz and Jonathan Morduch, the Economics of Microfinance, the MIT Press, London, 2014.
- 2) S C Bandyopadhaya, Rural Banking IIBF-Macmillan India, 2014.
- 3) P Arunachalam, Micro finance in India-Serials publications, 2014.
- 4) B P Nanda, Micro finance and Rural development in India, Jain Book, 2014.
- 5) Daryl Collins et al., Portfolios of the Poor: How the World's Poor Live on \$2 a Day. Princeton University Press, 2014.
- 6) C K Prahalad, The Fortune of the Bottom of Pyramid, Pearson Education, 2014



MBA Part II
MGS6003 Rural Society and Polity
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Rural Areas and Rural Development: 6
 Rural area: Definition of urban area, statutory towns, Census town, urban agglomeration (UA), Out Growths (OGs), Methodologies to define rural and Criteria for distinguishing the rural social world from the urban social world; Rural development: Features of rural economy and rural society, Interdependence between Rural and Urban Sectors. Strategies for Rural Development.

Unit 2: Rural Society in India: 6
 Rural Society: Social Differentiation and Stratification, Ideological, Structural, Functional, Marxian, Subaltern, Non- Brahmanical Perspective, Jajmani System; Rural Communities, Institutions and Environment; Rural Populations: Youth, Life Course of elderly & rural strata, Caste Based System and Issues of Ethnic Minorities.

Unit 3: Development, Social Justice & Weaker Sections of Society: 6
 Theories of Underdeveloped, Developing and Third World Countries; Social Justice: Frameworks and Theories, As a value of Social work, Intersecting Social Identities and Systems of Privilege/Oppression, Power and Inequality, Coalition and Movement building, Allyship, Self-care, Healing, Coping, Resistance and Resilience; Weaker Sections of Society: Schedule Cast, Schedule Tribe and Women and their problems.

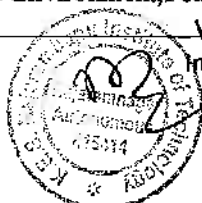
Unit 4: Social Exclusion & Social Capital: 6
 Multidimensionality of social exclusion, active and passive exclusion. Social Capital: Formation in Rural, Urban and Suburban communities, Gendering Theory, Gift Theory, Importance in Combating Social Exclusion, Impact on Development.

Unit 5: Gender and Development: 6
 Differences related to gender, Women's triple roles and Gender needs, Women in Development (WID), Works and Gender Relation (Inside/Outside House, Informal/Formal, Globalization & Pay gap), Population and Health Problems in Gender Lenses, HIV/AIDS and Gender, Agriculture, Environment and Gender.

Unit 6: Participatory approaches to rural development and social development: 6
 Participation, Supply Driven Development, Participatory Development, Sustainable Development, Demand / Community Driven Development, People Centered / Controlled Development, Rights Based Approach, shifts in development approaches, Distinction between participation in development and participatory development, Typology of participation.

References:

- 1) David L. Brown and Kai A. Schafft, Rural People and Communities in 21st Century, Resilience and Transformation, Wiley, 2011.
- 2) Amy E. Guptill, Denise A. Copelton, Betsy Lucal, Food and Society: Principles and Paradoxes, Wiley, 2012
- 3) Vivek P. S, Sociological Perspectives and Indian Sociology, Himalaya Publishing House, Mumbai, 2002.
- 4) Das Veena, Critical Events, An Anthropological Perspective on Contemporary India, Oxford University Press, New Delhi, 2014.
- 5) Abraham M. F, Modern Sociological Theory, OUP, New Delhi, 2014
- 6) Shah Ghanshyam, Social Movements and the State, Sage Publications, New Delhi, 2014.
- 7) Saleem Shaikh, Business Environment, Pearson Education, 2010



MBA II
MGS6005 Applied Econometrics for Rural Management
Sem. III

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

- Unit 1: Basic Applied Econometrics** 6
The Nature and Scope of Econometrics, Two variable regression model, Introduction to STATA, Methods of Ordinary Least Square Estimation, Classical Linear Regression Model, Problems of inference.
- Unit 2: Multiple Regression** 6
Multiple Regression Analysis, Goodness of fit, testing overall significance of multiple regression (F Test), Handling Econometrics Software for regression analysis, Estimation of Regression Models, Dummy Variable Regression Models and its Application, Functional Form of Regression Models and its Application.
- Unit 3: Critical Evaluation of CLRM** 6
Multicollinearity: Nature of problem, Tests, Remedial with Hand on exercises, Heteroscedasticity-Nature of problem, Tests, Remedial with Hand on exercises, Auto correlation: Nature of problem, Tests, Remedial with Hand on exercise,
- Unit 4: Endogeneity Problems** 6
Potential reasons for endogeneity-functional form of misspecification, omitted variables, Measurement Errors in Variables, Simultaneity (SEM). Solution to endogeneity problems-Proxy as solution to omitted variable bias, Instrumental variables estimations, 2SLS, Identifying and estimating a structural equation in SEM. Testing for endogeneity, Basic idea behind Hausman Test
- Unit 5: Binary Choice Models** 6
Binary Dependent Variables, Probit and logit regression, Maximum Likelihood estimation, Estimation binary models enviews, other limited dependent variable models, Problems on Binary Choice Models.
- Unit 6: Application of Econometric methods** 6
Macroeconomic puzzles: Money supply and interest rate, Propensity Models: Marketing and Credit, Marketing Mix Modeling, Application and Exercises

Reference Books:

- 1) Badi H Baltage, Econometrics, Springer Publication,2011
- 2) Fumio Hyashi, Econometrics, Princeton,2011
- 3) Christopher Dougherty, Introduction to Econometrics, Oxford University Press,2011
- 4) Jean Dube and Diego Legros, Spatial Econometrics Using Microdata,Wiley ,2014
- 5) Gujarati, Damodar, Econometrics by Examples,Macmillan,2011



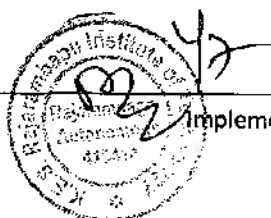
MBA II
MGS6009 ICT in Development
Sem. III

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

- Unit 1: ICT for Development** **6**
 Importance of Information and Communication Technology in Development, Embedding ICT in Development, Vs. Transformative ICT Enabled Development Models and Impacts, Rural Connectedness and Personal Capacity Development, Vs. Critical Issues in ICT Development.
- Unit2: ICT and Sustainable Development Goals** **6**
 ICT and Sustainable Development, ICTs and the MDGs , MDG-ICT: UN ICT Task Force, UN Development Agenda-Post 2015, MDFGs and SDGs – Post 2015, End Poverty - UN
- Unit 3: ICT-Infrastructure and Development** **6**
 ICT Infrastructure for Rural e governance application. Access to Knowledge (A2K) in Less Developed Countries, ICT as an infrastructure and its relationship in managing development issues. E-readiness, ICT-Vision-India-Planning-Commission-2020, Digital India and Development.
- Unit4: E-Inclusion** **6**
 Digital-divide – opportunity, Digital Divide to Digital Inclusion, Net Neutrality and Development, Internet of Things (IoT) and Development, Financial Inclusion.
- Unit 5: E Governance and Development** **6**
 E-Governance – Indian Context, Decrypting e governance, e-Government Projects, Framework for Citizen Engagement-NeGP, Cyber Kiosks and Dilemma of Social Inclusion.
- Unit 6: ICT Project Management and Measurement** **6**
 ICT Project Management Framework and Project sizing, District Development Index – Transition in economic development, Focus area for select DDI, Civil society and cyber libertarian develop mentalism, Project life cycle, Rural ICT Comprehensive evaluation.

Reference Books:

- 1) Nor Aziah Alias, ICT Development for Social and Rural Connectedness, Springer, 2013
- 2) T T Shreekumar, ICTs and Development in India-Perspectives on Rural Network Societies, Anthem Press, 2011
- 3) Ladislaus Semali, Cases on Developing Countries and ICT Integration: Rural Community Development, Information Science Reference, 2011



MBA II
MGS6007 Social Up-liftment Policies
Sem. III

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

- Unit 1: Rural Development** 6
Growth Vs Development, Rising Expectations & Development, Dilemmas in Development, Challenges & Opportunities in Rural Economy, Income Distribution, Rural Vs Urban Poverty, Rural Water Supply and Sanitation, Constructionist Theory of Learning & its Implications on Youth Development: Modernization, Dependency, Rosenstein Rodans, Leibensteins Critical Minimum Effort, Lewis Model, Gunnar Myrdal's Thesis. Rural Development: A Critical Analysis-McKinsey Report.
- Unit 2: Rural Child Development Programme** 6
Theoretical Framework for Childhood Morbidity & Mortality, Integrated Child Development Programmes & its Impact - Anganwadi Scheme, Reproductive & Child Health Programme, Mid-Day Meals Programme, Balika Samridhhi Yojna, Sukanya Samridhhi Account Yojana, Combating Modern Slavery & Child Labour, Women and Child Development.
- Unit 3: Rural Health Programme** 6
Health Status of Indian Population: Urban & Rural Perspective, National Rural Health Mission, Guidelines, Impact - Reproductive, Maternal, Newborn, Management of Neonatal Illnesses, Janani Shishu Suraksha Programme, Rastriya Bal Swastha Programme, Child & Adolescent Health, Monitoring at Various Levels.
- Unit 4: Rural Housing Programme** 6
Town Planning - Social Overview, Rural Housing Programme and its Impact - National Housing Policy, Indira Awas yojna, Pradhan Mantri Gramodaya Yojna.
- Unit 5: Rural Women Empowerment Programme** 6
Concepts & Theories of Empowerment: A women orientation, Rural Empowerment Schemes & its Impact - Beti Bachao Beti Padhao, Ujjwala, Sudhar Grah, Indira Gandhi Matritva Sahyog, Working Women Hostel, Narishakti Purushkar, Women Helpline, Crèches for Children of Working Mother, Incidences of Domestic Violence & Prevention Techniques.
- Unit 6: Rural Employment Program** 6
World & Indian Employment Trends, Employment Generation Theoretical Perspective, Keynes Theory of Employment, Employment Generation Program in India, Youth Adolescent Development Program, Industrial Training Centre, Literacy Mission- Digital Literacy, Saakshar Bharat Abhiyan, Farmer's Night School, Rural Employment Scheme & its Impact on Society: TRYSEM, MGNREGS, PMRY, STEP, YIN, SWOP, PRIs.

Reference Books:

- 1) Kartar Singh, Rural Development Principles, Policy and Management, Sage Publication, 2014
- 2) S Giriappa, Evaluation of rural development programme, Mohit Publication, 2014
- 3) Joel S GR Bhoose, NGOs and Rural Development, Concept Publication, 2014
- 4) Robert Chambers, Ideas for Development, Earth Scan, London, 2013
- 5) D Bary, Dalal-Clayton, David Dent, Oliver Dubois, Rural Planning in Developing Countries-Supporting Natural Resource Management and Sustainable Livelihood, Earthscan, 2013



Specialization 7: Family Business Management



implemented from the year 2016-2017

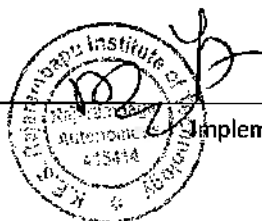
MBA Part II
MGS7001 Management of Small and Medium Enterprises
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit I: Introduction | 6 |
| The Entrepreneur Definition and concept-Entrepreneur Vs Professional Managers-Nature and Significance of SME's—Institution in Aid of Entrepreneurship Development- Problems of Entrepreneurship – Sickness in Small Scale Industries – Reasons and Remedies, problems of SME's | |
| Unit II: Setting up of a SME | 6 |
| Project Concept and Classification – Generation of Business Idea – Project Design and Appraisal. Location of an Enterprise- Steps for Starting A Small Enterprise Selection of Types of Ownership Organization- Statutory compliance of SME's- Registration ,Permission from Pollution Board-Labour Office - Income tax Department etc.- Patents, Designs, Trademarks. | |
| Unit III: Supporting Institutions | 6 |
| Ministry of Micro Small and Medium Enterprises- SME Chamber of India- Assistance and Support Services within India and Foreign SME Sector, NSIC-National Small Industries Corporation - Khadi and Village Industries Corporation- | |
| Unit 4: Schemes for Promoting SME | 6 |
| Coir Board Scheme-Office of Development Commission-- Small Industry Service Institute - District Industries Centers- PMRY Scheme and its application process, district level & state level industrial associations. | |
| Unit 5: Financial Institutions providing assistance to SME: | 6 |
| SFC-State Finance Corporations - Small Industries Development Bank of India - Industrial Development Bank of India, ICICI, UTI, SBI. | |
| Unit 6: Risk Management in SMEs | 6 |
| What is Risk Management- Types of Risk in SMEs External Risk (Indirect Risk)-Culture-Technology-Government- Economics- Ecological Disasters.-Operational Risk (Direct Risk)-Purchasing-Production-Distribution-Informational Technology? Organizational and Management Risk(Direct Risk)- Company StructureManagement –Personnel,-Financial Risk(Direct Risk)-Capital-Customer Rating- liquidity Insolvency. | |

Reference books :

1. Vasant Desai, TheDynamics'of Entrepreneurial Development and Management, Himalaya Publishing House, 2009.
2. Saghir Ahmad Ansari, Financial Intermediaries and Industrial Development, APH Publishing Corporation, New Delhi. 2.
3. Matthias Fink, Sascha Kraus, The Management of Small and Medium Enterprises, ,Routledge Studies in Small Business, 2009.
4. Thomas Henschel, Risk Management Practices of SMEs. Evaluating and Implementing Effective Risk Management Systems.
5. Lev & Powell, Strategies for Growth in SME's, Elsevier Ltd.



MBA Part II
MGS7003 Takeovers, Restructuring and Governance
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit 1: Takeovers | 6 |
| Types, take over strategies,-Takeover defenses-financial defensive measures-methods of resistance-anti-takeover amendments- poison pills | |
| Unit 2: Mergers | 6 |
| Introduction, types of merger-theories of mergers-operating, financial and managerial synergy of mergers-value creation in horizontal, vertical and conglomerate mergers-internal and external change forces contributing to mergers | |
| Unit 3: Merger Process | 6 |
| Dynamics of M & Process-identification of targets- negotiation-closingthedeal.Five-stagemodel-Duediligence-Types-duediligencestrategyandprocess -due diligence challenges | |
| Unit 4: Corporate restructuring | 6 |
| Significance Restructuring Techniques and Procedures • Techniques & Procedure for Organizing Takeover Bids • Search for Acquisition of Target Company • Procedure for Takeovers and Acquisitions (Public announcement, Offer Documents, Minority shareholders, Bailouts, Merchant Bankers & Advisors Including Financial Institutions & Banks) | |
| Unit 5: Downsizing | 6 |
| Demergers & Reverse Mergers • Divestitures • Spin Offs, Split-ups & Split Offs • Equity Carve Out; Master Limited Partnerships • Leveraged Buyout and Management Buyout | |
| Unit 6: Legal aspects of Mergers / amalgamations and acquisitions/takeovers- | 6 |
| Combination and Competition Act- Competition Commission of India (CCI)-CCIProcedureinRegardtothetransactionsofBusinessRelatingtocombinationofRegulations2011 | |

Reference Books

1. Fred Weston, Kwang S Chung, Susan E Hoag- Mergers, Restructuring And Corporate Control -Pearson Education, 4/e
2. Sudi Sudarsanam- Value Creation From Mergers And Acquisitions - Pearson Education, 1/e, 2003
3. MergerAcquisitions&CorporateRestructuring- ChandrashekarKrishnaMurthy& Vishwanath. S.R -Sage Publication
4. GerardPicotHandbookofInternationalMergers&Acquisitions-PalgravePublishersLtd



MBA Part II
MGS7005 Financing for an Emerging Enterprise
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit1: Sources of Finance** 6
 Bank Finance –Term Loan, CC Limit, OD Limit, and Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, and PE Funding.
- Unit 2: Small Scale Industries** 6
 Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.
- Unit3: Loan Documentation** 6
 Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.
- Unit4: Project Financing** 6
 Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.
- Unit5: Business Plan** 6
 Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.
- Unit6: Credit Rating and Insurance** 6
 Credit rating by rating agencies like CRISIL, CARE, ICRA to assess the credit worthiness of small enterprise, Benefits of credit rating; Different insurances for business.
- Reference Books:**
1. Introduction to Project Finance: HR Machiraju, Vikas Publications
 2. The Perfect Business Plan made Simple: William Lasher, Random House
 3. The Business Plan Workbook: Collin Barrow, KPI
 4. Small – Scale Industries in India: Problems And Policy Initiatives: K.Vijayarani, K.
 5. Vijayarani, Susan F. Hensso now, Intl Specialized Book Service Inc.



MBA Part II
MGS7007 Legal & Tax Environment
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|--|----------|
| Unit 1: Forms of Organization | 6 |
| Sole proprietorship, Partnership, Limited liability partnership, Joint stock company; Rules, regulations and benefits related to different forms of organizations. | |
| Unit 2: Licensing Requirements | 6 |
| Bombay Shop Establishment Act 1948, SSI (SME) Registration, Approvals and Clearances – Electricity Board, Pollution Control Department etc. | |
| Unit 3: Government Incentives | 6 |
| Package Scheme of Incentives – 2013, Financial incentives for MSMEs, Various subsidies, SEZ incentives. | |
| Unit 4: Service Tax | 6 |
| Provisions of law and procedures; Various Services covered under Service Tax. | |
| Unit 5: VAT and CST | 6 |
| Concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST. | |
| Unit 6: Other Taxes | 6 |
| Local body tax (LBT) – Provisions and Procedures, Profession Tax - Provisions and Procedures | |

Reference Books:

1. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi
1. http://103.247.98.218/~mofpi/state_pdf/Maharashtra/PackageSchemeofIncentives2013.pdf
2. <http://www.sharpfacility.com/Labour%20Laws/General/BARE%20ACT/Shop%20and%20Establishment.pdf>
3. <http://www.ipindia.nic.in/>



MBA Part II
MGS7009 Dynamics of Family Business
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: The Family Business: What Makes It Unique** 6
 The Nature, Importance, and Uniqueness of Family Business, Constituents of Family Business, Theories on Family Business: Systems Theory Model, Agency Theory, Stewardship Perspective, Joint Optimization, Competitive advantage and Resource based view, Ethics and Social Responsibility in Family Business, Importance of outside experience, Family Business Life Cycle
- Unit 2: Managing Coordination within Family** 6
 Coordination with in family members, Synergizing Interpersonal Relationships, Theory of Jealous Spouse, Role of Non Family Employees, Leaders Role in Managing Disputes
- Unit 3: Strategic Planning and Family Business** 6
 Creating value with unique business models, Strategic Planning and its discipline execution, Strategies parallel to stages of Family Business Life Cycle, Cases
- Unit 4: Successful Family Businesses** 6
 Great Families in Business: building Trust and Commitment, Zero Sum Dynamics and Family Culture, Family Emotional Intelligence, Family Meetings and retreats
- Unit 5: Designing family Governance, Boards, Stewardships** 6
 Policy Making, Effective governance of the shareholder–firm relationship, the role of the board, ownership structure, boards versus independent advisors/consultants, Family Communication: family meetings, family councils, and family offices
- Unit 6: Sustaining the Family Businesses** 6
 Managing the Family Component, Succession Processes, Succession Activities, Formalizing Management Processes, Taking the Lead Desired Outcomes,

References Books:

1. Family Business 3rd Edition, by Ernesto J. Poza, Publisher- Cengage Learning
2. Family business in India- Sudipt Dutta, Sage (1997)
3. The Keys to Family Business Success- Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
4. Who moved my cheese? , Dr. Spencer Johnson, Random House
5. IMOKYOU'RE OK, Thomas A. Harris
6. Family Business Succession Managing the All-Important Family Component Written, Grant Walsh



Specialization8: Engineering Management Semester III



Implemented from the year 2016-2017

MBA Part II
MGS8005 Technology Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit.1 National and International Business Scenario: 6

Competitiveness, Role of technology and core competence, Bench marking and re-engineering, Technology management approach, Integration of technology and other resources to succeed.

Unit.2 Products, product lines and technology life Cycles: 6

Introduction to PLM, PLM in factory and applications, Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.

Unit.3 Technology and industry: 6

Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.

Unit.4 Acquiring Technology from Outside: 6

planning obtaining technology, Types of alliances, Acquisition and Mergers, Key issues in for successful acquisition of technology, acquisition capabilities, Negotiation, Metrics, Gap analysis,. Case study

Unit.5 Technology forecasting: 6

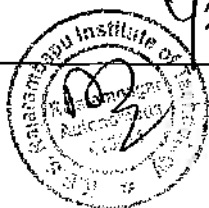
Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).

Unit.6 Patterns of Technological Change: 6

Managing Technological Transitions Disruptive Technologies The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, S-curve” and the “Chasm”

Reference Books:

1. M.A. White and G.D. Bruton. The management of technology and Innovation, Cengage Learning, 2007.
2. John Howells. The Management of Innovation and Technology, Sage Publications, 2005
3. Jan verloop. Insight in Innovation-Managing Innovation by understanding the laws of Innovation, Elsevier publications, 2004
4. Chris Floyd, Managing Technology for Corporate Success, Gower publishing limited, 1998



MBA Part II
MGS8003 Enterprise Productivity
Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit1. Introduction 6
Productivity concepts, Macro and Micro factors of productivity, productivity benefit model, productivity cycles.

Unit2. Enterprise level and micro level productivity: 6
Enterprise level and micro level productivity, productivity and economic growth, Role of workers, Trade unions and management productivity.

Unit 3. Productivity in Agriculture and Industrial sectors: 6
Productivity in Agriculture and Industrial sectors, Indian scenario for productivity, Reasons for low productivity, Areas for improving productivity- low cost technology, appropriate technology, energy resources, Import substitution, flexible production.

Unit 4. Productivity Models: 6
Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector.

Unit 5. Work Measurement: 6
Computation of Standard Time, Elements, Types of Elements Performance Rating, Allowances, Need for Allowances, Types of Allowances.

Unit 6. Industrial engineering and productivity techniques: 6
Industrial engineering and productivity techniques, Historical growth of Industrial engineering, Technology-Based Productivity Improvement Techniques -Robotics ,Laser Technology , Energy Technology , Group Technology , Rebuilding Old Machinery ,Energy-Conservation Technology (ECT)

Books Recommended:

- 1.Productivity engineering and management - Sumanth, D.J. – Tata McGraw-Hill, New Delhi 1990.
2. Organizational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub.data 1996.
3. ProductivityPlus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann



MBA Part II
MGS8001 Engineering Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit.1 The field of Engineering Management** 6
 The functions of the Engineer, Engineer in various type of organization management skills required at various levels, Concept of engineer management, Process of management, Requirements for the engineer manager's job.
- Unit.2 Decision Making** 6
 Decision making as management responsibility, Concept of decision making, Decision making process, Approaches in solving problems, Quantitative model for decision making.
- Unit.3 planning technical activity:** 6
 Nature of planning, Planning at various management level, Developing tactic or strategies to reach the goal, Types of plan, Parts of strategic plan.
- Unit.4 organizing technical activities:** 6
 Organizing, Purpose of structure, Types of organizational structure, Reason for organizing.
- Unit.5 Managing Production and Service operations:** 6
 Operation, production process, Operation management, operation and Engineer manager, Productive System- Product design, Production planning and scheduling, purchasing and material management, Inventory control, Work flow layout, Quality control.
- Unit.6 Communication:** 6
 Communication, Functions of communication, Communication process, Forms of communication, Barriers to communication, Techniques for communicating in organizations, Management information system.

References:

1. Engineering Management- Ayonkay R. Medina, e-book
2. Roger Kinsky ,Engineering Management,, McGraw-Hill Education



MBA Part II
MG202 Entrepreneurship Development
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 4 |

Unit 1: Entrepreneurship in a Global Economy **6**

The nature and importance of entrepreneur, the entrepreneurial and entrepreneurial mind set, the individual entrepreneur, International entrepreneurial opportunities. Global issues related to economic growth, inflation, interest rates behavior, exchange rates determination, global competitiveness, unemployment and the trade account. How changes in monetary policies may affect business environment of a specific industry in terms of attractiveness and profitability.

Unit 2: Business plan development **6**

Creativity and business idea, Legal issues for the entrepreneur, Business plan: creating a business plan, starting the venture. The marketing plan. The organizational plan, the financial plan for a new start up. (Also an existing business, acquisition or spinout of an old business) New product development: Products performance (rational/ emotional & cost/ technology trade off. New product: ideation, concept generation & selection, detailed design, prototyping & testing, and product launch. Mass customization & Parallel prototyping.

Unit 3: Managing and financing the emerging enterprise **6**

Source of capital, Informal source of capital, Risk, capital and venture capital the financial control and investment opportunities in an entrepreneurial settings.

Unit 4. Market Development for a project/entrepreneurship venture **6**

Application of marketing research as an aid to management decision making. Development of problem-analysis skills, Demand Forecasting, market, segment, target, positioning and Focus vs. diversification.

Unit 5 Leadership, motivation & power **6**

How people think and operate when working with others, understanding your most effective self. The appeals that are most persuasive to influence others. How organizational systems and conventionally used management paradigms lead to misguided behavior at work.

Unit 6: Entrepreneurship strategies such as doing deals managing, growing and ending the new venture **6**

“Deals,” describes focus of managing, growing and ending an enterprise. How people negotiate in most deals (control, risk, return and duration) and the relationship between them. Persuasion and negotiation.

Reference Books:

1. Dean Shepherd, Michael Peters, Robert, Entrepreneurship (Special Indian Edition) (English) 6th Edition, Tata Mcgraw Hill Education Private Limited, 2008
2. Barringer& Ireland, Entrepreneurship: Successfully Launching New Ventures (English) 3rd Edition, Pearson
3. Diana Kander, All In Startup: Launching a New Idea When Everything Is on the Line, Wiley 2014
4. Bill Aulet, Disciplined Entrepreneurship: 24 Steps to a Successful Startup, Wiley 2013



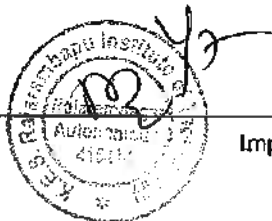
MBA Part II
MGS8007 R & D Management
Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit.1 Introduction & Managerial aspects of Innovation function:** 6
Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes,
- Unit.2 Innovation Management:** 6
Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation, Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.
- Unit.3 Research and Development Management:** 6
Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective.
- Unit.4 Performance of R&D management:** 6
Performance of R&D management in Indian scenario. Financial Evaluation of R&D Projects, Cost effectiveness of R&D financial forecasts,
- Unit.5R & D Projects:** 6
Project selection, Evaluating R&D ventures, Conflicting views of managers, Allocation of resources, R&D programme planning and control
- Unit.6 Understanding of Intellectual Property Rights:** 6
Introduction of IPR, History of Patent Protection, Rationale behind Patent System, WTO, TRIPS and WIPO

References :

1. R&D Management (Management for Professionals) K B Akhilesh Springer; 2014 edition
2. The Valuation of Technology – Business and Financial Issues in R&D F. Peter Boer, Wiley)
3. WIPO Reading Material on Intellectual Property, WIPO, Geneva



MBA Part II
MG204 Supply Chain Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Building a Strategic Framework: 6
Evolution of Supply Chain Management, Complexity, Global Optimization, Managing uncertainty & risk, decision phases and process view of Supply Chain, Achieving strategic fit, expanding strategic scope, supply chain drives and metrics. Key issues in Supply Chain Management.

Unit 2 Designing the Supply Chain Network: 6
Role of distribution in supply chain, Distribution network designs, Factors influencing distribution network design decisions, Direct shipment distribution strategies, Intermediate inventory storage point strategies. Transshipment, Selection of appropriate strategy.

Unit 3 Planning Demand and Supply: 6
Role of forecasting in Supply Chain, Forecasting methods- Judgment , Market Research, Time Series & Causal. Selecting appropriate forecasting Methods. Aggregate planning, Responding to predictable variability in a supply chain, Managing Supply and Demand, Bullwhip Effect- Qualifying the bullwhip effect, Methods for coping with the bullwhip effect.

Unit 4 Inventory Management & Risk Pooling: 6
Economies of scale, Safety inventory, Impact of uncertainty, Aggregation and replenishment policies, Single Stage Inventory Control, Risk Pooling- Centralized versus Decentralized Systems, Managing Inventory in Supply chain

Unit 5 Designing and Managing Transportation Networks& Cross functional Drivers: 6
Modes of transportation and their performance, Transportation infrastructure and policies, Design options, Tradeoffs in Transportation design, Sourcing - in-house or outsource, third and fourth party logistics providers, supplier selection, Supplier scoring and assessment.

Unit 6 Role of Information Technology in Supply Chain 6
Use of IT in Supply Chain, Supply chain Management system components, Sales & operations planning, Customer, Supplier Relationship Management. Integrating supply chain information Technology, Risk Management in IT.

References:

1. David Simchi-Levi , Philip Kaminsky and Ravi Shankar, Designing and Managing the Supply Chain, McGraw Hill Education (India) Private Limited, 3rd edition.2007
2. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 5thEd.) – 2012
3. Michael H. Hugos, Essentials of Supply Chain Management, 3rd Edition, John Wiley & Sons, 2011
4. David, J. B., Stephen, L., & Joe, B.H.(2011). Logistics.NewDelhi:Prentice Hall Of India.
5. Dr. Krishnan Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
6. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.). 2003
7. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.) - 2003
8. Raghuram G.(I.I.M.A.)-Logistics and Supply Chain Management (Macmillan,1stEd.) 2000



MBA Part II
MG206 Comprehensive Project
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 1 | 0 | 2 |

The Comprehensive Project provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature. Comprehensive project provides an opportunity for the student to use their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program. The project focuses on a relevant Industry / Business / NGO / Government or a functional area that is of interest to the student. Four students will be working on a single project. The project should be completed in following phases:

Phase I (Two weeks): The student is expected to get acquainted with the organizational procedures in the chosen field of study.

Phase II (Two weeks): Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).

Phase III (Three weeks): Data Collection and Analysis.

Phase IV (Two weeks): Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.

Phase V (Before completion of semester): Publication of one research paper based on the work done in a reputed conference or journal.

Phase VI: Presentation of the report as per the schedule displayed by the department.

The project must provide a specific solution to the problem identified in the concerned industry of interest. The project report should be in the prescribed format



Choice Based Elective

MGC 201 Global Business Management
MGC 202 Persuasion & Negotiation

A student will have to select one elective out of the two above. The allotment will be on the first come first basis. The maximum limit of enrolment per course is 60 students



Implemented from the year 2016-2017

MBA II
MGC201 Global Business Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

Unit 1: Globalization 4

Introduction to and evolution of Globalization. Stages of global involvement – from domestic to International/global/transnational orientation. Driving and restraining forces of globalization. The multinational system. National differences in political economy, world economic systems, market development and global economic and trade trends.

Unit 2: Environmental Dynamics in Global Businesses 4

Advent of globalization, understanding differences in cultural, social, political, ethical and legal environments. Classification and differentiation of global markets.

Unit 3: Global Trade & Monetary Systems 4

Understanding & overview of global trade. Theories of International Trade – Absolute & comparative cost advantage theories, PLC theory, Heckscher-Ohlin theory, National Competitive Advantage and New Trade Theories. Evaluation of conceptual approach in the contemporary environment. Balance of payments and foreign exchange mechanism. Instruments of Trade Policy. Role of International economic institutions for promotion and regulation of trade and finance – GATT, WTO, IMF, World Bank, UNCTAD, - their contribution and relevance.

Unit 4: Global Economic Integration & Environment 4

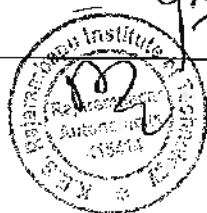
Basis and stages of regional economic integration, the TRIAD. Study & evaluation of prominent Regional Economic Groups, Investment by FDI and FII, Market Entry Strategies. Entry modes and countertrade.

Reference Books:

1. Charles W. L. Hill, International Business: Competing in the Global Marketplace, McGraw-Hill Education, 2014
2. Philip Cateora and John Graham and Mary Gilly, International Marketing, 16th edition, 2013
3. Warren Keegan & Bhargava – Global Marketing Management. (Pearson)
4. Czinkota, Ronkainen & Moffett – International Business. (Cengage)
5. Daniel Sullivan, John D Daniels, and Lee Radebaugh, International Business, 14th edition, Pearson 2014
6. Francis Cherunilam, International Business, Text and Cases (English) 5th Edition, PHI 2010
7. S. Tamer Cavusgil, Gary Knight, John R Riesenberger, Hussain G Rammal, Elizabeth L Rose, International Business, The New Realities, 2nd edition, Pearson Education



Specialization 1: Marketing Management



Implemented from the year 2016-2017

MBA II
MGC202 Persuasion & Negotiation
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2 |

Unit 1: Introduction 4
Weapons of Human Influence, Reciprocation: Rules of give & take, Introduction to reciprocation rules that are overpowering, enforces uninvited debts, and unfair exchanges, reciprocal concessions. Rule related to no.

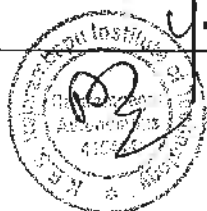
Unit 2: Commitment & Consistency 4
Hobgoblins of the mind, Commitment: The magic act, public eye, effort extra, inner choice, Rule related to no. Social Proof-Truths are us: causes of the death uncertainty, concept of de-victimization & monkey me monkey do.

Unit 3: Liking: The Friendly Thief 4
Rules related to Physical attractiveness, Similarity, Compliments, Contact, Cooperation, and Conditioning & Association. Authority- The directed difference Connotation: Not content, Titles, Clothes & Trappings. Scarcity- The rule of the few: Psychological reactance & optimal conditions.

Unit 4: Negotiation 4
Nature and Significance of Negotiation. Game theory of negotiation, Mathematical & Verbal model of negotiation. Coping with tension, predictions in negotiation. Strategic forces & Tactics of negotiation, Face to face negotiation style.

Reference Books:

1. Influence: The Psychology of persuasion by Robert B. Cialdini, Harper Business revised ed. 2006.
2. 21 Powerful ways to persuade people to do what you want by Michael Lee
3. Negotiation – Methodology & Training by Louise Nieuwmeijer , HSRC publishers 1992
4. Negotiation – A art of getting what you want by Michael Schatzki 2009, Signet Books



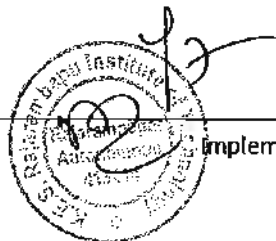
MBA-II
MGS 1002 Strategic Marketing Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Strategic Marketing Management** 6
 Objectives & concept of Strategic Marketing Management - Strategy Definition, 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.
- Unit 2: Strategic Marketing Analysis** 6
 SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition as basic foundation of Strategic Marketing and for analyzing and improving organizational effectiveness.
- Unit 3: Marketing Strategy Implementation** 6
 Integration of Marketing Strategies and their application to different business sectors FMCG, Industrial, & Services. Constraints in marketing strategy implementation.
- Unit 4: Specific Strategy Initiatives** 6
 New Product Development and Introduction Strategies, Planned or Unplanned Strategy Withdrawals / Obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.
- Unit 5: Marketing Strategy Evaluation** 6
 Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s marketing strategy formulation.
- Unit 6: Marketing Strategy Case Studies** 6
 (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.

Reference Books:

1. Donald J. Bowersox, M. Bixby Cooper Strategic Marketing Management, Tata McGraw Hill, 5th Edition 2004.
2. Subhash C Jain, Marketing Planning & Strategy, Cengage Publication, 7th Edition, 2003.
3. David A. Aaker, Damien McLoughlin 'Strategic Marketing' Wiley Publication, 5th Edition, 2010.
4. Chernev, Alexander, Strategic Marketing Management, Publisher Cerebellum Press, 8th Edition 2014.
5. Richard M.S. Wilson, Colin Gilligan, Strategic Marketing Management, Routledge Publication, 3rd Edition 2005.



MBA-II
MGS 1004 Management of Marketing Communications
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Introduction of Marketing Communication** 6
 Overview of Marketing Communication, Role of Advertising in Marketing Process, The functional areas of Marketing Communication, Advertising and IMC Today, The Evolution of IMC – Influence of Economic, Social, Ethical, Legal and Regulatory Aspects, Linking Marketing Communications to Marketing Strategy. Ethics, Cause Marketing and the Triple Bottom Line.
- Unit 2: Crafting Marketing and Advertising Strategies** 6
 The Foundations of Advertising, Advertising and Consumer Behavior: Cognitive dissonance, Determinants of Advertising Strategy, Research for Advertising Planning, Planning for Media and the Message, Role of Headline, Body Copy, Logo, Layout, Various appeals. Assessing Ad message effectiveness, Measures of recognition & recall. Measuring objectives, baselines, Copy testing to predict communication effects.
- Unit 3: Advertising and Media Planning** 6
 Advertising and Media Planning, Objective of Advertising, - Positioning and target audience, Advertising effectiveness and Measurement, Target Audience (Geography, Seasonality & Timing), Media Costs and Budgetary. Media Targeting, selecting media objectives, determining media strategies, determining the Media Schedule. Measurement of Media impact.
- Unit 4: Creating Promotional Messages** 6
 Creating effective advertising, advertising plans & strategy. Creative Strategy and the Creative Process, Execution through copy and artwork, Use of Print, Electronic, Outdoor and Digital Media, Advertising thinkers and impact on creativity process, advertising for retail, cooperative, political, non-profit, International and Public – Service. Evaluation & measurement of Brand Messages.
- Unit 5: Non-traditional Marketing Communications** 6
 Concept of Non-traditional Marketing Communications, Traditional vs. Non-Traditional Marketing, Benefits and risks and types of Non-Traditional Marketing, Non-Traditional Marketing Plan Development and Implementation, Measuring the effectiveness of Nontraditional Marketing.
- Unit 6: Integrating Advertising with Other Elements of IMC** 6
 Introducing Social Media, The Rise of Social Media, and Managing Social Media and role of stakeholders, Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Public Relations, Sponsorship, and Corporate advertising.

Reference Books:-

1. William F Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications, 14th Edition McGraw - Hill Higher Education.
2. William D. Wells, John Burnett, Sandra Moriarty, Advertising - Principles and Practice, 7th Edition, Pearson Education, Inc. 9th impression (2013).
3. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 7th Edition, Tata McGraw Hill Education Private Ltd.
4. Larry Kelly & Donald W. Juganheimer & Kim Sheehan, Advertising Media Planning ; A Brand Management Approach, 4th Edition, Routledge, 2015.
5. Rajiv Batra, John. G. Myers, David A. Aaker "Advertising Management" Published by Dorling Kindersley India Pvt. Ltd. 5th impression (2009).
6. Manendra Mohan, Advertising Management Concepts & cases Tata McGraw Hill, 3rd Edition, (2008).
7. Kruti Shah & Alan D' Souza: Advertising and Promotions, Tata McGraw-Hill, (2009).



MBA-II
MGS 1006 Retail Marketing
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Marketing Channels **6**

Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management. Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling, Introduction to Retailing: Retailing Introduction: Concept, Importance, Functions - Indian Vs. Global Scenario, Social & Economic Significance of Retailing, Types of Retailers, The Retail Management Decision Process. Multichannel Retailing and Challenges.

Unit 2: Consumer Buying Behaviour **6**

Buying Process, Types of Buying Decisions, Social factors that influence buying, Market Segmentation, and Fashion & Buying.

Unit 3: Retail Marketing Strategy **6**

Retail Market Strategy, Financial Strategy & Competitive Advantage, Relationships. Growth Strategies & Opportunities. The Strategic Retail Planning Process, Retail Finance Process.

Unit 4: Retail Location **6**

Types of Retail Locations, Unplanned Retail Locations, Retailing View - Shopping Centers, Other Location Opportunities, Location and Retail Strategy, Legal Considerations for Retail Location – Environmental and Sustainability issues. Human Resource Management.

Unit 5: Merchandise Management: **6**

Managing the Merchandise, Planning Process, Buying Merchandise, Retail pricing, Retail Communication Mix, Information Systems & Supply Chain Management, and CRM. Category Management - Manufacturer's brands Vs private label brands. Managing product categories as business units, Political, Economic, Social, Technological and Environmental issues and their relevance & potential impact on the category and retailers Impact of age, Income & recession on category Management.

Unit 6: Store Management **6**

Managing the store, Store Layout Types of layouts, Factors affecting store layout, Store image Mix – Store Façade – The Internet Store, Store Design - Interiors and Exteriors, & Visual Merchandising, Customer Service, Future of Retailing. Store Administration: Floor space management–Managing store inventories and display, Technology in distribution: Bar-coding – RFID – Electronic Payment Systems.

Reference Books:-

1. Levy & Weitz: Retailing Management, TMH, 9th Edition, 2014.
2. Roger Cox, Paul Brittain – Retailing: An Introduction, Pearson Publication, 5th Edition.
3. Barry Berman Joel & R. Evans: Retailing Management-A Strategic Approach, Pearson
4. A Sivakumar, 'Retail Marketing' Excel Books New Delhi 2nd Edition 2009.
5. David Frederick Ross, Distribution: Planning and Control, Springer Science & Business Media, 2012.
6. Michel Chevalier, Michel Gutsatz, Luxury Retail Management, Wiley Publication, 1st Edition, 2012.
7. Narendra Agrawal, Stephen A. Smith Retail, Supply Chain Management: Quantitative Models and Empirical Studies, Springer, 2nd Edition, 2015.



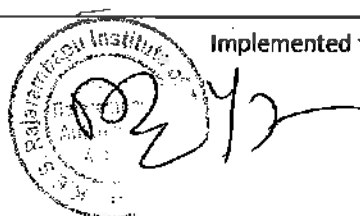
MBA-II
MGS 1008 Customer Relationship Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Emerging Concepts and Context of CRM** 6
 CRM: fundamentals , evolution and Scope – The evolution and transformation of Customers – The nine truths of relationship Marketing, CRM - Marketing - & Relationship Marketing, Types of CRM – Operational, analytical & Collaborative, Relationship spectrum, Reasons for CRM failure.
- Unit 2: Types of Customers and customer Value: C C D Value** 6
 Customer segmentation reexamined, Types of customer and the relationship styles, Loyalty as a basis of segmentation, Customer Value: Concept and Characteristics, Customer value co-creation, Customer value Management, Customer Lifetime Value (CLV).
- Unit 3: Technology for Customer Relationship** 6
 Contact Center Technology – Interactive Voice Response (IVR), Speech recognition for Customer service, Computer Telephony Integration (CTI), Automatic Call Distribution (ACD), Customer Complaint Management Technology, Front desk Management Technology – electronic Queue Management System, payment Technology, Customer Self-service Portals, CRM Technology.
- Unit 4: Managing Customer Relationship** 6
 Introduction – Pre industrial age, Industrial age, Service Economy Age, Knowledge Economy Age. Key principles of Relationship Management, Techniques and applications to manage Relationships – Acquisition stage – Post Acquisition stage - Acquisition cost Versus relationship cost, Experiential relationship framework.
- Unit 5: Developing and Deploying CRM Strategy** 6
 Planning CRM implementation, Framework for building CRM Strategy - Value Discipline Model – CRM Program Life cycle – Strategy Planning and development process – Eight Building Blocks of CRM. Preparing for CRM Rollout – New Role Elaboration – Creating an organization / governance structure for CRM rollout.
- Unit 6: CRM Measurement: What to measure and How to Measure** 6
 What needs to be measured: Attitudinal and Behavioral Loyalty – CRM Metrics, Loyalty programs: An Assessment, Types of customer metrics – Approaches in KPI development, Measures to align balanced score card – Measures to motivate and measures to improve, Customer Scorecard.

Reference Books:-

1. G Jason Goddard, Gerhard Raab Riad A Ajami, Customer Relationship Management: A Global Perspective, CRC Press Publishing Ltd, 2016.
2. Jagdish N Sheth, Atul Parvatiyar, G Shainesh. Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw-Hill private Limited, 14th Edition 2010.
3. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management – Concepts and Application, Biztantra, 1st Edition 2008.
4. Mukerjee Kaushik, Customer Relationship Management - A Strategic Approach to Marketing, PHI Learning Pvt. Ltd. 1st Edition, 2007.
5. Kristin Anderson, Carol Kerr: Customer Relationship Management, McGraw - Hill Professional 1st Edition, 2002.
6. Paul Greenberg, CRM essential Customer Strategies for the 21st Century, Tata McGraw-Hill Edition, 3rd Edition 2004.
7. Alok Kr. Rai: Customer Relationship Management: Concepts and Cases, PHI Learning Pvt. Ltd. 1st Edition, 2004.



MBA-II
MGS1010 Digital Marketing
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Digital Marketing Overview 6
 About Digital Marketing, Internet Marketing, Hierarchy in Digital Marketing, Competition Analysis Scope & Career Opportunities, Benefits of Digital Marketing, components of Digital Marketing, Digital Mining & Digital CRM Strategy, The digital advertising ecosystem and attribution and pricing models for Digital Advertising.

Unit 2: Search Engine Optimization (SEO) 6
 Off-Page Optimization, Competitor analysis, Search engine submission, Directory submission, Social Bookmarking, Article submission, Press release submission, Forum posting / commenting, Blog creation, Google mapping / listing RSS feeds, Video optimization, Local optimization Some Important SEO Tools Google Keyword Planner, Keyword Spy, Google Analytics, Stat counter, The fundamentals of web and app analytics and KPIs for web traffic and commerce.

Unit 3: Social Media Optimization (SMO) 6
 Social Media tools for Marketing: **Twitter:** Twitter marketing strategies, Advertising on twitter, Tools for twitter marketing **LinkedIn:** LinkedIn marketing strategy, LinkedIn profile setup, LinkedIn company profile setup, LinkedIn network building, Getting leads from LinkedIn, **Pinterest :** Setting up Pinterest for business, Pinterest marketing strategies Generating traffic from Pinterest.

Unit 4: Pay per Click (PPC) 6
 PPC Basic : importance and benefits, PPC campaigns, Difference between PPC and SEM, Google Ad words Introduction to AdWords, importance of Google Ad words Working of Ad words, Setting up Ad words account, Types of networks, Ad words structure, Use of display planner, Ad campaigns, ad groups Types of ad campaign, ad rank Quality score of an ad.

Unit 5: Email Marketing 6
 Concepts of Email Marketing, Email marketing policies and guidance, making an email campaign, making email database, Campaign Strategies - Designing an Email, Minimize Spam, Ratio Bounce rate, Analytics & reporting.

Unit 6: Cybercrime and Security 6
 Modus operandi of cybercrime and their remedial measures, online frauds and investigation, Safe surfing, Snooping, Email Crimes and investigation, Face-book / Twitter / LinkedIn crimes and investigation.

Reference Books:-

1. Alan Charlesworth Digital Marketing: A Practical Approach, Routledge; 2nd Edition 2014.
2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page; 3rd Edition, 2014.
3. Vandan Ahuja Digital Marketing Oxford University Press India, 2015.



Specialization 2: Human Resource Management



Implemented from the year 2016-2017

89

MBA-II
MGS2002 Industrial Relations and Labour Laws
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1- Structure and Evolution of Industrial Relations **6**

Industrial Relations Perspectives, Conflict model Vs. Collaboration model, Globalization and the emerging socio-economic scenario and their impact on Industrial Relations, I.R and the State, Role of state, Legal Framework of Industrial Relations, Models of IR- Dunlop's and Marxist perspectives of IR

Unit-2 Trade Unions **6**

Philosophy and perspectives, History and structure of Trade Unions, Impact of Globalization, Technology and economic reforms on Trade Unions, Emerging changes in Trade Unions.

Unit- 3 Discipline and Disputes: **6**

Negotiation, Mediation, Arbitration, Works Committee, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relation. Disciplinary procedures and Grievance management machineries, Industrial Disputes Act, Negotiation and Collective Settlements, Productivity Bargaining and Gain Sharing, Employee empowerment, Worker participation in Management and their impact on Quality of Work Life and Industrial Relations.

Unit-4- The Payment of Wages Act **6**

Objectives, Application, Responsibility for payment of wages; Fixation of wage periods; time-limits; Sections# 1 to 26, Minimum wages act 1948 section# 2,4, to 18, 26

Unit-5- The Payment of Bonus Act **6**

Scope and Application;; Calculation of amount payable as Bonus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity Sections # 2,4

Unit- 6- Employee Provident fund & Miscellaneous Provisions Act **6**

The payment of Gratuity act-1972, The Maternity Benefit Act, 1961, Industrial employment (Standing order act) 1946, The Bombay Industrial Relation act 1946,

References:-

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.2nd edition 2006
1. 2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.2nd edition 2006
2. 3. Garry Desslar 'Human Resource Management' , Pearson Education Asia, 12 th Edition , -2012
3. 4. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, NewDelhi, Galgotia Publishing Company.3rd edition 2009
4. A. M. Sarma Industrial Relations & Labour Laws Pearson Education 2013
5. Sen, R. Industrial relations: text and cases (2nd ed.). New Delhi: Macmillan Publishers (2009).



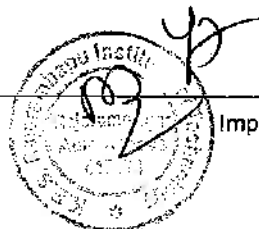
MBA-II
MGS2004 Professional Judgment and Decision Making
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit- 1 Mental Machinery** 6
Thinking, Perception- Mind set tend & resistance to change, Risk perception, Assimilation existing images, Initial exposure to ambiguous stimuli, Implication of intelligence analysis, Psychometric paradigm, Biases in Perception of Cause and Effect, Bias Favoring Perception of Centralized Direction.
- Unit - 2 Tools for Thinking** 6
Strategies for Analytical Judgment: Transcending the Limits of incomplete information, Strategies for Generating and Evaluating Hypotheses, Situational Logic, Applying Theory.
- Unit 3 Memory** 6
Components of the human Memory System, Sensory Information Storage, Short-Term Memory, Long-Term Memory, Memory and Intelligence Analysis, Stretching the Limits of Working Memory.
- Unit 4 Keeping an Open Mind** 6
Understanding Mental Ruts, Problem-Solving Exercise, Mental Tools, Questioning Assumptions, Recognizing When to Change your Mind,
- Unit 5 Structuring Analytical Problems** 6
Problem Structure, Purchase Matrix, Biases in Evaluation of Evidence, The Vividness Criterion, Absence of Evidence, Oversensitivity to Consistency, Coping with Evidence of Uncertain Accuracy, Persistence of Impressions based on discredited evidence,
- Unit 6 Improving Intelligence Analysis** 6
Checklist for Analysts, Defining the Problem, Generating Hypotheses, Collecting Information, Evaluating Hypotheses, Selecting the Most Likely Hypothesis, Ongoing Monitoring, Management of Analysis, Exposure to Alternative Mind-Sets, lateral thinking, Six thinking hats.

References:

1. Richards J. Heuer, Psychology of Human Behavior Central Intelligence agency 2009
2. David W. Martin Psychology of Human Behavior the Teaching Company
3. Litvak, P. & Lerner, J.S. (2009). "Cognitive Bias." In the Oxford companion to the affective sciences, David Sander and Klaus Scherer. New York, NY: Oxford University Press. pp. 89-91.
4. Gilovich, T.D. & Griffin, D.W. (2010). "Judgment and decision making" and "normative theories." In the Handbook of Social Psychology, pp. 542-546 and pp. 554-557 (up to 3rd line only on 557)
5. H. John Bernardin, Human Resource Management - An Experimental Approach, Fourth Edition 2006
6. Edward De Bono, Lateral Thinking, Penguin books 1990.
7. Edward De Bono, Six thinking hats.



MBA-II
MGS2006 Training & Development
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit I- Training Process** **6**
 Training and System thinking, Training process, Role of Training in Corporate Strategy, Reactive & proactive route into training, Stakeholders in Training, Roles and Expectations.
- Unit II- Training Needs Assessment (TNA)** **6**
 Management of Training function, Designing Training Modules, Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, Output of TNA, Methods used in TNA.
- Unit III- Training and Development Methodologies** **6**
 Overview of Training Methodologies - Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning process, Learning curve, Learning management system, Facilities planning, Criteria for Method Selection, Skills of an Effective Trainer, Use of Training Design : Open Learning, Blended Learning, E- Learning, Technologies convergence and Multimedia Environment, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, In-basket exercise.
- Unit IV- Delivering Training Modules** **6**
 Role of a Good Trainer, Models of organizing the training department, Organization of Training and Development programs, Training design, kinds of training and development programs, Competence based and role based training, Orientation and socialization, Diversity training, Choice of training and development methods, Preparation of trainers, Developing training materials, Self-development, Training process outsourcing.
- Unit V-Training Evaluation** **6**
 Reasons for evaluating Training and development programs, Problems in evaluation, Evaluation process, Different evaluation frameworks, Problems of Measurement and Evaluation, ROI approach, Costing of training, Measuring costs and benefits of training program, Outcomes of training, Evaluation designs. Kirkpatrick Model of Training Effectiveness, Auditing Training.
- Unit VI-Special issues in Training and Development** **6**
 Ethics & the Trainer, Partnership with local community provides job opportunities, Team training and six sigma training; Electronic Enabled Training Systems (EETS) Training and development initiatives of some selected companies from private and public sectors and MNCs. Marketing the Training Function.

References

1. Raymond A Noe Employee Training & Development Tata McGraw Hill Education 2009
2. Dr. B. Janakiram Training & Development biztantra 2012
3. ElaieneBiech Training & Development A Wiley Brand 2015,
4. Trvelove, Steve, Handbook of Training and Development, Blackwell Business. 2009
5. Craig, Robert L, Training and Development Handbook, McGraw Hill.4th edition
7. Dick handshaw, Training That Delivers Results: Instructional Design That Aligns with Business Goals American Management Association 2014.



MBA-II
MGS2008 Strategic & International HRM
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Strategic Human Resource Management** 6
 Importance of strategic HRM, Objectives of SHRM, Difference between traditional HRM & strategic HRM, Challenges of SHRM, 5- P model of strategic HRM, Outcome of strategic HRM.
- Unit 2 Strategic Human Resource Management Process** 6
 Environment Scanning, Strategy formulation, Strategy implementation, Evaluation and control, Role of HR– translating strategy into HR policy, Types of strategic HRP, Strategic issues in recruitment, selection, training & Performance Appraisal, Competency Mapping-Meaning, Process & Competency model, Employee separation - Reasons & Consequences.
- Unit 3 Strategies for Improving Organizational Effectiveness** 6
 Strategies of Organizational Transformations, Mergers & Acquisitions, Strategies for improving Organizational Culture, Learning Organization and employee engagement, Challenges for the HR Manager, Managing in the global environment, managing work force diversity.
- Unit 4 International HRM** 6
 Contrasting Global & Domestic HRM, Strategic Global HR- Purpose, Selection, Orientation, Ethnocentric, Polycentric, Geocentric approaches, Repatriation & Expatriation- Meaning, Processes, and Problems.
- Unit 5 International Strategic Human Resource Management** 6
 Role of HRM in Value Creation, Global Strategic Management Process, MNC's Business & HRM Strategies, Formulation of alternative SBU strategies, Collaborative Strategies.
- Unit 6 Social & Cultural Context of IHRM** 6
 Cultural & Social impact on HR, Cultural differences and sensitivity, Social Environment, Geert Hofstede's model of cultural dimensions & its impact on HR.

Reference Books-:

1. Jeffrey A. Mello, Strategic Human Resource Management, South Western College publication 2nd edition, 2011
2. Charles. R. Greer. Strategic Human Resource Management. Pearson Education, 2009.
3. Fred. K. Faulkes Strategic Human Resource Management. Prentice Hall, 2010.
4. Rajib Lochan Dhar Strategic Human Resource Management, Excel Books,2009
5. Mendenhall M. & Oddou G, Readings and Cases in International Human Resource Management, South-Western College Publishing. 2009.
6. Dennis R. Briscoe., International Human Resource Management. Prentice Hall. 2009.
7. Nancy Adler., International Dimensions of Organizational Behavior. South-Western College Publishing. 2009.
8. Michael Armstrong., Armstrong's Handbook of Human Resource Management. 11th edition, Practice, Kogan page. 2009.



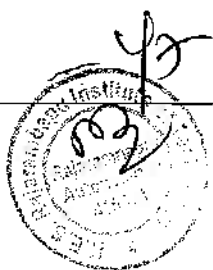
MBA-II
MGS2010 Cross Cultural Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 - International Cultural Environment:** **6**
 Understanding culture, nationality and stereotypes, Social and Cultural concepts and their influence in international business organizations, Theoretical Approaches to cross-cultural analysis, Human Resource Management in Cross Cultural Context.
- Unit 2 - Global Business- Growth and Evolution** **6**
 Environmental Variables in Global Business, Human and Cultural Variables in Global Organizations, Cross Cultural Differences and Managerial Implications, Cross Cultural Research Methodologies , Structural Evolution of Global Organizations, Theories & Layers of culture.
- Unit 3 - Cross Cultural Leadership and Decision Making** **6**
 Cross Cultural Communication and Negotiation, Process and International Negotiation hurdle, Human Resource Management in Global Organizations, Western and Eastern Management Thoughts.
- Unit 4 - Diversity at Work** **6**
 Managing diversity, Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, Intra company cultural difference in Employee motivation.
- Unit- 5 Managing Cross cultural Teams** **6**
 International Business & Global Market spaces, Time differences, Managing language differences, Outsourcing, Cultural Strategy as an asset for innovation.
- Unit 6 - International Business Intelligence** **6**
 Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Sampling, Research Agencies, Problems in International Research.

References

1. J. R. Schermerhorn, James G. Hunt, R. N. Osborn, Organizational Behavior Willey Publication 2012
2. Fred Luthan Organizational Behavior Mc Graw Hill Publication 2013
3. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.
4. Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey 2010
5. Stephen Robbins, Organizational Behavior, Mc Graw Hill Publication 2013
6. David C Thomas, Mark F Peterson, Cross Cultural Management Sage Publication 2015



Specialization 3: Financial Management



Implemented from the year 2016-2017

55

MBA-II
MGS3002 Mergers, Acquisition and Corporate Restructuring
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit-1: An Overview of Mergers, Acquisition and Corporate Restructuring** 6
Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Merger and Acquisition and Take-Over, Defining and Selecting Target, Pricing of Mergers Negotiation/Approach for Merger, Acquisition and Take-Over Contracting
- Unit-2: Valuation of Shares and Business** 6
Implementation of Merger & Acquisition, Managing Post-Merger Issues, Legalities Involved in Merger, Acquisition & Take-Over, Introduction; Need and Purpose; Factors Influencing Valuation; Methods of Valuation of Shares; Corporate and Business Valuation.
- Unit-3: Funding of Mergers and Takeovers** 6
Financial Alternatives; Merits and Demerits; Funding through Various types of Financial Instruments including Equity and Preference Shares, Options, Funding through Financial Institutions and Banks; Rehabilitation Finance; Management Buyouts/Leveraged Buyouts
- Unit-4: Financial Restructuring** 6
Reduction of Capital; Reorganization of Share Capital, Buy-Back of Shares – Concept and Necessity; Procedure for Buy-Back of Shares by Listed and Unlisted Companies.
- Unit-5: Revival, Rehabilitation and Restructuring of Sick Companies** 6
Sick Companies and Their Revival with special reference to the Law and Procedure relating to Sick Companies.
- Unit-6: Changing World and Its Effect on Restructuring** 6
Corporate Restructuring, Globalization; Dominance of Services Economy, Technological and Communication Advancement; Expansion of Financing Opportunities and Financial Innovations; Expanding Role of Professionals, Divestment and Abandonment, Merger & Acquisition in view of green field and brown field projects .

Reference Books:

1. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley, 6th Edition, 2015
2. Chandrashekar Krishnamurti, S R Vishwanath, Mergers, Acquisitions and Corporate Restructuring, Sage, 1st Edition, 2008
3. D. Depamphilis, Mergers And Acquisitions Basics: All You Need To Know, Academic Press; 1 Edition, 2010
4. Michael E. S. Frankel, Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestitures, and Investments, Wiley, 2005



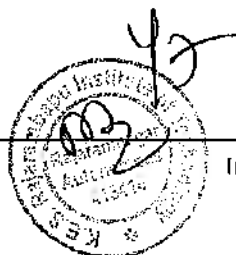
MBA-II
MGS3004 Insurance & Other Financial Services
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit-1: Need of Insurance | 6 |
| Purpose and Need of Insurance, Indian Insurance Market, Types of Life Insurance and Non-Life Insurance, Understanding Insurance Business Model, Present Scenario of Insurance Sector. | |
| Unit-2: Asset Based Financial Services | 6 |
| Theoretical & Regulatory Framework of Leasing, Hire Purchase Finance & Consumer Credit, Factoring & Forfeiting, Bill Discounting. | |
| Unit-3: Housing Finance | 6 |
| Introduction, National Housing Bank (NHB), NHB's Housing Finance Companies Directions, Guidelines for Asset Liability Management, Securitization. | |
| Unit-4: Venture Capital Financing | 6 |
| Introduction, Features, Selection of Investment, Structuring the Deal, Investment Nurturing, Valuation of Portfolio, Structural Aspect, Indian Venture Capital Scenario. | |
| Unit-5: Mutual Fund- Services & Products | 6 |
| Introduction, Operations of Mutual Funds, Investment Objectives & Valuation Policies, General Obligations of AMCS, Mutual Fund Schemes/ Products. | |
| Unit-6: Merchant Banking and Other Fee Based Services | 6 |
| Introduction, Merchant Bankers, Underwriters, Bankers to an Issue, Brokers to the Issue, Registrar to An Issue, Share Transfer Agents, Debenture Trustees, Portfolio Managers. | |

Reference Books:

1. Kenneth Black Jr. , Harold D. Skipper , Life And Health Insurance, Pearson; 13th Edition
2. P.K. Gupta, Fundamentals Of Insurance, Himalaya Publishing House, 2nd Edition, 2011
3. M.N.Mishra& Dr. S.B.Mishra, Insurance Principles & Practice, S.Chand& Company Pvt. Ltd., 21st Edition, 2014.
4. M.Y. Khan, Financial Services, Tata Mcgraw Hill Publication, 8th Edition, 2015.
5. Vasant Desai, Financial Markets & Financial Services, Himalaya Publishing House, 1st Edition, 2010



MBA-II
MGS3006 International Financial Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: The International Financial Environment **6**
 Multinational Financial Management: An Overview, International Business Methods, International Monetary System, International Financial Institutions, International Financial Markets, Development Banks, Balance of Payments, International Flow of Funds.

Unit 2: The Foreign Exchange Markets **6**
 Derivative, Foreign Currency Futures, Foreign Currency Options, The Foreign Exchange Market, Types of Transactions, Exchange Rate Quotations and Arbitrage, Exchange Rate Quotations, Determination of Exchange Rate in Spot Market and Forward Market.

Unit 3: Exchange Rate Behavior **6**
 Exchange Rate History and the Role of Governments, Theories of Foreign Exchange Rate Movement and International Parity Conditions & its Managerial Implications: PPP, CIP, RIP, International Arbitrage, Relationships among Inflation, Interest Rates and Exchange Rates.

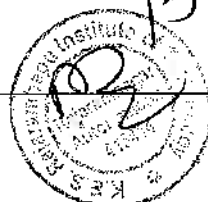
Unit 4: Managing Foreign Exchange Exposure **6**
 Management of Foreign Exchange Risk & Forecasting, Management of Translation Exposure, Management of Transaction Exposure, Management of Economic Exposure and Funding choices.

Unit 5: Long Term Asset & Liability Management **6**
 Foreign Direct Investment, Multinational Capital Budgeting, Country Risk Analysis, Long Term Financing.

Unit 6: Short Term Asset & Liability Management **6**
 Financing International Trade: Payment Methods for International Trade, Trade Finance Methods, Sources of Short Term Financing, Internal Financing by MNC's, International Cash Management.

Reference Books:

1. Jeff Madura & Roland Fox, International Financial Management, South-Western Cengage Publishing, 3rd Edition, 2014.
2. Geert J Bekaert, Robert J. Hodrick, International Financial Management, Pearson, 2nd Edition, 2011
3. CheolEun & Burce Resnick, International Financial Management, Tata Mcgraw Hill Publication Company Ltd., 7th Edition, 2014.
4. P.G. Apte, International Financial Management, Tata Mcgraw Hill Education (India) Private Limited, 7th Edition, 2014
5. Madhu Vij, International Financial Management, Excel Books, 3rd Edition, 2010.



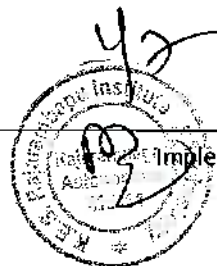
MBA-II
MGS3008 Commercial Banking
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit-1: Indian Banking System** 6
Indian Financial System: An Overview, Reserve Bank of India: Regulatory and Developmental role, Banking Structure in India, Evaluation of the Banking System and Future Trends.
- Unit-2: Evaluating Banking Performance** 6
Interpreting Bank Balance Sheet and Income Expenditure Statements, Financial Statement Analysis and Bank Performance Measurement, CRR, SLR, CRAR & income Recognition Norms, Provision for NPAs, Structural Ratios and Profitability Ratios.
- Unit-3: Investment, Lending and Liquidity Management** 6
Investment Management, Credit Evaluation Process, Commercial and Industrial Lending, Real Estate and Consumer Lending, Liquidity Management, Priorities in the Employment of Bank Fund, Problems in Resource Allocation in India
- Unit-4: Capital, Liabilities and Off-Balance Sheet Management** 6
Capital Management, Three-Pillar Approach to Bank Capital Requirements including BASEL I, II & III norms and comparison, Liabilities Management: Gap & Modern techniques, Off-Balance-Sheet Activities.
- Unit-5: Mergers and Acquisition, Banc assurance and Universal Banking** 6
Opportunity for Strengthening the Banking Organisation such as cross selling, Key Account Management (Priority Banking of HNIs).
- Unit-6: Financial Innovations and Opportunities for Banks** 6
Factoring, Securitization and Take out Finance, Technological Innovations and Opportunities for Banks, International Banking: Organizational Structure, Activities and Regulation.

Reference Books:

1. E. Gordon & K. Natarajan, Banking Theory , Law & Practice, Himalaya Publishing House, 23rdedition, 2012
2. Benton E. Gup, James W. Kolari, Commercial Banking: The Management of Risk, Wiley, 3rdedition, 2005
3. Prasad S. Vipradas & Dr. J.K.Syan, Bank Lending, Himalaya Publishing, 1stedition, 2013.
4. S. Murali & K.R. Subbakrishna, Bank Credit Management, Himalaya Publishing, 2ndedition, 2012.
5. K.C. Shekhar & Lakshmy Shekhar, Banking Theory & Practice, Vikas Publishing, 20thedition, 2012
6. Vasant Desai, Bank & Institutional Management, Himalaya Publishing, 2ndedition, 2010



MBA-II
MGS3010 Behavioral Finance
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Conventional Finance, Prospect Theory and Market Efficiency** **6**
 Foundations of Conventional Finance: Expected Utility, Asset Pricing Theory and Market Efficiency, Prospect Theory, Framing and Mental Accounting, Limits to Arbitrage, Information Screening Biases, Information Processing: Bayesian Decision Making.
- Unit 2: Behavioral Science** **6**
 Heuristics and Biases, Overconfidence, Emotion, Anomalies and Investor Sentiment, Utility/ Preference Functions: Expected Utility Theory (EUT), Rational Thought: Pascal- Fermat to Friedman- Savage.
- Unit 3: Investor Behavior** **6**
 Investor Behavior Stemming from Heuristics and Biases, the Impact of Overconfidence on Investor Decision-Making, Investment Decision Cycle: Judgment under Uncertainty, Emotion-Based Investor Behavior, Prospect Theory.
- Unit 4: Social Forces & Market Outcomes** **6**
 Social Forces: Selfishness or Altruism, Social Forces and Behavior, Behavioral Explanations for Anomalies, Irrational Markets, Irrational Managers, Paradoxes (Allais and Others)
- Unit 5: Retirement, Pensions, Education, Debiasing and Client Management** **6**
 Understanding Retirement Saving and Investment Behavior and Improving Defined contribution Pensions, Debiasing, Education and Client Management.
- Unit 6: Money Management** **6**
 Money Management and Behavioral Investing, Neuro Finance and Trading

Reference Books:

1. Lucy Ackert, Richard Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets, 1st edition, 2010.
2. Michael M. Pompian, Behavioral Finance and Investor Types: Managing Behavior to Make Better Investment Decisions, Wiley, 1st edition, 2012
3. Edwin Burton, Sunit N. Shah, Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, Wiley, 1st edition, 2013
4. William Forbes, Behavioural Finance, Wiley, 1st edition, 2009
5. James Montier, Behavioural Investing: A Practitioners Guide to Applying Behavioural Finance, Wiley, 2007.
6. Daniel Kahnman, Thinking Fast & Slow: Penguin Publishers, 2008.



Specialization 4: Operations Management



Implemented from the year 2016-2017

101

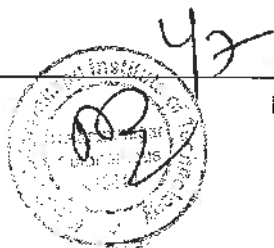
MBA Part -II
MGS 4002 Managing Zero Defect
Sem. – IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Building Zero Defect** **6**
Six Sigma & Zero Defect, Six Sigma – An Introduction, Six Sigma philosophy, Change Imperative, Change agents and their effects on organizations, Infrastructure, Six Sigma deployment and management, Six Sigma organizational roles and responsibilities, Selecting the “Belts”, Integrating Six Sigma and related initiatives, Six Sigma Goals & Metrics.
- Unit 2 Creating Customer-Driven Organizations** **6**
Elements of Customer and market driven enterprise, Importance of Surveys and Focus groups in attaining Six Sigma, Customer expectations through Kano model, Quality Function Deployment (QFD) & its use in linking Six Sigma projects to strategies
- Unit 3 Six Sigma Teams** **6**
Six Sigma teams, Process improvement teams, Team dynamics management, Facilitation techniques, Facilitating the group task process, Facilitating the group maintenance process, Team performance evaluation, Team Recognition and reward
- Unit 4 Six Sigma Tools and Techniques** **6**
DMAIC, DMADV and learning models, Design for Six Sigma project framework, Dynamic models of learning and adaptation, Problem Solving Tools, Process mapping, Cycle time reduction through cross-functional process mapping, Flow charts, Check sheets, Process check sheets, Defect check sheets, Pareto analysis, Cause and effect diagrams.
- Unit 5 Managing Six Sigma Projects** **6**
Project planning, Project charter, Work breakdown structures, Feedback loops, Performance measures, Gantt charts, Typical DMAIC project tasks and responsibilities, Resource conflicts, Project management implementation, Short-term (tactical) plans, Cross-functional collaboration, Continuous review and enhancement of quality process.
- Unit 6 Risk Assessment** **6**
Reliability analysis, Risk assessment tools, Fault free analysis, Safety analysis, Failure mode and Effect Analysis (FMEA), FMEA process, Statistical tolerancy.

References:

1. Thomas Pyzdek & Paul A. Keller, “The Six Sigma Handbook” (A Complete Guide for Green Belts, Black Belts and Managers at all levels), McGraw Hill Education, New Delhi, 4th edition 2014
2. Michael L. George, “Lean Six Sigma: Combining Six Sigma Qualities with Lean Production”, McGraw Hill Education, 1st Edition 2010
3. Jerry Kershen & Pourya Rahbar, “Lean Six Sigma: Value Stream Mapping: Simplified Beginner's Guide to Eliminating Waste and Adding Value with Lean Audible – Unabridged”, McGraw Hill Education, 2016
4. Kimberly Watson - Hemphill, “Innovating Lean Six Sigma: A Strategic Guide to Deploying the World's Most Effective Business Improvement Process, McGraw-Hill Education, 2016.



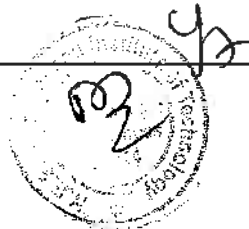
MBA-II
MGS4004 Materials Management
SEM. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit 1 Materials Management: An Overview | 6 |
| Materials Management, Material Flow, Need & Importance, Efficiency indicators of materials management, Major reasons of low materials productivity, Integrated systems approach to materials management | |
| Unit 2 Inventory Fundamentals | 6 |
| Objectives of Inventory Management, Aggregate Inventory Management, Inventory & Flow of materials, Functions of inventories, Anticipation Inventory, Fluctuation Inventory, Lot Size Inventory, Transportation Inventory, Hedge Inventory, Inventory Costs, Financial inventory performance measures, Methods of evaluating inventory | |
| Unit 3 Decisions based on Inventory Control Models | 6 |
| Inventory Control Models, Economic Order Quantity (EOQ) Model, Economic Production Order Model, Inventory Model allowing for shortages, General Model, Multi Item Deterministic Model, Inventory Model with price breaks | |
| Unit 4 Managing Stores | 6 |
| Stores Management, Centralized vs. Decentralized Storing, Types of Stores, Standardization and Simplification of Inventory, Classification and Codification of Inventory, Systems of Codification used, benefits of Classification & Codification | |
| Unit 5 Management of Material Waste | 6 |
| Waste as an Indicator of Materials Productivity, SOS Management: Concept of Dead Stock, Energy Conservation and Waste Recycling, Environmental Protection and Waste Management, Systems Approach to Waste Management, Organizational issues in Waste Management, Reverse Supply Chain | |
| Unit 6 Value Analysis | 6 |
| Value Analysis, Identification of Low Value Areas, Value Engineering Job Plan, Important Techniques of Value Engineering, Role of creativity in Value Engineering, Cost Avoidance vs. Cost Reduction in Value Analysis, organizational aspects in Value Engineering | |

Reference Books:-

1. Prem Vrat , "Materials Management - An Integrated Systems Approach" , Springer Publications (India) New Delhi 2014.
2. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Pearson Prentice Hall India Publications, 6th edition 2012.
3. Richard J. Tersine, "Principles of Inventory and Materials Management", Prentice Hall India Publications, 1st edition 2012.
4. A. K. Datta, Materials Management- Procedures, Text & Case, PHI Learning Private Limited, New Delhi, 2010



MBA-II
MGS4006 Technology Management
SEM. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Technology Management **6**

Effects of New Technology, Technology Innovation, Invention- Innovation, Revolutionary and Evolutionary Innovation, Product and Process Innovation, Strategic Implications of Technology

Unit 2 Competitive Advantages through New Technologies **6**

Product Development, From Scientific Breakthrough to Marketable Product, Role of Government in Technology Development, Linkage between Technology, Development and Competition, Managing Research and Development (R&D), Managing Intellectual Property

Unit 3 Technology Assessment and Forecasting **6**

Selection of Suitable Technology, Technological Leadership and Followership, Technology Acquisition, Innovation and Creativity, Innovation Management, Technological Forecasting, Exploratory Forecasting, Normative Forecasting

Unit 4 Technology Diffusion and Absorption **6**

Technology Diffusion, Rate of Diffusion, Innovation Time and Innovation Cost, Speed of Diffusion, Technology Absorption, Project Management in adoption and implementation of New Technologies

Unit 5 Organizational Implications of Technology **6**

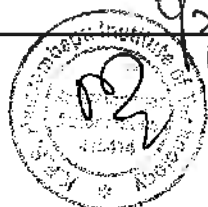
Relationship between Technical Structure and organizational Infrastructure, Flexible Manufacturing Management System (FMMS), Financial Aspects in Technology Management, Improving Traditional Cost Management System

Unit 6 Human Aspects and Social Issues in Technology Management **6**

Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure, Technological Change and Industrial Relations, Technology and Environmental Impact Analysis

References:-

1. Robert Hayes, Gary Pisand, David Upton and Steven Wright, "Operations Strategy and Technology during Competitive Edge", Wileyindia Publication, 1st edition 2012
2. Rao A. S., "Management of Technology Change", Global Business Press, 3rd edition 2013
3. C.S.G. Krishnamacharyulu & Lalitha Ramkrishnan, "Management of Technology", Himalaya Publishing House, New Delhi, 1st edition 2012.
4. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition. 2012



MBA-II
MGS4008 Enterprise Asset Management
SEM. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Maintenance Management Framework** **6**
Maintenance Management, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management, MUDA, MURA and MURI
- Unit 2 Enterprise Asset Management** **6**
Design of maintenance system, Preventive Maintenance, Predictive Maintenance, Break down Maintenance, Total Planned Maintenance, Overhauls and shutdown, Inspection and lubrications
- Unit 3 Maintenance Planning & Scheduling** **6**
Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Maintenance Cost, Costing and budgeting for maintenance, Cost codes, Cost allocations, Budgetary control, Cost reports, Life cycles of maintenance cost
- Unit 4 Total Productive Maintenance (TPM)** **6**
Total Productive Maintenance (TPM), Motives of TPM, Overall Equipment Efficiency (OEE), Stages in TPM implementation, TPM Organization Structure, Pillars of TPM, 5S, JISHU HOZEN (Autonomous maintenance), Planned Maintenance, Quality Maintenance, Difficulties faced in TPM implementation
- Unit 5 Computerized Maintenance Management Systems** **6**
Equipment Classification, Job Cataloguing, Inspection Scheduling, Repair Planning, Repair Fulfillment Report, Break Down Entry and Analysis, Material Indent Preparation
- Unit 6 Safety Management and Accident Prevention** **6**
During Installation, Commissioning & Maintenance, Safety of Plant and People, Accidents, Causes of Accidents, Fire Hazards, Electrical Hazards, Chemical Hazards, Occupational Diseases, Cost of Accidents, preventions for accidents, Safety Management

References:

1. Don Nyman & Jiel Levitt, Maintenance Planning, Scheduling and Coordination, Industrial Press Inc., U.S. (2012)
2. Mishra R. C., Maintenance Engineering & Management. PHI Publisher, New Delhi 2013
3. Christopher Idhammer, Results Oriented Reliability and Maintenance Management, IDCON Publisher
4. Joel Levitt, Complete Guide to Predictive and Preventive Maintenance, Industrial Press Inc., U. S., 2nd revised edition 2013



MBA-II
MGS4010 Manufacturing Systems Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Just In Time Manufacturing **6**

Just In Time Manufacturing, JIT Philosophy, Elements of JIT manufacturing, Value Added Analysis, Understanding the waste, Uniform Plant Load, Set up time Reduction, Pull & Push System, Kanban, Implementing JIT, Developing a JIT Strategy

Unit 2 Benchmarking System **6**

Benchmarking system, types and levels of benchmarking, Seven Steps of Benchmarking Model, focus of benchmarking, Gap Analysis, Hard and Soft system in Benchmarking Process, benefits and limitations of benchmarking

Unit 3 Flexible Manufacturing Systems (FMS) **6**

Flexible Manufacturing Systems, FMS Components, FMS workstations, FMS Layout Configurations, FMS applications and benefits, FMS Planning and Design Issues, Implementation of FMS, Legible Manufacturing System

Unit 4 Theory of Constraints (TOC) **6**

Theory of Constraints, TOC Thinking Tools: Current Reality Tree and Core Conflicts, Conflict Clouds, Negative Branch Reservations, Categories of Legitimate Reservation, Layers of Resistance, Simplified Drum, Buffer, Rope, TOC applications in Distribution, Replenishment Model, Synchronous Manufacturing

Unit 5 Business Process Reengineering **6**

Business Process Reengineering, Principles of Reengineering, Application of Reengineering, Three 'R's of Reengineering, Reengineering process & its Requirement, Reengineering in Service industry, Reengineering & TQM, Holonic Business system

Unit 6 Green Manufacturing **6**

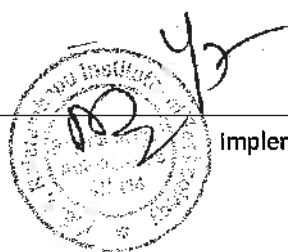
Green Manufacturing, Green energy, Green products, Green processes in business operations, Forces driving green manufacturing, Areas of applications of green manufacturing, Framework for adopting Green Manufacturing

References:-

1. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition. 2012
2. Hiroyuki Hirano, "JIT Implementation Manual: The Complete Guide to Just-in-Time Manufacturing", Productivity Press, 2nd edition, 2016
3. Don Ajith, Abu Bakar, "Industrial Production Management in Flexible Manufacturing Systems", Auris Reference, 1st edition 2016
4. Paul Harmon, "Business Process Change", Morgan Kaufmann Publications, 3rd revised edition 2014
5. Report on "Green Manufacturing Energy, Products and Processes" prepared by Arindam Bhattacharya, Rahul Jain, Amar Choudhary, the Boston Consulting Group, 2011.



Specialization 5: Information System Management



Implemented from the year 2016-2017

MBA-II
MGS5002 Enterprise Resource Planning
Sem. IV

| L | T | P | Credits |
|----------|----------|----------|----------------|
| 3 | 0 | 0 | 3 |

- Unit 1 Concept & Benefits of ERP** **6**
Definition of ERP, Basic ERP concepts, justifying ERP investments, risks of ERP, ERP potential in business transformation, Business process, Demand of ERP, Evolution of ERP, ERP market, Benefits of ERP.
- Unit 2 Building Business Cases for ERP** **6**
Roles & needs for ERP, Gap Analysis, Competitive environment analysis, strategic need analysis, Feasibility analysis, ERP project life cycle, cost elements. ERP lab sessions- SAP software: ERP benefits, modules of ERP. Introduction to SAP, modules of SAP, Lab sessions on various functional modules of SAP with assignments.
- Unit 3 ERP Enabled Business Process Re-engineering** **6**
IT Driven Agility & Innovation, Need of re-engineering, business process re-engineering, implementing BPR- BPR characteristics & steps, ERP & BPR, ERP modeling in BPR, business case, and five stages AS-IS/TO NBE analysis.
- Unit 4 ERP Implementation** **6**
ERP implementation life cycle, ERP in small & medium enterprises (Indian perspective), issues in ERP project management, ERP Project Execution, ERP implementation (Transition) strategies, ERP deployment methods, package selection, IT & Business Risk.
- Unit 5 Managing ERP-Enabled Change** **6**
Planning for integration, Change Management strategies through ERP, Business Decision making.
- Unit6 ERP Trends in ERP – Technology & Business** **6**
Cloud Computing- SaaS, SOA, and Integration with e-business, ERP solution providers/vendors, ERP & related technologies- BPR, Advanced Technology & ERP Security, IT Decision Making & Governance.

Reference Books:

1. Enterprise Resource Planning, Demystified, Alexis Leon, Tata McGraw Hill, 3rd edition, 2014.
2. Enterprise Resource Planning & Supply Chain Management, Karl Kurbel, Springer, 2013.
3. Enterprise Resource Planning, Jyotindra Zaveri, Himalaya Publishing House, 1st edition, 2009.



MBA-II
MGS5004 Network Management Systems
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Data communication and network management **6**

Data communication and network management, Analogy of Telephone Network Management, Communications protocols and Standards, Case Histories of Networking and Management, Challenges of Information Technology Managers, Network Management: Goals, Organization, and Functions, Network and System Management, Network Management System Platform, Current Status and future of Network Management.

Unit 2: SNMP & Network Management **6**

Basic foundations- Standards Models, SNMPv1 Network Management- organization & information models, communication & functional models, SNMP management, SNMPv2, SNMP management SNMPv3, SNMP management: RMON, Managed network: SNMP Model, Organization Model, Information Model.

Unit 3: Telecommunications Management Network (TMN) **6**

Need for TMN, Network Management Applications, TMN Conceptual Model, TMN Standards, TMN Architecture, TMN Management Service Architecture, an Integrated View of TMN, Implementation Issues.

Unit 4: Network Management Tools and Systems **6**

Network Management Tools, Network Statistics Measurement Systems, Network Management systems, Commercial Network Management Systems, Enterprise Management Solutions.

Unit 5: Web-based Management **6**

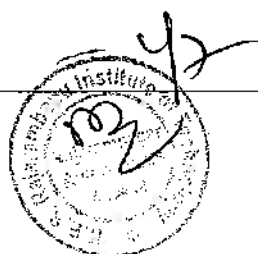
NMS with Web Interface and Web-Based Management, Web Interface to SNMP Management, Embedded Web-Based Management, Desktop management Interface, Web-Based Enterprise Management, WBEM: Windows Management Instrumentation, Java management Extensions, Management of a Storage Area Network, Future Directions.

Unit 6: Network Management & Standards for Computer Networks **6**

Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management. Broadband network management- WAN, Wired optical access networks, Broadband wireless access networks, Broadband home networks.

Suggested Readings

1. Mani Subramanian, "Network Management Principles and Practice", 2nd edition, Pearson Education, 2010.
2. Computer Networks and Internets, Douglas Comer, Pearson Education, 6th edition, 2015.
3. Data & Computer Communication, Stallings W, Pearson Education, 8th edition, 2009.
4. Computer Networks, Tanenbaum, 5th edition, Pearson Education, 2013.
5. Communication Networks, Widjaja L G, 2nd illustrated, Tata McGraw Hill, 2006.



MBA-II
MGS5006 Cyber Laws and Cyber Security
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 Information Security Concepts and Security Threats **6**

Information Security, Types of attacks, E-commerce Security, Areas of Internet security, Security threats, Weak / Strong Passwords and Password Cracking, Insecure Network connections, Malicious Code, Programming Bugs, Authentication, firewalls.

Unit 2 Cryptography / Encryption **6**

Cryptography / Encryption, Digital Signatures, Approaches to Secure Network, Public Key infrastructure, Applications of Cryptography, Public Key Notation, User for Public Key Crypto, Confidentiality in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure.

Unit 3 Security Management **6**

Causes of Security Breach, Information Classification Process, Security Policy, Risk Identification, Risk Control Strategies, Disaster / Recovery. Zero Knowledge Risk.

Unit 4 Information Technology Act, 2000 **6**

Concept of internet, internet governance, e-contract, e-forms, data security, cyber crime, Access, addressee, adjudicating officer, appropriate government, certifying authority, certification practice statement, computer network, electronic record.

Unit 5 Regulatory Framework **6**

Authentication of electronic records, legal recognition of digital signatures, use of electronic records and digital signatures in government and its agencies, duties of subscribers, penalties and adjudication.

Unit 6 Provisions in Indian Laws **6**

Provisions in Indian Laws in dealing with Cyber Crimes and its critical analysis Information Technology Act, 2000, Penalties, Offences Related with Digital and Electronic Signature, Statutory Provisions Establishment of Authorities, their functions & Powers.

Reference books;

1. Ian Lloyd, Information Technology Law, 7th edition, oxford university press, 2014.
2. Brian, Craig, Cyber Law: The Law of the Internet and Information Technology, Pearson Education.
3. Cybersecurity: The Essential Body of Knowledge, Dan Shoemaker, Wm. Arthur Conklin, Cengage Learning, 2012.
4. Cyber Laws Simplifies, VivekSood, Tata McGraw Hill, 2008
5. Computer Security Handbook, Set, Seymour Bosworth, M. E. Kabay, Eric Whyne, 5th edition, Wiley, 2009.
6. Cyber Laws & IT Protection, Harish Chander, 3rd edition, PHI Learning Pvt. Ltd., 2012



MBA-II
MGS5008 E-Business Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 E-commerce** **6**
E-commerce - Roadmap of e-commerce in India, Role of transactions on the electronic media, Growth of E-Business, Impact of E-Business on industries, Advantages and Disadvantage of E-commerce, Components of E-Business technology, Role of websites and Internet in E-Business.
- Unit 2 e-Governance** **6**
E-Governance: Infrastructure, Challenges & Societal Impact, Indian Scenario: Digitize India Platform, GI Cloud & its protocol, Indian Convergence Bill.
- Unit 3 Managing the e-Enterprise** **6**
E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise, Risks of Insecure Systems: An Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, Risks associated with Business Transaction, Data Transferred between Trading Partners.
- Unit 4 Electronic Payment Systems** **6**
e- payment security, e - Cash, Smart Cards and Electronic Payment Systems, Credit Card, Risks in Electronic Payment Systems, Payment gateways, Stored Value Cards, e-billing.
- Unit 5 Electronic Data Interchange (EDI)** **6**
EDI: Role, Working Concept, EDI Communication, Implementation Difficulties, Financial, EDI and Internet, e-Marketing: Scope, Internet Marketing Techniques.
- Unit 6 Management Challenges and Opportunities** **6**
New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities.

Reference Books:

1. Electronic Commerce- electronic communication for business, S. Jaiswal, Galgotia Publication, 2006.
2. Electronic Commerce, e-business, Dr. C.S. Rayudu, 1st edition, Himalaya Publishing House, 2014.
3. Bhaskar, Bharat. (2009). Electronic Commerce: Framework, Technologies and Application (3rd ed.). New Delhi: Tata McGraw Hill Education Private Limited.
4. Electronic Commerce- concepts, models, strategies; C.S.V. Murthy, 1st edition, Himalaya Publishing House, reprint 2006.



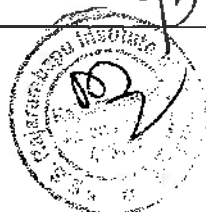
MBA-II
MGS5050 Business Process Management
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

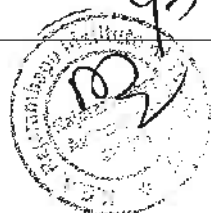
- Unit 1: Business Process Life Cycle** **6**
Processes & Information, Drivers of BPM (Business Process Management)- Business & Technology, Meta-models & Knowledge Taxonomies, Ontology & Process Modeling, Visual Process, Business Process Analysis and Measurement.
- Unit 2: Business Process Re-engineering (BPR) Enablers** **6**
BPM Vs BPR, BPR & Industrial Engineering, Major Business Processes of re-engineering, IT software re-engineering & ERP in BPR, Pitfalls of BPM Projects, BPR Implementation & Success Factors, BPR in Indian Organization.
- Unit 3: Business Process Innovation** **6**
Business Process Innovation & Benchmarking in BPR, Process Mapping & Change Management, Holistic Approach, Business Process Transition, IT Integration: Administration, Application Coupling & Automated Process Execution, BPM Trends.
- Unit 4: Business Process Analysis & Measurement** **6**
Assessing the internal logic, feasibility, Cost/ ROI, Business Process Simulation & Redesign, Visualization & Prototyping, Handling Business Process Exception conditions & break down.
- Unit 5: Applications of BPR** **6**
Global Outsourcing/off shoring Landscape, Business Strategy of Outsourcing, Making the Decision to Outsource, Identifying Target Processes, Country Selection, Vendor Selection.
- Unit 6: Exploring Relationship Management** **6**
Impacts: Strategic, Financial and Operational, Risks from Outsourcing/Off shoring, Performance Management (metrics, service level agreements), Capabilities Building at Offshore Vendors, Managing People through Transitions and Steady States, Managing Cultural Issues: off shoring, Public Sector.

Reference Books:

1. Business Process Reengineering, R Srinivasan, Tata McGraw Hill, 2011.
2. Business Process Reengineering: Breakpoint Strategies for Market Dominance, Henry J. Johansson, illustrated, reprint, Wiley, 2011
3. Business Process Reengineering: Automation Decision Points in Process, Sanjay Mohapatra, springer, 2013.



Specialization 6: Rural Management



Implemented from the year 2016-2017

1993

MBA II
MGS6002 Agri –Business
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit1: Agribusiness Environment **6**

Agribusiness Global Environment-WTO Agreement on Agriculture, Procurement and Logistics, Food Safety, Commodity Based Industries such as - Paddy, Dairy, Fish, Sugar, Coconut, Poultry, Horticulture- Floriculture, Olericulture, Pomoculture, Strategies of Value Addition to Commodities, Trends in Agriculture Production across the Globe.

Unit 2: Procurement Methods **6**

Demand Forecasting, Planning and Scheduling, Quality Management in the Supply Chain, Procurement Methods-Spot Market, Procurement Methods: e-platform, Contract and Cooperative Farming, Zero Budget Farming, Vertical Integration, Future Markets, Community Based Organization, e – Mandis.

Unit 3: Food Retailing **6**

Mandi, Haats and Fairs of India, Retail Success and Key Drivers Organized Food Retailing, Food Retailing Success Stories in India, Foreign Retail Investors, Cash and Carry, Franchising the Entry Route; Franchise in India, Fair Trade, Farmer's Markets – Farm to Fork.

Unit4: Agriculture Inputs **6**

Policy and Market Environment for Inputs - Agricultural Input, Seed - Genetically Modified Seeds, Fertilizer, Pesticide, Agricultural Machinery. Channel Management in Agriculture Input Industry, Drip Irrigation, Tissue Culture.

Unit5: Agri Information Management and Risk Management **6**

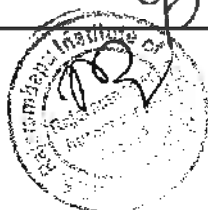
ICT Application in Agriculture Commerce, AGMARKNET, Kisan Call Centre, Project Gyandoot, Village Knowledge Centre, DD Kisan, Risk Management - Production Risk, Marketing Risk, Financial Risk, Legal Risk, Human Resource Risk, Crop Insurance Scheme, Forward Contract, Future Market.

Unit 6: Institutional Linkage to Agribusiness **6**

Ministry of Agriculture and Farmer welfare-Department of Agriculture and cooperation, Department of Agricultural Research and Education, Financial Institutions Linkages - RBI, PSU Banks, RRBs, Private Banks, Securities and brokers, Agriculture Insurance Company, NABARD, NCDC, NDDB, APEDA, NAFED, CWC, FCI.

Reference Books:

1. S.S. Achary' and N.L. Agarwal "Agricultural Marketing in India, Oxford and IBH Publishing Company,2014
2. S.K. Misra' V.K. Puri "Indian Economy "Himalaya publishing House Mumbai, 2014
3. Bhawe S.W.' "Indian Agriculture and Agri-Business management" Everest Publishing House Pune-4
4. C.B. Mamoria' "Problems of Agriculture in India. Himalaya publishing House Mumbai, 2014



Implemented from the year 2016-2017

114

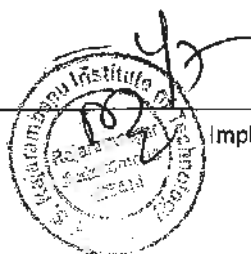
MBA II
MGS6004 Managing Cooperatives
Sem. IV

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

- Unit 1: Overview of Cooperatives** 6
 Importance of Cooperatives, Basic Values & Principles of Cooperatives, Cooperatives Vs Capitalism, Cooperative Thoughts: Rochdale, Raiffeisen and Schulze Delitzsch. Emilian Model, Contribution of Cooperatives in Economic development
- Unit 2: Growth and Development of Cooperatives** 6
 Origin and growth of Cooperative movement in India, Major developments in post-independence period, Short, Medium and Long term Cooperative Structure, Support of Institutional Finance in Cooperative Development - NDDDB, and NCUI.
- Unit 3: Cooperative Legislation** 6
 Brief layout of Act of 1904, 1912, Constitutional Reform made in 1919, Essential provision of Maharashtra Cooperative Act 1960, Recent Trends in Cooperative legislation -97th Amendment (Feb, 2013), Need for proper administration.
- Unit 4: Cooperative Societies** 6
 Consumers Cooperatives Society, Producers Cooperatives Society, Cooperative Marketing Society, Cooperative Farming Society, Housing Cooperative Society, Milk Marketing Cooperative Society, Sugar Cooperative Society, Labour Cooperatives, Industrial Cooperatives, Seva Society, Women Cooperative.
- Unit 5: Management of Cooperatives** 6
 Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies. Role of women participation in Cooperative Management.
- Unit 6: Managing Problems of Indian Cooperatives** 6
 Modern management and features of Cooperative management. Managerial problems: Sales Promotion of Consumer Cooperatives, Procurement Policies and Sales of Marketing Cooperatives, Transport Management, Processing, Product Development & Marketing of Cooperatives, Professionalism in Cooperatives, Workers Management in Indian Cooperatives.

Reference Books:

1. Kamat ,GS ,New Dimensions of Cooperative Management, Himalayas Publishing House, 2013-14
2. Sah, AK, Professional Management in Cooperatives, Vikas Publishing House,2012-13
3. Ansari AA, Cooperative Management Pattern, ANMOL PUBLICATION,2012-13
4. John Restakis, Humanishing the Economy: Cooperatives in the age of Capital, New Society Publishers, 2010
5. Michael Siegrist, T c Earle and Heinz Gutsher, Trust in Cooperative Risk Management,Earthscan,2014



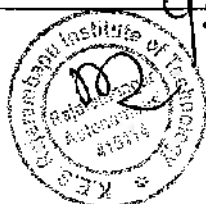
MBA Part II
MGS6006 Social Marketing and Social Entrepreneurship
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1: Theories & Approaches in Behavioral Modification** 6
 Behavior - Objectives & Goals, Adoption of Healthy & Pro-social Behaviours, Theory of Reasoned Action, Theory of Psychological Reactance, Health Belief Model, Social Cognitive Theory, Cognitive Consistency Theory, Social Determinants & Social Capital. Purpose of Social Marketing: Use of Avoid, Terminate & Accommodate Campaigns.
- Unit 2: Social Marketing: Strategy and Implementation** 6
 Social Marketing Strategy & Projects - Implementing, Monitoring & Evaluation. Characteristics of New Media – Digital, proactive, Visible, Real-time & Memory, Ubiquitous, Networks. Impact of social media in political, Informational & Media platforms: Tunisian revolution, Arab Social uprising. Connect between Fear & immigration through use of Social media. Social media & Social Campaigns in Public Service Promotions: Conservative & Influential.
- Unit 3: Design and application of Social Marketing** 6
 Research in the Social Marketing Process, Determining Research needs and options, managing a Social Marketing Program – Partnerships, Evidence Based Advocacy for Policy Framework and Regulation.
- Unit 4: Social Entrepreneurship & Enterprise** 6
 Social Entrepreneurship-Addressing Social & environmental Challenges, Models of collective action, Collation Building & Movement Building, Public Private Partnership model, Situations, Resources & Business Structure for social enterprise. Sustainability: Impact & Performance. Sensitization to social sector, rectifying social inequalities through inclusive business solution, Role of technology & innovations in developing social enterprises.
- Unit 5: Financing to Social Enterprises** 6
 Financing for Startup, establishment, growth & expansion. Investment of social impact investors, Difference among traditional venture investors, market investors & social impact investor, Measurement of ROI, Exit strategy of social impact investor, contribution of corporations in scaling of social enterprises, Evaluation of “For Profit” social venture models.
- Unit 6: Managing Performance** 6
 Business plan development, Analysis of three nonprofit locally, nationally & internationally organizations, Social enterprises-A sustainable model, Scaling up of social enterprises, Regulatory framework & CSR, Successful Social Enterprises.

Reference Books:

1. Nancy R Lee & Philip Kotler, Social Marketing Changing Behaviour for Good, Sage, 2015
2. R Craig Lefebvrg, Social Marketing & Social Change –Strategies & Tools for Health, Well Being & Environment,Wiley,2013
3. Schwartz, Beverly. Rippling: How Social Entrepreneurs Spread Innovation Throughout the World. Wiley,2012.
4. Grayson, David, McLaren, Melody, Spitzack, Heiko. “Social Intrapreneurs - An Extra Force for Sustainability.” Cranfield University,DCCR,2011
5. David Bornstein, How to change the world-Social Entrepreneurs and Power of new ideas,OUP,2007
6. Prahalad, C.K. The Fortune at the Bottom of the Pyramid, Wharton School Publishing, 2006, 5.Erickson, Gary. Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar, Inc. Cliff Bar and Family,2014
7. Drucker, Peter, E. Innovation and Entrepreneurship. Harper Business; Reprint edition, 2014



Implemented from the year 2016-2017



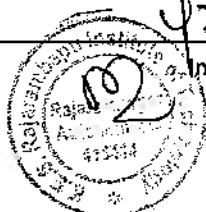
MBA II
MGS6008 Governance and Development
Sem. IV

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

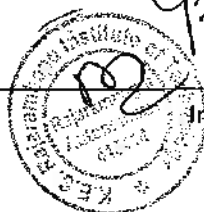
- Unit 1: Governance and Development** 6
 Foundation of governance, Problems in Governing order and change, Governance in Stateless societies and state societies, Relationship between governance and development, Sustainability and Equity Approaches to Development: Green Mail, Poison Pills and golden Parachute.
- Unit 2: Environment and Governance** 6
 Challenges of Global Environmental Change and Concerns, Role of Environmental Governance and Dilemmas, Sustainable Livelihood Practices, Global Environmental Standards in Plural World, Reproducing the Global in Local Context.
- Unit3: Governance Issue of Modern State and Society** 6
 Liberal democratic polity in post-colonial societies, Totalitarian states, Rights of Men/women and Citizens, Tradition, Civil Society and Intermediate Institutions ,NGOs, CBOs, Trade Unions etc., Limitations of Democratic Governance, Social Capital and Democratic governance ,Governing Market. Bureaucracy and Democracy, Equity in Governance, Institutional governance at apex level – Executive, Judiciary and Legislature
- Unit 4: Corporate governance** 6
 Corporate governance— policies, processes, and customs assessing the effectiveness and execution of governance roles and responsibilities. Corporate governance: The Cadbury Report, Aditya Birla Report boards of directors and continuum. agency and stewardship theory , the division of profit sharing and various forms of employee and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.
- Unit5: Accountability and Transparency in Governance** 6
 Accountability and Transparency, Local Self Governance in India, Panchayati Raj Institutions and Development ; Governance in Voluntary organization and CSR ,Governance Issues in CBOs, Measures of Governances.
- Unit 6: Global Governance** 6
 Geopolitics and Global Governance, Institutions of Global Governance, Bretton wood Institutions, Emerging Issues: Hybrid Peace Governance, International Migration, Global Governance on water, Politics of international administration, Poverty alleviation and Human Development Index.

Reference Books:

1. Ogburn F. William & Meyer F. Nimkoff. The Governing Institutions of Society-A Handbook of Sociology. Eurasia Publishing House (Pvt.) Ltd. N. Delhi.,2012
2. Bevir, Mark. Governance: A Very Short Introduction, Oxford University Press,2012
3. State. International Encyclopedia of Social Sciences. Vol. 13.The Macmillan Company and the Free Press. New York. Collier- Macmillan Publishers. London.
4. Kashyap, S. C. Our Constitution: An Introduction to India's Constitution and Constitutional Law. National Book Trust,2012
5. Kaviraj, Sudipta. The Culture of Representative Democracy in Nirja Gopal Jayal (ed.) Democracy in India, Oxford University Press. N. Delhi.,2013
6. Gurcharan Das , The Difficulty of Being Good, Penguin India; 2009 edition



7. Choudhary, Kameshwar (Ed.), Globalization, Governance Reforms and Development. Sage Publications. N. Delhi, 2013
8. Ha-Joon Chang. Bad Samaritans: The Myth of Free Trade and the Secret History of Capitalism, Bloomsbury Press. New York, 2008
9. Rivero De Oswaldo. 2001. The Myth of Development: The Non-Viable Economics of the 21st. Century. Books for Change. Bangalore., 2014



MBA II
MGS6010 Corporate Social Responsibility
Sem. IV

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3 |

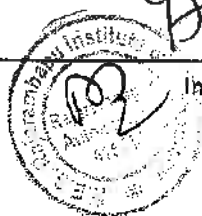
- Unit 1: Corporate Social Responsibility- An Overview** 6
 Corporate Philanthropy, CSR- An overlapping concepts, CSR Models, Major codes in CSR initiatives in India, Drivers of CSR Key Issues and Debates, Critical Perspectives on CSR and Development.
- Unit 2: Divergent Approaches to CSR** 6
 Status of CSR in India, CSR as a strategy to improve products, profits and brand equity, Creating Shared Value: The Competitive Advantage, CSR in the Workplace and Community, CSR and Ecological Responsibilities
- Unit 3: Best Practices** 6
 Best Practices for choosing a social problem for doing the most for, Best Practices for selecting a social initiatives, Best practices for developing a social initiative programme, Best practices for evaluating efforts of corporate in CSR.
- Unit 4: Major Dimensions of CSR** 6
 Environment and sustainability business metrics, Human Rights and CSR, Corporate Philanthropy and CSR, CSR Sustainability, Governance and Civil Society, Link between competitive advantages and CSR
- Unit 5: CSR Standards** 6
 CSR Reporting and Auditing: Global Standards, ISO 26000:2010,OCED Guidelines, Global Reporting standard, Voluntary Principles, Equator Principles, IFC Performance standard, UN Principles for responsible standard ,TRACE,UN Global compact, Eco Labels, Asia Pacific Economic Cooperation Codes of Conduct.
- Unit 6: CSR Strategy and Implementation** 6
 CSR balance between organizational means and ends, Implementing CSR – Conduct Assessment, Develop CSR Strategy, Develop and Implement Commitment, Report and Verify Process, Monitoring, Evaluating and Improvement. Importance of stakeholder engagement Repercussions of failed CSR initiatives

Reference Books:

1. Philip Kotler, Nancy Lee, Corporate Social Responsibility Doing the most good for, Wiley,2011
2. Kathryn Haynes, Allan Muray and Jesse Dillard, Corporate Social Responsibility a Research Hand Book,Routledge,2012
3. Paul Hohnen, Jason Potts, CSR an Implementation Guide for Business,IISD,2007
4. Andrew Crane, Dirk Matten and Laura J Spence, Corporate Social Responsibility Reading and Cases in Global Context,Routledge,2014
5. Andrew Crane, Dirk Matten and Laura J Spence, Corporate Social Responsibility Reporting and Auditing, Routledge,2009



Specialization 7: Family Business Management



Implemented from the year 2016-2017

MBA II
MGS7002 Private Equity & Venture Initiation
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: Introduction **6**

Company formation: structures, ownership and issues, capitalization tables and valuation, governance, value add and exists, issues in private equity in emerging markets (PEEM) and development of fund strategy and managing crisis. Contrasts with US/Europe. Role of PE/VC in economic development.

Unit 2: Company strategy in PEEM **6**

Evolution of fund development in selected emerging markets, contrasts in India, China and Brazil, role of governments in the building of a venture capital base in emerging markets. Approaches to inventorying base of opportunities, Understanding the point of view and expectations of entrepreneurs, families and existing owners, identifying and navigating relationships with corporate partners.

Unit 3: PE and VC Valuation Challenges in PEEM **6**

Basic universal PE/VC valuation methods, special considerations in emerging markets PE, special considerations in emerging markets VC, special considerations in term sheet provisions in PEEM-IFC's quasi-equity structures, country limitations in VC deal structure, PE and buyout considerations in deal structuring and contrast with US, structuring PE deals without leverage.

Unit 4: New Venture Strategy **6**

Meaning of Industry environment, requirements for initiating ventures in mature industries, marketing and market strategy issues, product differentiation, and product positioning for venture, strategy to bring product/service to customer base.

Unit 5: Financial Planning **6**

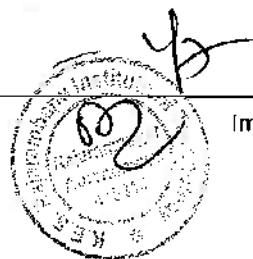
Elements of new venture financial statements, contrast sources of funding for ventures, alternative deal structures for venture financing, Differentiate angel and venture capitalist investments, process of evaluating ventures.

Unit 6: Exit Planning, Alternatives and Execution in Emerging Markets **6**

Alignment with entrepreneurs' expectations and goals, role and risks of local listing, Information resources for offshore listing, Strategies for domestic and offshore trade sales, Mechanism and requirements for growth of a venture, prelaunch process and methodology, Discuss issues with corporate governance.

Reference Books:

1. Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories
2. Poza E. (2010), Family Business, 3rd Edition, Mason OH: South-Western Cengage Learning, [ISBN: 0470998105]



MBA II
MGS7004 Franchising
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1 :Introduction of franchising

6

Franchising: History and overview, Types of franchising, Threshold Business Issues, Advantages & Disadvantages of franchisee, Element of Successful System, Growth of Franchising, Key Learning

Unit 2 : Becoming Franchisor I

6

Basic Business Concept, Pilot Operation, Developing the operational Manual , Developing the Franchise package, Marketing the Franchise package, Selection Franchisees, Developing the Franchisor's organization, Gross Revenues, Profit & Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), Initial services, Ongoing services.

Unit 3 : Becoming Franchisor II

6

How to become a Franchising: How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the business proposition, What happens if the Franchisor fails.

Unit 4 Financial aspects of Franchising

6

Initial Franchisee fee, Sale of the Franchise Package, Leasing the Premises, Continuing fees, Advertising funds, Role of banks, Financial Analysis

Unit 5 Comparison of two franchise cases

6

Demographic analysis of the area ,Traffic counts,Estimated start-up cost and ongoing fees (Franchise fees and start-up expenses),Assessment of the overall competitiveness of the franchise, considering the demographic and market potential,Break even Analysis to recover franchise fees, royalties and start-up costs.,Selected Ratio Analysis based on industry selection (Using RMA data),A Pro forma income statement for the first three years of operations for the two franchises,A recommendation on the best franchise (with data support)

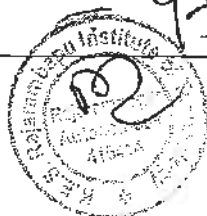
Unit 6 :Franchisor Franchisee Relations

6

Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements.

Reference Books –

- 1.Hoy F and Stanworth, J (2003), Franchising: An International Perspective, Routledge.
2. In Good Company: Managing Intellectual Property Issues in Franchising, World Intellectual Property Organization
3. Gaurav Marya, The Science of Reproducing Success, Franchise India Publication , 5th Edition



MBA II
MGS7006 Laws for Entrepreneurs
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit 1: The Indian Contract Act 1871 6
 Essential elements of valid contract, Performance and discharge of contract, Breach of contract, Meaning and remedies, Contracts of indemnity meaning, Nature -right of indemnity holder and indemnifier, Contract of guarantee meaning, Nature and features, Types of guarantee, Provisions relating to various types of guarantee. Surety and co-surety, Rights and liabilities, discharge of surety Agency, Agent and principal, Creation of agency, Classification of agents relationship between principal and agent, agent's authority, Revocation and renunciation, Rights duties and liabilities of agents and principal ,Termination of agency

Unit 2: Factories Act 1948 6
 Meaning & Definition, Provisions for Health, Safety, Welfare, Working Hours of Adults, Annual Leaves with Wages, Other Benefits, Labor Management Relation Act 1947

Unit 3: Companies Act 2013 6
 Definition & Characteristics of a Company, Company distinguished from Partnership, Kinds of Companies, Provisions relating to Incorporation, Memorandum of Association, Articles of Association, Prospectus, Membership in A Company, Share Capital, Shares, Company Management, Meetings & Proceedings, Winding up.

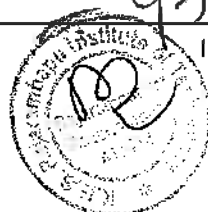
Unit 4: Sale of Goods Act 1930 6
 Contract of sale of goods, meaning, essentials of contract of sale, formalities of contract of sale, Conditions and warranties, Transfer of property or ownership, Performance of contract of sale, Rights of unpaid seller rules as to delivery of goods

Unit 5: Negotiable Instruments Act, 1881 6
 Negotiable Instruments –meaning –characteristics –types –parties –holder and holder in due course, Negotiation and types of endorsements Dishonor of negotiable instruments -noting and protesting Liability of parties on Negotiable Instruments

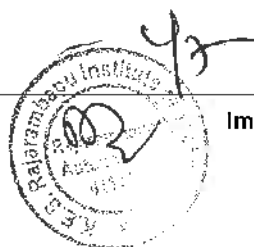
Unit 6: Consumer Protection Act 1986 6
 Definitions of consumer, consumer dispute-complaint –goods –service –unfair trade practice –consumer dispute redressal agencies

Reference Books

1. Peter Bohm Business Law - A Guide for Entrepreneurs , Jordan publishing , UK
2. Frank J. Cavico, Bahaudin Mujtaba, Business Law for the Entrepreneur and Manager, ILEAD Academy, LLC, 2010 - Commercial law
3. Constance E. Bagley, Craig E. Dauchy The Entrepreneur's Guide to Business Law , South Western Cengage Learning



**Specialization 8:
Engineering Management
Semester IV**



Implemented from the year 2016-2017

MBA II
MGS8002 Value Engineering
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

Unit1. Introduction: **6**
Definition, value engineering recommendations, programmes, advantages, Evaluation of function, determining function, classifying function, evaluation of costs, evaluation of worth, determining worth, evaluation of value.

Unit 2. Value Engineering Job Plan: **6**
Introduction, orientation, information phase, Function phase, creation phase, evaluation phase, Investigation phase, implementation phase, speculation phase, analysis phase.

Unit 3. Selection of Evaluation of Value Engineering Projects: **6**
Project selection, Methods selection, value standards, application of Value Engineering methodology.

Unit 4. Initiating Value Engineering Programme: **6**
Introduction, training plan, career development for Value Engineering specialties. Fast Diagramming: Cost models, life cycle costs

Unit 5. Value engineering level of Effort: **6**
Value Engineering team, Co-ordinator, designer, different services, definitions, construction management contracts, value engineering case studies.

Unit 6. Value Analysis: **6**
Concept, tools of value analysis, approach of value analysis, roadblocks to good value, case studies

REFERENCES:

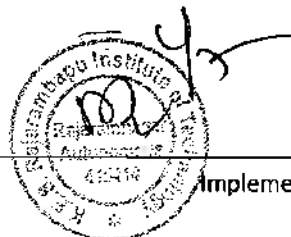
1. Value Engineering A how to Manual: S.S.Iyer, - New age International Publishers 2009
2. Value Engineering: A Systematic Approach Arthur E. Mudge - - McGrawHill
3. "Techniques of Value Analysis and Engineering," L. D. Miles



MBA II
MGS8004 Engineering Systems Simulation
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Introduction to System Simulation: | 6 |
| Introduction to system simulation – Applications – Discrete and Continuous simulation – Simulation models – Simulation procedure – Simulation Examples – General Principles - Simulation software. | |
| Random Numbers: | 6 |
| Random number generation-Testing of Random numbers – Techniques for generating random numbers- Random Variate Generation – Inverse transform techniques-Acceptance Rejection techniques- Special properties | |
| Principles of engineering systems modeling and simulation: | 6 |
| Different types of computer modeling and simulation: continuous, kinematics, and discrete-event simulations | |
| Applications of simulation techniques: | 6 |
| utility as design, analysis, problem-solving, and decision-support tools for complex engineering systems. | |
| Simulation Modeling: | 6 |
| queuing models, statistical models, selecting input probability distribution, building valid credible models, design and conduct of simulation experiments | |
| Simulation output analysis: | 6 |
| Statistical analyses of output, Verification and validation of simulation models | |
| References: | |
| 1.Averill M. Law and W David Kelton, Simulation Modeling and Analysis, 3rd Edition, McGraw Hill, 2000. | |
| 2. W David Kelton, Randoll P Sadowski and Debroah A Sasowski, Simulation with ARENA, McGraw Hill, 2002. | |



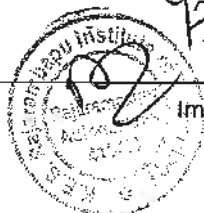
MBA II
MGS8006 Big Data Analytics
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

| | |
|---|----------|
| Unit.1 Introduction to big data: | 6 |
| Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting - Modern Data Analytic Tools - Statistical Concepts: Sampling Distributions - Re-Sampling - Statistical Inference - Prediction Error. | |
| Unit.2 Mining data streams | 6 |
| Introduction To Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications | |
| Unit.3 Hadoop | 6 |
| History of Hadoop- The Hadoop Distributed File System – Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics | |
| Unit 4 : Map Reduce: | 6 |
| Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features | |
| Unit 5 Hadoop environment | 6 |
| Setting up a Hadoop Cluster - Cluster specification - Cluster Setup and Installation – Hadoop Configuration-Security in Hadoop - Administering Hadoop – HDFS – Monitoring Maintenance-Hadoop benchmarks- Hadoop in the cloud | |
| Unit 6 Frameworks: | 6 |
| 9 Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – Hive QL – Querying Data in Hive - fundamentals of H Base and Zoo Keeper - IBM Info Sphere Big Insights and Streams. Visualizations - Visual data analysis techniques, interaction techniques; Systems and applications | |

REFERENCES:

1. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.
2. Tom White "Hadoop: The Definitive Guide" Third Edition, O'reilly Media, 2012.
3. Chris Eaton, Dirk De Roos, Tom Deutsch, George Lapis, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", Mc Graw Hill Publishing, 2012
4. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012.



MBA II
MGS8008 Manufacturing Systems
Sem. IV

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3 |

- Unit 1 Fundamentals of Manufacturing and Automation:** 6
Production operations and Automation in Production Systems, types of automation, Automation Principles & Strategies, Advance mfg. techniques like Digital manufacturing, RPT etc.
- Unit 2 High -Volume Production Systems:** 6
Automated flow lines, methods of work part transport, transfer mechanisms, buffer storage, analysis of flow lines without storage and with storage buffer, assembly systems, automated assembly system and its types, parts feeding devices, analysis of single stage and multistage assembly machines.
- Unit 3 Development and implementation of an FMS:** 6
Planning phase, Integration, System configuration, FMS layouts, Simulation, FMS Project development steps. Project management, Equipment development, Host system development, planning, Hardware & Software development.
- Unit 4 Functions and Components of CIM System:** 6
Concept of CAD/CAM and CIMS; Software Technology for CIM System: Business Database System: File processing, Data Processing and Database Design, File Organization and Relational Analysis; Decision Support System, Personal/Distributed Computing and Local Area Network.
- Unit 5 Planning and Scheduling Functions in CIM System:** 6
Aggregate Production Planning (APP), Master Production Schedule (MPS), Material Requirement Planning (MRP), Capacity Requirement Planning (CRP), Manufacturing Resource Planning (MRPII), Just-In-time Production Systems and Concept of Enterprise Resource Planning (ERP).
- Unit 6 Automated Material Handling Systems and Advanced Manufacturing Systems:** 6
Industrial Robots, Conveyors, AGVs, Automatic Storage and Retrieval Systems; Lean Manufacturing Systems, Agile Manufacturing Systems, Reconfigurable Manufacturing Systems, Holonic Manufacturing Systems and Agent-Based Manufacturing Systems.

References:

1. Groover, M.P: "Automation, Production System and CIM"- Prentice-Hall of India.
2. Vajpayee, "Principles of CIM" - Prentice-Hall of India.
3. Ranky, Paul G: "Computer Integrated Manufacturing"- Prentice-Hall of India.
4. David Bedworth: "Computer Integrated Design and Manufacturing" -TMH, New Delhi.
5. CAD/CAM/CIM. P. Radhakrishnan& S. Subranarayan. New age international publishers.

