

**Faculty of Management  
Master of Business Administration**

**MBA Scheme 2020-2022**



**JECRC<sup>TM</sup>**  
**UNIVERSITY**  
BUILD YOUR WORLD

**School of Management**

**Syllabi and Course Structure**

**Master of Business Administration**

**Academic Programmes**

**Batch (2020-2022)**

**Faculty of Management**  
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**Total Credits for the Batch 2020-2022= 127 Credits**

- 1. Minimum Credit required = 115 Credits**
- 2. Total Relaxation = 12 Credits**
- 3. No relaxation in Core and Fundamental subjects**
- 4. Option can be availed in Specialization, Interdisciplinary and General subjects.**

**Summary Sheet**

<b>Semester</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>Total</b>	<b>Min. Credit req. for degree</b>
<b>Credit</b>	<b>32</b>	<b>35</b>	<b>40</b>	<b>20</b>	<b>127</b>	<b>115</b>

<b>Type</b>	<b>Foundation</b>	<b>Core</b>	<b>Specialization</b>	<b>Interdisciplinary</b>	<b>General</b>
<b>Total Credit</b>	<b>23</b>	<b>35</b>	<b>52</b>	<b>11</b>	<b>6</b>

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**Semester I**

<b>FIRST SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA001A	Principles and Practices of Management	3	-	-	3	F
MBA002A	Managerial Economics	3	-	-	3	F
MBA003A	Organizational Behavior	3	-	-	3	F
MBA004A	Quantitative Methods in Management	3	1	-	4	F
MBA005B	Business Communication & skills	3	-	-	3	G
MBA101A	Managerial Accounting in Management	3	-	1	4	F
MBA131 A	Entrepreneurship and Start ups	3	-	-	3	ID
MBA161A	Marketing Management	3	-	-	3	C
MBA221B	Information Technology for Management	2	-	1	3	ID
MBA992A	Industrial Visit	-	-	3	3	S
	<b>TOTAL</b>	<b>26</b>	<b>1</b>	<b>5</b>	<b>32</b>	

- Outstation Industrial Visit ( Students will prepare and submit a Report on the learning's of the Visit)

**Semester II**

<b>SECOND SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA007A	Business Environment	3	-	-	3	F
MBA102A	Financial Management	3	-	-	3	C
MBA101A	Managerial Accounting in Management	3	-	1	4	F
MBA191A	Human Resource Management	3	-	-	3	C
MBA991A	Seminar/Industrial Visit	-	-	3	3	S
BMC051A	Environmental Studies	2	-	-	2	ID
	Elective- I	3	-	-	3	S
	Elective-II	3	-	-	3	S
	Elective- III	3	-	-	3	S
	Elective- IV	3	-	-	3	S
	Elective- V	3	-	-	3	S
	Elective- VI	3	-	-	3	S
	<b>TOTAL</b>	<b>32</b>	<b>0</b>	<b>3</b>	<b>35</b>	

- Students to be taken for a local industrial visit.

**Semester III**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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<b>THIRD SEMESTER</b>						
<b>Sub Code</b>	<b>Sub Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Type</b>
MBA008A	Strategic Management and Social Capital	3	-	-	3	S
MBA009A	Business Laws	3	-	-	3	C
MBA011A	Project Management	3	-	-	3	F
MBA012A	Communication Skills-2	3	-	-	3	G
MBA406A	Event Management	3	-	-	3	S
MBA431A	Production & Operations Management	3	-	-	3	ID
	Elective- VII	3	-	-	3	S
	Elective- VIII	3	-	-	3	S
	Elective- IX	3	-	-	3	S
	Elective- X	3	-	-	3	S
	Swatch Bahart Abhiyan (optional )	-	-	2	2	S
MBA997A	Summer Training	-	-	5	5	S
MBA407A	Industrial Visit	-	-	3	3	S
	<b>TOTAL</b>	<b>30</b>	-	10	<b>40</b>	

- Outstation Industrial Visit ( Students will prepare and submit a Report on the learning's of the Visit)

**Semester IV**

<b>FOURTH SEMESTER</b>						<b>Type</b>
MBA999A	Dissertation	-	-	20	20	C
	<b>TOTAL</b>		-	<b>20</b>	<b>20</b>	

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**ELECTIVE SUBJECTS**

Sub Code	Specialization	L	T	P	C	N
	<b>FINANCE</b>					
MBA109A	Security Analysis and Portfolio Management	3			3	S
MBA107A	International Financial Management	3			3	S
MBA104A	Financial Derivatives	3			3	S
MBA105A	Indian Financial System	3			3	S
MBA103A	Financial Decision Making	3			3	S
MBA106A	Insurance & Risk Management	3			3	S
MBA108A	Mergers, Acquisitions and Corporate Restructuring	3			3	S
	<b>MARKETING</b>					
MBA165A	Product Management and Brand Building	3			3	S
MBA162A	Advertising Management	3			3	S
MBA167A	Sales and Distribution management	3			3	S
MBA163A	Consumer Behavior and Market Research	3			3	S
MBA164A	International Marketing	3			3	S
MBA166A	Rural Marketing	3			3	S
MBA461A	Retail Management	3			3	S
	<b>HUMAN RESOURCE</b>					
MBA194A	Organizational Development and Management of Change	3			3	S
MBA196A	Sourcing , Training and Development	3			3	S
MBA371A	Knowledge Management	3			3	S
MBA195A	Performance Management and Retention Strategies	3			3	S
MBA197A	Strategic Human Resource Management	3			3	S
MBA193A	Industrial Relations & Labour Laws	3			3	S
MBA192A	Compensation Management	3			3	S
	<b>INFORMATION SYSTEMS</b>					
MBA229A	System Analysis and Design	3			3	S
MBA222A	Business Intelligence and Data Mining	3			3	S
MBA225A	ERP & Data Base Management System	3			3	S
MBA223A	Business Process Re-engineering	3			3	S
MBA228A	IT Strategy & E-Business	3			3	S
MBA226A	Information System Audit	3			3	S
MBA227A	Strategic Management of Information Technology	3			3	S
	<b>PRODUCTION AND OPERATION MANAGEMENT</b>					
MBA438A	Purchasing & Materials Management	3			3	S
MBA441A	Total Quality Management	3			3	S
MBA437A	Production Planning & Control	3			3	S
MBA432A	Applied Operations Research	3			3	S

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MBA434A	Logistics Management	3			3	S
MBA442A	Transportation Management	3			3	S
MBA439A	Service Operations Management	3			3	S

**Program Educational Objective (PEO)**

1. To attain a general level of competence in management
2. To become able to act with creative, innovative and entrepreneurial potential with management tools.
3. To make a successful career in industry, business and entrepreneurship
4. To explore and develop leadership, teamwork, social, legal ethical responsibilities in business and society.
5. To possess professional skills form employment and lifelong learning in management.

**Program Objective (PO)**

1. [PO 1]. Apply appropriate practical tools in management perspective.
2. [PO 2]. Articulate business framework in terms of purposeful aspects.
3. [PO 3]. Portray inter linkages among functional areas of an enterprise.
4. [PO 4]. Analyze and interpret the performance of an enterprise and its diverse functional units.
5. [PO 5]. Describe various concepts in management and express their application in specific business situation.
6. [PO 6]. Illustrate a problem faced by a venture and demonstrate the application of specific concepts(s) in that context.
7. [PO 7]. Portray the external environment faced by an enterprise and its inference to enterprise's nearby and potential time.
8. [PO 8]. Figure out the linkages between an enterprise's external surroundings and its internal forces and reveal the ability to form a strategy and steps of its implementation.
9. [PO 9]. Describe a context of ethical dilemma and demonstrate the ability to communicate the right versus the wrong in the given context.
10. [PO 10]. Demonstrate the ability to envision the possible negative impact of a corporate decision and suggest the correct decision(s) in the context.
11. [PO 11]. Explain the issues pertaining to leadership in a given context of an endeavour.
12. [PO 12]. Exhibit the ability to take decisions as a manager of an enterprise in a given context, predict the consequence and demonstrate the will to face the cost of the decision taken.

**Program Specific outcomes- Human Resource Management**

- I. Students who undertake this programme will:
- II. PSO 1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM and Demonstrate competence in development and problem-solving in the area of HR Management;
- III. PSO 2: Provide innovative solutions to problems in the fields of HRM and Be able to identify and appreciate the significance of the ethical issues in HR.

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- IV. PSO 3: Work effectively with colleagues with diverse skills, experience levels and way of thinking;
- V. PSO 4 Be able to evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context.

**Program Specific outcomes — Finance**

- I. PSO 1: Understanding of the concept of the time value of money and be able to use basic time value concepts to make basic capital investment decisions, and
- II. PSO 2: Analyze and value securities, including debt and equity instruments and Understanding of the relationship between risk and expected return generally and for specific security classes.
- III. PSO 3: Knowledge of the characteristics of the principle asset classes and key securities to be able to evaluate their appropriateness as investments in a broad range of portfolio applications.
- IV. PSO 4: Ability to use the concepts of the time value of money, the risk/expected return relationship and asset-class and security diversification, to construct an investment portfolio that satisfies a hypothetical client's objectives and constraints.

**Program Specific outcomes — Marketing Management**

- I. PSO1: Identify core concepts of marketing and the role of marketing in business and society. To gain Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- II. PSO 2: Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings. Ability to develop marketing strategies based on product, price, place and promotion objectives.
- III. PSO 3 : Ability to communicate the unique marketing mixes and selling propositions for specific product offerings.
- IV. PSO 4: Ability to formulate marketing strategies that incorporate psychological and sociological factors which influence consumers. Ability to collect, process, and analyze consumer data to make informed marketing decisions
- V. PSO 5: Ability to analyze marketing problems and provide solutions based on a critical examination of marketing information.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<i>Course Outcome</i>	Program Outcome												Program Specific Outcome				
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012	Pso1	Pso2	Pso3	Ps o4	Pso 5
CO1	H		H	L				H			L		H		H		M
CO2		H				M		H		H				H		H	L
CO3				M			M		H			H	H	M	H	L	

H = Highly Related; M = Medium L = Low



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**M.B.A I Semester**

**PRINCIPLES AND PRACTICES OF MANAGEMENT  
PAPER CODE: MBA 001A  
CREDITS ⊕ 3)**

**Objective:**

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

**Unit-I:**

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations. Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective. Managerial processes, functions, skills and rules in an organization, social responsibilities of Business.

**Unit-II:**

Fundamentals of Planning – Objectives, Strategies, Policies, Decision making, Strategic organizing design, line and staff authority and decentralization

**Unit III:**

Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management.

**Unit-IV:**

Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership.

**Unit-V:**

Coordination. Control- concept, nature and purpose, control technique, control of overall performance, span of control.

**Course Outcomes:**

Upon successful completion of the requirements for this course, students will be able to:

CO1: Examine systematically the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts

CO2: Recognize and understand the intricate relationship between the strategic business plan of the organization and the role of organization development

CO3: Develop and enhance conceptual and behavioral skills to implement system-wide organization Control efforts

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES:**

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	H	H	L	H	M	M	L	—	M	M	L
CO2	M	H	H	L	H	M	L	—	L	H	L	L
CO3	M	H	L	L	H	M	L	—	L	H	L	H

H = Highly Related; M = Medium, L = Low

**Suggested Books:**

1. Koontz & Weirich, *Essentials of Management*, Tata McGraw Hill, 2010.
2. L.M. Prasad, *Principles & Practices of Management*, Sultan Chand, 2010.
3. Stephen Robbins, *Management*, Pearson, 2011.

**MBA I SEMESTER**

**MANAGERIAL ECONOMICS**

**PAPER CODE: MBA 002A**

**CREDITS: (3)**

**Learning Objective:** The purpose of this course is to apply microeconomics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in course of teaching.

**Course contents:**

**Unit I**

Demand, Supply and Market Equilibrium; Elasticities of Demand & Supply, Short run vs. Long run, Elasticities.

**Unit II:**

Theory of Consumer Behaviour, Indifference curve theory, Indifference curves & its properties, Budget Constraints, Consumer Choice, Revealed Preference, Marginal Utility and Consumer Choice.

**Unit III:**

Production: Technology of Production; Production with one variable input, Production with two variable input, Returns to Scale. Cost: Measuring Costs, Costs in the Short & long run, Long run vs. Short run cost curves; Economies of Scope, Learning Curve.

**Unit IV:**

Theory of Firm & Market Organization: Perfect Competition: Perfectly Competitive markets, Profit Maximization, Marginal revenue, Marginal Cost, Output in the short run & long run, Industry's long run supply curve, Consumer and producer surplus, Minimum prices, price support, Import Quota and tariff, Impact of Tax or subsidy. Monopoly: Monopoly Power & its sources, Social Cost of Monopoly Power, Monopsony, Monopsony Power, Price Discrimination, Peak-load Pricing & Inter-temporal Price Discrimination, Two-part Tariffs.

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Monopolistic Competition & Oligopoly: Price Competition, Prisoner's Dilemma, Cartels.  
Pricing of Factors: Competitive Factor Markets, Equilibrium in Factor Markets, Factor Markets with Monopsony & Monopoly Power.

**Unit V:**

Market Failure: Externalities, Ways of correcting Market Failure, Stock Externalities & Property Rights, Common Property Resources, Public Goods, Private Preferences for Public Goods

Course Outcome:

**Course Objectives:**

After the completion of the course, students will be able to –

CO1: Understand the roles of managers in firms

CO2: Understand the internal and external decisions to be made by managers

CO3: Analyze the demand and supply conditions and assess the position of a company

CO4: Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

CO 5: Analyze real-world business problems with a systematic theoretical framework.

CO6: Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L	L	M	L	L	L	L		—		M	H
CO2	L	M		M	L	M	M	M	—	M	M	H
CO3	L	H		H	L	M	H	M	—	M	L	M
CO4	L	M		H	L	M	H	H	—	M	L	M
CO5	L	M	L	H	L	H	H	H		M	L	M
CO6	L	M		H	L	H	L	L	—	H	L	M

H = Highly Related; M = Medium, L = Low

**Text books:**

1. Pindyck, Rubinfeld & Mehta (2009). *Microeconomics* (7th ed.). Pearson.

**References:**

1. Lipsey and Chrystal. (2008). *Economics*. (11th ed.). Oxford University Press.

2. Koutosyiannis (1979). *Modern Microeconomics*. (2nd ed.). Palgrave Macmillan.

3. Dominick Salvatore (2009). *Principles of Microeconomics* (5th ed.). Oxford University Press.

**MBA I**

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**MBA Scheme 2020-2022  
ORGANIZATIONAL BEHAVIOUR  
PAPER CODE: MBA 003A  
CREDITS: (3)**

**Objective:** This course is designed to equip the students with the tools necessary to understanding the dynamics of individual and group behaviour for efficient and effective utilization of human resources in the organizations. Broadly, the course intends to help the students to be able to understand and analyse the individual needs, feelings, aspirations and to develop skills needed to plan for the implementation of change in an organization.

**UNIT I: Introduction**

Definition, Need and Importance of Organizational Behavior, Contributing disciplines of OB. Nature and Scope, Organizational Behavior Models.

**UNIT II: Individual Behaviour**

**Personality** – Type A and B, Big five personality types, Factors influencing personality.

**Values And Attitudes**– Concept and types of values: Terminal value and instrumental value. Components of attitude, job related attitudes, measurement of attitude.

**Learning** – Concept and learning theories and reinforcement.

**Perceptions And Emotions** – Importance, factors influencing perception, perpetual distortions, emotional intelligence.

**UNIT III: Motivation And Interpersonal Behaviour**

**Motivation** – Meaning and importance of motivation, Maslow’s need hierarchy theory, Herzberg’s two factor theory, Theory X Theory Y, Intrinsic and Extrinsic motivation by Ken Thomas, Measurement of motivation using standard questionnaire. Communication and feedback. Transactional Analysis (TA), Johari Window.

**UNIT IV: Group Behaviour**

Group Dynamics, Cohesiveness and Productivity. **Conflict:** Sources of conflict, resolution strategies. **Leadership:** Meaning and concept of leadership, trait theory, transactional, charismatic, and transformational leadership.

**UNIT V: Dynamics of Organisational Behaviour**

**Organizational Climate and Culture** – Concept, Factors affecting organizational climate and culture, Developing organizational culture. **Organizational Change** – Importance, Stability vs. Change, Proactive vs Reaction change, Change process, Resistance to change, Managing change.

**Stress** – Work Stressors, Consequences, Prevention and Management of stress

**Course Out Comes**

Upon successful completion of the requirements for this course, students will be able to:

CO1: define, explain and illustrate a range of organizational behavior theories;

**Course Outcome (CO):**

At the end of this course students will have:

CO1: analyze the behavior of individuals and groups in organizations in terms of organizational

behavior theories, models and concepts;

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CO 2: apply organizational behavior concepts, models and theories to real life management situations through case analysis;

CO43: demonstrate a critical understanding of organizational behaviour theories and current empirical research associated with the topics covered in this course.

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L	L	M	L	L	L	L		—		M	H
CO2	L	M		M	L	M	M	M	—	M	M	H
CO3	L	H		H	L	M	H	M	—	M	L	M
CO4	L	M		H	L	M	H	H	—	M	L	M

**Essential Readings:**

1. Robbins, S.P., *OrganisationalBehaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Greenberg, Jerald, and Robert A Baron, *OrganisationalBehaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Luthans, F., *OrganisationalBehaviour*, McGraw Hill International. New York.

**Suggested Readings:**

1. Chhabra, T. N., *OrganisationalBehaviour*, Sun India Publications.
2. Singh, A.K., and B. P. Singh, *Organizational Behavior*, Excel Books Pvt. Ltd, New Delhi.

**Suggested Books:-**

1. Marketing In A Nutshell By Mike Meldrum, Elsevier Science Publications.
2. Marketing Management : An Indian Perspective By Prof. Vijay PrakashAnand, Wiley Publications.
3. Principles of Marketing By Prof. S.A. Sherlekar& R. Krishnamoorthy, Himalaya Publishing House Pvt. Ltd.

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**MBA I Semester**

**QUANTITATIVE METHODS IN MANAGEMENT  
PAPER CODE: MBA004A  
CREDITS: (4)**

**Objectives:**

The course is designed to make the students familiar with the basic statistical and linear programming techniques. The focus of this paper is to enable the students to apply relevant quantitative tools in business decision making. Students will be exposed to relevant software packages as part of the curriculum.

**Unit I:**

Role of quantitative methods and operations research for managerial decision making and support. Role of mathematical models in problem formulation and solving. Structure of decisions, statistical decision theory; decision making under uncertainty, risk, certainty. Decision Trees; method

**Unit II:**

Game theory applications, Transportation & Assignment Problems.

**Unit III:**

Simplex technique; transportation, assignment. Mathematical Programming models formulation and applications. Linear Programming- graphical problems.

**Unit IV**

PERT and CPM. Queuing theory- M/M/1 and M/M/n model. Monte Carlo System Simulation concepts and applications.

**Unit V:**

Case Study applications and use of OR software packages.

**Course Outcomes**

At the end of this course the students will able to learn –

CO1: Understand the elementary concepts and techniques of decision making, risk analysis, business processes, and would able to generate the skills of problem solving.

CO2: Understand the concepts of game theory, programming model, PERT CPM to apply it in real time situation.

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**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES:**

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	M	L	L	H	H	M	L	—	M	—	M
CO2	H	H	L	L	M	H	M	H	—	M	—	H

H = Highly Related; M = Medium, L = Low

**Suggested Books:**

- 1) Levin, R.I. and Rubin, D.S: Statistics for Management, Prentice Hall of India, New Delhi. (2000).
- 2) Kapoor, V.K. Operations Research. Sultan Chand and Sons, New Delhi. (1999).
- 3) Sharma, J.K. Fundamentals of Operations Research. Macmillan India Ltd., New Delhi. (2001).

**MBA I**  
**BUSINESS COMMUNICATION**  
**Subject Code : MBA005A**  
**Credit : 3L**

**Objective**

To develop communication competence in prospective managers and to make them enable the prospective managers to communicate information as well as their thoughts and ideas with clarity and precision.

**Module 1:** Business communication covering Role of communication in information age; concept and meaning of communication; skills necessary for technical communication; Communications in a technical organization; Barriers to the process of communication. (6 Lectures)

**Module 2:** Style and organization in technical communication covering, Listening, speaking, reading and writing as skills; Objectivity, clarity, precision as defining features of technical communication; Various types of business writing: Letters, reports, notes, memos; Language and format of various types of business letters; Language and style of reports; Report writing strategies; Analysis of a sample report; (8 Lectures)

**Module 3:** Communication and personality development covering, Psychological aspects of communication, cognition as a part of communication; Emotional Intelligence; Politeness and Etiquette in communication; Cultural factors that influence communication; Mannerisms to be avoided in communication; Language and persuasion; Language and conflict resolution; (7 Lectures)

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**Module 4:** Applications of Listening and comprehension skills; Reading Skills; Sound Structure of English and intonation patterns; (5 lectures)

**Module 5A:** Oral Presentation and professional speaking covering, Basics of English pronunciation; Elements of effective presentation; Body Language and use of voice during presentation; Connecting with the audience during presentation; Projecting a positive image while speaking; Planning and preparing a model presentation; Organizing the presentation to suit the audience and context; Basics of public speaking; Preparing for a speech; (3 Lectures)

**Module 5B:** Career Oriental Communication covering, Resume and bio-data: Design & style; Applying for a job: Language and format of job application. Job Interviews: purpose and process; How to prepare for interviews; Language and style to be used in interview; Types of interview questions and how to answer them; Group Discussion: structure and dynamics; Techniques of effective participation in group discussion; Preparing for group discussion; (5 Lectures)

**Module 5C:** Advanced Techniques in Technical Communication covering, Interview through telephone/video-conferencing; Power-point presentation: structure and format; Using e-mail for business communication; Standard e-mail practices; Language in e-mail; Using internet



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for collecting information; Referencing while using internet materials for project reports; Writing for the media; (2 Lectures)

**Course Outcome (CO):**

**At the end of this course students will have:**

CO 1: Learn to develop communication competence in prospective managers.

CO 2: To enable the prospective managers to communicate information as well as their thoughts and ideas with clarity and precision. It will equip the applications of communication such as applying for a job, writing reports and proposals, facing an interview and participating in a group discussion.

CO 3: To make them aware of the new developments in technical communication that have become part of business organizations today.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome											
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012
CO1	H	H	H		H			H			L	
CO2		L				M	L			H		
CO3				M					H			H

H = Highly Related; M = Medium L = Low

**Text/Reference books:**

1. Fred Luthans, Organizational Behaviour, McGraw Hill
2. Lesikar and petit, Report writing for Business
3. M. Ashraf Rizvi, Effective Technical Communication, McGraw Hill
4. Wallace and masters, Personal Development for Life and Work, Thomson Learning
5. Hartman Lemay, Presentation Success, Thomson Learning
6. Malcolm Goodale, Professional Presentations
7. Farhathullah, T. M. Communication skills for Technical Students
8. Michael Muckian, John Woods, The Business letters Handbook
9. Herta A. Murphy, Effective Business Communication
10. MLA Handbook for Writers of Research Papers

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**M.B.A. I Semester**  
**MANAGERIAL ACCOUNTING IN MANAGEMENT**  
**PAPER CODE: MBA101A**

**CREDITS: (4)**

**Objectives:**

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. They can assess and apply their strengths in accounting.

**Unit-I:**

Financial Accounting – Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope. Cases and Problems

**Unit-II:**

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios.

**Unit-III:**

Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement. Cases and Problems

**Unit-IV:**

Cost Accounting – Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of breakeven point, margin of safety. Profit graphs. Cases and Problems

**Unit-V:**

Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost variances. Causes and Disposition of variances. Cases and Problems

**Course Outcomes:**

At the end of this course the students will be able to -

CO1: Develop a functional knowledge of basic managerial accounting principles which will include at a minimum.

CO2: The ability to calculate costs in a job order and a process cost accounting system and understand how the costs flow through the system

CO3: An understanding of the types of costs and how they behave in order to calculate cost-volume-profit relationships?

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CO4: An understanding of the types of budgets and be able to prepare operating budgets, financial budgets and capital budgets.

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	L	L	M	L	L	L	L		—		M	H
CO2	L	M		M	L	M	M	M	—	M	M	H
CO3	L	H		H	L	M	H	M	—	M	L	M
CO4	L	M		H	L	M	H	H	—	M	L	M

**Suggested Books:-**

1. Ray Garrison, Eric Noreen, Peter Brewer: Managerial Accounting, MC Graw Hill Education (India) Private Limited, 13<sup>th</sup> Edition.
2. Kuppapally Jelsy Joseph: Accounting For Managers, PHI Publications.
3. R.C. Shekhar, A.V. Rajagopalan: Management Accounting, Oxford University Press.

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**MBA I Semester**

**MBA I**  
**Entrepreneurship Skills & Starts Ups**  
**Subject Code: MBA 131A**  
**Credit :(3 L)**

**Objective**

To Develop and Strengthen Entrepreneurial Quality And Motivation In Students And To Impart Basic Entrepreneurial Skills And Understanding To Run A Business Efficiently And Effectively

**UNIT I :**

Entrepreneur – Types Of Entrepreneurs – Difference Between Entrepreneur And Intrapreneur  
Entrepreneurship In Economic Growth, Factors Affecting Entrepreneurial Growth.

**UNIT II:**

Generating business ideas – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition, environment scanning, competitor and industry analysis. Intellectual Property Strategy for the Innovation- Driven Enterprise. Managing the Productive Core of the Firm: Innovation

**UNIT III :**

- a. Managing the Productive Core of the Firm: Innovation.
- b. **Executing innovations** — the structures and incentives organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes.
- c. **Exploiting innovations** — the strategies that a firm must consider to most effectively exploit the value of their innovation, including innovation platforms that incorporate multiple product options, portfolios and standards.
- d. **Renewing innovations** — the processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations.

**UNIT IV :**

Need – Sources Of Finance, Term Loans, Capital Structure, Financial Institution, Management Of Working Capital, Costing, Break Even Analysis, Taxation – Income Tax, Excise Duty – Sales Tax.

**UNIT V:**

Sickness In Small Business – Concept, Magnitude, Causes And Consequences, Corrective Measures – Business Incubators – Government Policy For Small Scale Enterprises – Growth

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Strategies In Small Industry – Expansion, Diversification, Joint Venture, Merger And Sub Contracting.

After studying this course, you should be able to:

- CO1 Understand the nature of entrepreneurship
- CO2 Understand the function of the entrepreneur in the successful, commercial application of innovations
- CO3 Confirm an entrepreneurial business idea
- CO4 Identify personal attributes that enable best use of entrepreneurial opportunities

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome											
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012
CO1	H	H	H		H			H			L	
CO2		L				M	L			H		
CO3				M					H			H
C04		L	M		H			H				

H = Highly Related; M = Medium L = Low

**MBA I**

**MARKETING MANAGEMENT**  
**PAPER CODE: MBA 161A**  
**CREDITS: (3)**

**Objectives:**

The course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

**Unit I**

Introduction Meaning, Definition, Philosophies of Marketing, Scanning the Marketing Environment, Ethical and Social issues of Marketing. , Introduction to Marketing research: Meaning, Definition, Process of Marketing research & MIS. Rural Marketing: The profile of rural market of India. The

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main problem area in rural marketing, Market Segmentation & Marketing communication in Rural Markets.

**Unit II**

Determining alternative market or segment attractiveness, Bases of segmentation – Making, market and segment choices - Principles of competitive positioning - Communicating the competitive position Targeting, Alternative targeting strategies Positioning :Meaning, Definition, Requirement ,Product Positioning, Types of Positioning, Positioning Process

**Unit III**

Understanding Consumer Behavior, Factors Influencing consumer behavior ,Consumer Decision Making Process ,Organizational Consumer Behavior ,Factors Influencing Organizational Consumer Buying Behavior.

**Unit IV**

Product Decision: Meaning, Definition, Classification, Product Mix & Product Line decision, Product Life cycle, New Product Development, Branding, Packaging & Labeling Decisions. Pricing: Meaning, Definition, Learning Objectives , Factors Affecting Pricing Decisions ,Price Setting Procedure, Selecting Pricing Strategies, Selection of Pricing Method.

**Unit V**

Market Channel Decisions : Meaning ,Definition Functions and Types, Factors Affecting in Selection of Channel, Channel Process , Introduction to VMS, HMS,MLM. Managing the Marketing Promotion Decisions:, Advertising, Sales Promotion ,Personal Selling, Public Relations, Direct & Online Marketing

**Course Outcome (CO):**

At the end of this course students will have:

CO1: Identify and respond to marketing its objectives by applying principles of marketing and communications.

CO2: Develop a marketing plan and present and defend it persuasively.

CO3: Contribute to evaluating the effectiveness of marketing initiatives.

CO4: Participate in the development of creative solutions to address marketing challenges.

Course Outcome	Program Outcome											
	Po1	Po2	Po3	Po4	Po5	Po6	Po7	Po8	Po9	Po10	Po11	Po12
CO1	H	H	H		H			H			L	
CO2		L				M	L			H		
CO3				M					H			H

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C04		L	M		H			H				
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**Essential Readings:**

1. Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
2. Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
3. Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012
4. Marketing Management Concepts & Cases, S.A.Sherlekar, HPH

**Suggested Readings:**

1. Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
2. Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
3. Marketing Management – Karunakaran, HPH.
4. Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.

**Suggested Books:-**

1. Marketing In A Nutshell By Mike Meldrum, Elsevier Science Publications.
2. Marketing Management : An Indian Perspective By Prof. Vijay PrakashAnand, Wiley Publications.
3. Principles of Marketing By Prof. S.A. Sherlekar& R. Krishnamoorthy, Himalaya Publishing House Pvt. Ltd.

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**INFORMATION TECHNOLOGY FOR MANAGEMENT**

**PAPER CODE:- MBA 221A**

**CREDITS: (4)**

**Objectives:**

The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools and to develop an understanding of the data processing systems existing in organizations.

**Unit I:**

Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of Information, Organization and Information.

**Unit II:**

System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT. Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics,

**Unit III:**

Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management, Application of MIS, ERP & IT's Benefits. Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www, Internet in India, Security, Web Browser, Future of Internet.

**Unit IV:**

E-Comm. an Introduction, E Business Fundamentals. New Information Technology: Interconnection and networking, Multimedia, Neural Networks,

**Unit V:**

Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems. Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.

Course Outcomes –

At the end of this Course the students will

CO1: Able to develop micro-level individual competency of contemporary Information Technology Tools

CO2: able to develop an understanding of the data processing systems existing in organizations.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

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H = Highly Related; M = Medium L = Low

ITM

<i>Course Outcome</i>	<b>Program Outcome</b>											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	L	M			M	M	H	H	L		H
CO2	H	M	H	M	M		L	M	M	M		M

**Suggested Readings:-**

1. George W. Reynolds, Course Technology, USA: Informational Technology for Managers
2. Information Technology For Management: Advancing Sustainable, Profitable Business Growth, 9<sup>th</sup> Edition, Wiley Publications, New Delhi.

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# **II SEMESTER**

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**MBA II Semester**

**BUSINESS ENVIRONMENT**

**PAPER CODE: MBA 007A**

**CREDITS: (3)**

**Objectives:** The objective of the course is to develop an understanding of the methods for analyzing Business Environment and implications of changes in micro and macro environment for businesses.

**UNIT – I**

Nature of the Environment of Business:- Nature, Concept and Significance of Internal Environment, Management of Organizational Resources for Developing Effective Internal Organizational Environment.

**UNIT - II**

Economic Policies, Government and Business:- Industrial, Monetary, Fiscal and Foreign Trade Policies, Economic System, Economic Structure, Social Responsibility of Business and Social Responsibility of Government, Business Ethics.

**UNIT - III**

Non-Economic Environment of Business:- Social and Cultural Forces Affecting Business. Political and Legal Forces Affecting Operation of Business in a given Economic Framework, Concept and Significance of Technological Environment, Government Guidelines for Technological Up gradation, Regulation for Foreign Collaboration and Investment.

**UNIT - IV**

Natural Environment and Value of Life:- The concept of Value of Life Used in Economic Analysis, Environmental Regulation for Pollution Control, Recycling and Disposal of Industrial Waste.

**UNIT - V**

Recent Development in Business Environment of India:- Market Freedom, Privatisation, Globalization, WTO and its Impact on Indian Industries, Consumer Protection, Disinvestment, Government of India's Commercial Banking, and Government Policy regarding Small Sector Enterprises.

Course outcome –

At the end of this course the student will able to learn-

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CO1: Have a solid understanding of basic environmental concern underlying the importance of the transnational corporation, of international trade, and of competitiveness

CO 2; Have background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment

CO3 : Be able to use the theory and background knowledge learned to enhance your general understanding of the significance and likely impacts of different business decisions

CO4: Be able to use the theory and background knowledge learned to enhance your general understanding of everyday world events and their impacts on business, and to formulate critical opinions around such issues

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

BE

<i>Course Outcome</i>	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	H	M	H	M	H	H	H		H	M	H
CO2	M	H	M	H	L	H	M	H	L	L	L	H
CO3	H	H	H	H	L	H	H	H	L	H	H	H
CO4	H	H	H	H	H	H	H	H	L	H	L	H

H = Highly Related; M = Medium L = Low

**Suggested Books:**

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd, 2003
2. Dr. Justin Paul, Business Environment, Tata McGraw Hill Publishing Co.Ltd
3. Francis Cherunillam, Business Environment, Himalaya Publishing House
4. Ghosh, Economic Environment of Business, Vikas Publication House Pvt Ltd 2003
  
5. J.Bhagwati, India In Transition, Oxford University Press, 1994

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6. K.Aswathapa, Essentials of Business Environment, Himalaya Publishing, 2000

**MBA II SEMESTER  
FINANCIAL MANAGEMENT**

**PAPER CODE: MBA 102A**

**CREDITS: (3)**

**Objective:** To familiarize the students with the principles and practice of financial management.

**UNIT I**

Financial Management: Meaning & Scope of FM. Objectives of FM, Functions of Financial Managers, Financial Decisions,

Financial Statement Analysis: Meaning, Techniques of analysis (Trend analysis, Ratio Analysis). Fund Flow & Cash Flow Analysis.

**UNIT II**

Time value of money: Present Value & Future Value of Rupee one & Annuity.

Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.

**Unit III:**

Funds Raising Decision: Cost of Capital: Cost of Debt Capital, Preference Capital, Equity Capital, Retained Earnings & Weighted Average Cost of Capital.

Capital Structure – Determination of capital structure, optimum capital structure, over capitalization & under capitalization, Return on capital employed, Capital Gearing, Trading on equity.

**Unit III:**

Capital Budgeting (Traditional & modern Techniques): Pay Back Period, ARR, NPV, IRR, PI & Terminal Value techniques.

Theories of capital structure: Net Operating Income, Net Income, Traditional & MM Theory.

**UNIT IV:**

Working Capital Management: Meaning, Components of WC, Operating Cycles Method of estimation of WC.

Inventory Management: Concept, Objectives & Inventory Control Techniques.

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**Receivable Management: Concept & Objectives.**

**Unit V:**

**Leverages: Meaning, Types of leverages, calculation of Leverages: Operating Leverage, Financial Leverage & Combined Leverage.**

**Dividend Policy: Concept of Dividend & Dividend Policy, Determinants of Dividend Policy, Dividend Model: Gordon Model, Walter Model & M-M Model**

**Suggested Books:**

- 1) Khan, M.Y. Jain, P.K. *Financial Management: Text, Problems and Cases*, Tata McGraw Hill Publishing Company Limited.
- 2) Pandey, I.M. *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi. (2003).
- 3) Bhattacharya, *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi 2003
- 4) Saraswat, Bhatnagar, *Financial Management*, Garima Publications, 2012.
- 5) M.R. Agarwal, *Financial Management*, Garima Publications Jaipur, 2009.

Course outcome –

At the end of this course the student will able to learn-

CO1: Apply and critically evaluate corporate finance techniques and critically evaluate theories of financial statements and related analysis;

CO2: Identify, define and analyse problems and identify and create process to solve them and Exercise critical judgement in creating new understanding;

CO3 ; Demonstrate advanced numeracy and quantitative skills and Identify and evaluate social, cultural, global, ethical and environmental responsibilities and issues;

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	M	L	H	M	H	L	M	—	H	—	M
CO2	H	H	L	H	H	H	L	M	—	M	—	M
CO3	H	H	L	M	M	L	M	M	—	M	L	M

H = Highly Related; M = Medium L = Low

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**MBA II Sem**

**HUMAN RESOURCE MANAGEMENT  
PAPER CODE: MBA 191A  
CREDITS: (3L)**

**Learning Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

Course Contents:

**Unit I Introduction to Human Resource Management**

HRM – Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM - Strategic HRM, Managing Global Human Resources Role of HR in Internationalization of Business - Staffing Global Organizations - Implementing Global HR System

**Unit II Recruitment and Selection**

HR forecasting, Recruitment and Selection, Human Resource Planning - Job Analysis – Job Evaluation - Recruiting Talent – Selecting Right Talent , Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction, **Man power Planning , methods**

**Unit III Training and Development**

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Training and development approaches , Training Budget, Training -ROI, Evaluation of Training and Management Development, Performance Management and Appraisal, Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

**Unit IV -Compensation**

Concept of compensation, Elements of Compensation, Process of Determining Compensation , Managing Wages, Concept of Rewards and Incentives,

**Unit V- Practical aspects of HRM**

Preparing recruitment forms, Drafting offer letter, Appointment letters, Job Description and Specification Forms, Preparing Training & placement Doc, Performance Appraisal Forms

**Course outcome –**

At the end of this course the student will able to learn-

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM;

CO2: Demonstrate competence in development and problem-solving in the area of HR Management; Provide innovative solutions to problems in the fields of HRM;

CO3: Work effectively with colleagues with diverse skills, experience levels and way of thinking and be able to identify and appreciate the significance of the ethical issues in HR

CO4: Be able to evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

HRM

<i>Course Outcome</i>	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	H		H	M	L				M	L	H
CO2	H	M	M	L	M		L	H	H	H	H	H



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CO3	L	L	H	M	L	H		H	H	M	H	H
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H = Highly Related; M = Medium L = Low

**Text Books:**

1. De Cenzo, D.A. & Robbins ,S.P. (2006). *Fundamentals of Human Resource Management* (10th ed.). New York: John Wiley & Sons

**Suggested Readings:**

1. Monappa & Saiyaddin. (2000). *Personnel Management*. New Delhi: Tata McGraw Hill
2. Rao, V.S.P (2007). *Human Resource Management- Text and Cases* (2nd ed.). New Delhi: Excel Books.

**MBA II SEMESTER**

**MANAGEMENT RESEARCH METHODOLOGY**

**SUBJECT CODE: MBA013A**

**CREDITS: (3L)**

**Unit I**

Meaning, Objective and Motivation in research, Type of research, research approaches, Significance of research, research process, criteria for good research, Define the research problem, selecting a problem, research design, meaning of research design, need of research design, features of good design.

**Unit II**

Sampling Designing: Census and sample survey, implications of sample design, steps in sample design, criteria of selecting a sample, characteristic of a good sample design, Different type of sample design, random sampling. Data collection techniques: collection of data, interview, schedule and questionnaire method, difference between questionnaires and schedules, Collection of secondary data, selection of appropriate method for data collection.

**Unit III**

Processing and analysis of data, type of analysis, statistics in research, type of series, measurement of central tendency, measurement of dispersion, regression analysis, least

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square method, Mean based method , correlation analysis, Karl Pearson coefficient of correlation, Spearman single rank method, repeated rank method, relationship between correlation and regression analysis.

**Unit IV**

Hypothesis Design, Basic concept concerning hypothesis testing, procedure of hypothesis testing, Important Parametric test: Z test, T test and F test, Non parametric test: Chi square test, Sign test, run test, mann- whitney U test, Limitation of the testing of hypothesis.

**Unit V**

Scaling technique, measurement in research, type of measurement scales, techniques of developing measurement tools, Interpretation and report writing, technique of interpretation, Significance of report writing, Different steps in writing a report, Lay out of the research report, types of report.

Course outcome-

1. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues
2. Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
3. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
4. Conceptualise the research process
5. Develop necessary critical thinking skills in order to evaluate different research approaches utilised in the service industries

MRM

<i>Course Outcome</i>	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	H	L	H	H	H	L	L	M	H		H
CO2	H	H	H	M		M	L	L	M	H	M	H
CO3	H	H	M	H	M	L	L	H		M		M
CO4	H	H	M	M	L	M	L	M		L		L

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CO5	H	H	L	H	M	M	L	M	L	M	M	M
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**Reference Books:**

1. Research Methodology: C R Kothari.
2. Business Statistics for managers: Levin and Rubin.
3. Business Research Methods: Coopers & Swindlers.

# III SEMESTER

MBA III SEM

*Strategic Management and Social Capital*

**Subject Code: MBA008A**

**Credit : (3L)**

**Objectives:**

The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

**Unit I**

Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

**Unit II**

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Top management perspective: Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

**Unit III**

Analyzing business environment: Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis. Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies, Generic strategies. Organization structures and strategy.

**Unit IV**

Competitive strategy and competitive advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain.

**Unit V**

Social Capital-Social theory and social structure , Concept and characteristics ,concept of bonding-bridging & linking : Putnam's theory ,A paradigm for social capital, Leveraging social capital in Business set-up &NGO's ,Social capital in the organisation, Social capital outside the organisation , Social capital, exchange and contribution, Social capital, intellectual capital and the organizational advantage.

**Course outcome-**

- 1.Analyse and evaluate an organisation in its context from a strategic perspective.
- 2.Determine appropriate strategic directions for an organisation.
3. Define and recommend a course of action that is consistent with the recommended strategic direction

CO	Program Outcome											
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012
CO1	H	H	H		H			H			L	
CO2		L				M	L			H		
CO3				M					H	H		H

**Reference Books:**

- 1.G.Saloner,A.Shepard,andJ.Padolny,*StrategicManagement*,WileyIndia,New Delhi,2008
- 2.AnthonyHenry,*Understanding Strategic Management*,OUP,New Delhi,2011
- 3.A.Haberberg and A.Rieple,*StrategicManagement:Theory and Application*,OUP,New Delhi,2008

**MBA III SEMESTER**  
**BUSINESS LAW**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

**Faculty of Management  
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**MBA Scheme 2020-2022  
SUBJECT CODE: MBA009A  
CREDIT: (3L)**

**Objectives:**

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise.

**UNIT I:**

Nature of Business law, Sources of Business law and their classification. Mercantile law, Statute I Case law, Customs and Usage. Agreement and their legal obligations.

**UNIT II:**

Essential elements of a valid contract, types of contract, Void and voidable contract. Unenforceable and illegal agreements. Offer and acceptance over the telephone. Law of Arbitration-Definition of Arbitration, Effect of an arbitration. Arbitration without Intervention of Court. Powers and duties of Arbitrators.

**UNIT III:**

Sale of Goods Act. Definition and essentials of a contract of sale, Distinction between sale and agreement to sell, sale and hire purchase, sale distinguished from contract for work and labour. Kinds of goods, perishable goods. Document to the title of goods. Rules regarding transfer of property, Transfer of Title on sale.

**UNIT IV:**

Rules regarding delivery of goods. Buyers rights against seller, and unpaid seller's rights. Consumer protection act. Consumers rights, consumer's disputes redressal agencies, consumer protection council.

**UNIT V:**

Negotiable Instruments act. Definition and characteristic of Negotiable instrument. Liabilities of Parties to Negotiable Instruments. Brief exposure to Company Law including incorporation of a company - objects, registration, article of association, raising capital from public, company management and reconstruction, amalgamation and winding up.  
Course outcome-

1. Demonstrate an advanced and integrated understanding of law and understand the impact of these laws on business practice.
2. Critically evaluate business law in defining corporate governance in an organization.
3. Analyse and research complex problems relating to business law and make reasoned and appropriate choices amongst alternatives.
4. Demonstrate sophisticated cognitive and creative skills in approaching legal issues relating to business law and generate appropriate responses.

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<i>Course Outcome</i>	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	H	L	L	M	L	L	L	M	M	L	M
CO2	M	M	M	M	M	M	L	L	M	L	M	L
CO3	H	H	H	H	H	H	H	H	H	H	H	H
CO4		M		L		H		L		H	M	H
CO5	H	H	M	H	M	H	M	M	H	H	H	M

5. Demonstrate the intellectual and practical skills needed to justify and interpret theoretical propositions, legal methodologies, conclusions and professional decisions.

**Reference Books:**

1.P.C.Tulsian, **Business Law**,Tata McGraw Hill,New Delhi,2000

2.Kavita Krishnamurthy, **Business Law**, Global Vision Publishing,New Delhi,2011

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**MBA III Semester**  
**COMMUNICATION SKILLS II**  
**Subject Code : MBA012A**  
**Credit :3L**

**Objectives**

Apply appropriate communication skills across settings, purposes, and audiences  
Demonstrate knowledge of communication theory and application. Practice critical thinking to develop innovative and well-founded perspectives related to the students' emphases.

**Unit-I**

**Principles of Communication**

1. Introduction to Communication
2. Barriers to Communication
3. Basics of Technical Communication

**Unit-II**

**Constructing Sentences**

1. Modal Auxiliaries
2. Prepositions

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization



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3. The Passive
4. Narration
5. Subject-Verb Agreement
6. Determiners

**Unit- III**

**Speak Well (Speech Mechanism)**

**Phonetics**

Organs of Speech- The Respiratory System, The Phonatory System, The Articulatory System. Vowel Sounds- Pure Vowel Sounds (Monophthongs), Diphthongs, Consonant sounds and Symbols. Phonetic Transcription of some Common English Words

**Unit- IV**

**Composition**

1. Précis Writing
2. Essay Writing
3. Email Writing
4. Comprehension

**Unit-V**

**Composition**

1. Business Letter Writing- Structure, Format, Parts of Letter, Various Styles of Letter Writing, Floating Enquiry, Quotations, Quarry for Product specification, Price and other details, Placing the orders and their Execution, Handling Complaints, Sales Letters, Job Applications and their Cover Letters, Letters to Editors.
2. CV Writing
3. Technical Proposal Writing.

**Course Outcome (CO):**

At the end of this course students will have:

CO1: The knowledge using proper communication skills and demonstrate knowledge of communication theory and application.

CO2: They will have innovative and well-founded perspectives and would able to build and maintain healthy and effective relationships.

CO 3 : they will able to use technology to communicate effectively in various settings and contexts and would demonstrate appropriate and professional ethical behavior.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

<i>C</i>	Program Outcome
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CO	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012
CO1	H	H	H		H			H			L	
CO2	H	L				M	L			H		
CO3				M					H			H

H = Highly Related; M = Medium L = Low

***Suggested Books***

1. Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd. (New Delhi)
2. English Grammar and Composition, Gurudas Mukherjee, Ane Books Pvt. Ltd.(New Delhi)
3. Current English Grammar and Usage with Composition, R.P. Sinha, Oxford University Press (New Delhi)
4. Effective Technical Communication, M Ashraf Rizvi, Tata McGraw Hill (New Delhi)
5. Business Communication, Meenakshi Raman &Prakash Singh, Oxford University Press (New Delhi)
6. Professional Communication, ArunaKoneru, Tata McGraw Hills, New Delhi.
7. A Practical Course for Developing Writing Skills in English, J.K. Gangal, PHI Learning Pvt. Ltd., New Delhi.
8. “Communicative English for Engineers and Professionals”, by NitinBhatnagar&MamtaBhatnagar, Pearson (New Delhi).
9. “The Ace of Soft Skills”, by Gopalswamy Ramesh &Mahadevan Ramesh, Pearson (New Delhi)
10. Communication Skills for Engineers and Scientists, Sangeeta Sharma &Binod Mishra, PHI Learning Pvt. Ltd.

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**MBA Scheme 2020-2022**

**M.B.A. III SEMESTER**  
***Project Management***  
**Subject Code: MBA011A**  
**Credit: (3L)**

**Objectives:**

The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

**Unit I**

Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle.

**Unit II**

Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

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**Unit III**

PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.

**Unit IV**

Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts. Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.

**Unit IV**

Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

Course outcome-

1. Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.
2. Align the project to the organization's strategic plans and business justification throughout its lifecycle.
3. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.
4. Adapt projects in response to issues that arise internally and externally.
5. Implement general business concepts, practices, and tools to facilitate project success.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes											
	PO 1	PO 2	PO 3	PO4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO1 1	PO12
CO1	H	H	M	L	L	L	M	L	—	H	L	M
CO2	M	H	M	M	M	M	M	L	—	L	—	M
CO3	M	H	M	L	M	M	M	L	—	L	—	M
CO4	L	H	M	M	M	H	H	M	—	M	L	H
CO5	M	H	M	L	H	M	H	L	—	M	L	H

H = Highly Related; M = Medium; L = Low

**Reference Books:**

- 1.R.B. Khanna, *Project Management*, PHI, New Delhi, 2011
- 2.Roel Grit, *Project Management: A Practical Approach (2012)*, Akshara Books, New Delhi
- 3.Joseph Phillips, *PMP Project Management Professional Study Guide*, McGraw Hill Education (India) 2009

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**MBA Scheme 2020-2022**  
**MBA III Semester**

**PRODUCTION AND OPERATIONS MANAGEMENT**  
**PAPER CODE: MBA 431A**  
**CREDITS: (3)**

**Objectives:**

The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning ,quality, scheduling, maintenance, inventory and environment and safety.

**Unit I Lectures:**

Operations Management: An Introduction: Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services, Operations as a key functional area in an organization. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

**Unit II Lectures:**

Forecasting and Scheduling: Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, Mean Absolute Deviation (MAD). Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (First Cum First Serve (FCFS), Shortest Processing Time (SPT), Earlier Due Date (EDD), Longest Processing Time (LPT), Critical Ration (CR)) & Johnson's rule on two machines, Gantt charts.

**Unit III Lectures:**

Planning Techniques: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon, Decision trees analysis. Queuing and Inventory Models: Elementary Queuing Theory Models: Poisson- Exponential Single Server Model with Infinite Population; M/M/1, M/M/C, Inventory Management: Economic Order Quantity with finite and infinite supply

**Unit IV Lectures:**

Operations and Services Design: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using Longest Operating Time (LOT) rule. Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

**Unit V Lectures:**

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Maintenance Management & Quality Control: Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (Mean Time Before Failure (MTBF), Mean Time To Repair (MTTR) and availability), Reliability: Definition and function of series and parallel. Statistical Quality control: Variations in process (common & assignable causes), Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables control charts, single sampling plan : OC curve Acceptance sampling. **Introduction to the concept of Supply Chain Management and Logistic Management**

Course outcome –

At the end of this course the student will able to learn-

CO1: To analyze the various process characteristics and identify how they support operations strategy through cases and Project work

CO2: Apply decision-making techniques in Business Management with emphasis on decision making under risk and sensitivity analysis, in business cases & Apply workforce management techniques with emphasis on Learning curves in business cases.

CO3: To explain the concept of capacity management and apply capacity techniques in business examples. Identify and apply layout techniques for different types of Process strategies in business examples.

CO 4: Apply forecasting techniques as applied in the business environment. Through cases apply inventory Management techniques including Just - In Time (JIT) systems in optimizing inventory levels. Apply network models and techniques in Project Management problems

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course Outcome	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	H	M	L	M	M	M	L	—	—	L	L	M
CO2	H	L	H	H	M	H	—	M	—	M	—	H
CO3	H	L	M	H	L	H	M	H	—	M	—	H
CO4	H	L	M	H	L	H	H	H	—	M	L	H

H = Highly Related; M = Medium L = Low

**Text Books:**

1. Mahadevan B (2006). *Operations Management Theory & Practice* (2nd ed.). Pearson Education.
2. S.N. Chary(2000). *Production & operations management* (3rd ed.). New Delhi: Tata McGraw Hill.

**Suggested Readings:**

1. S.C. Gupta & V.K. Kapoor (2010). *Fundamentals of Applied Statistics* (4th ed.). Sultan Chand & Son
2. Heizer Jay & Render Barry (2005). *Production & Operations Management* (8th ed.). Pearson Education

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N(2006): *Production & Operation Management Manufacturing and Services*(11th ed.), Tata McGraw Hill
4. V.N.A Naikan (2011): *Reliability Engineering And Life Testing*, Eastern Economy edition, PHI

**Event Management**

**MBA406A (3 credits)**

**Objective**

Course Description: The purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.

**Unit I Principles of Event Management**

Historical Perspective, Introduction to event Management, Size & type of event, Event Team, Code of ethics Principles of event Management, concept & designing. Analysis of concept, Logistics of concept. Feasibility.

**Unit II -Event Planning & Team Management**

Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools Protocols, Dress codes, staging, staffing Unit III Leadership, Traits and characteristics

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**Unit III -Event Marketing and Advertising**

Nature of Marketing, Process of marketing Marketing mix, Sponsorship Unit II Image, Branding, Advertising Publicity and Public relations

**Unit IV - Organization of Events**

Concept, theme, Types and category, Sports, Rallies, Wedding, Fabrication of Events , light & sound, handling vendors

**Unit V - EVENT LAWS & LICENSES**

Relevant legislations, liquor licenses, trade acts, stake holders and official bodies, contracts

Learning outcomes-

CO1 Define the basic concepts related to event management in sports.

- CO2 analyze financial management in events.
- CO3 evaluate the event management process.
- CO4 compose a sample event.

Course Outcome	Program Outcomes											
	PO 1	PO 2	PO 3	PO4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO1 1	PO12
CO1	H	H	M	L	L	L	M	L	—	H	L	M
CO2	M	H	M	M	M	M	M	L	—	L	—	M
CO3	M	H	M	L	M	M	M	L	—	L	—	M
CO4	L	H	M	M	M	H	H	M	—	M	L	H

Reference & Text Book

- Lynn Van Der Wagen & Brenda R. Carlos, Event Management for Tourism, Cultural, Business and Sporting Events, Pearson Prentice Hall, 2005 2.
- Anton Shone & Bryn Parry, ,, Event Successful Management' , Cengage learning 2002 3. Leonard H. Hoyle, Jr, Event Marketing, John Willy and Sons, New York .
- Avrich, Barry Event and Entertainment Marketing, Vikas Publishing House New Delhi, 1994 5. Julia Rutherford Silvers Professional Event Coordination, John Willey & Sons 2003



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**MBA IV SEMESTER**

**Dissertation**

Project Report submission and viva – voce on six months industrial training done.

The objective is to develop their skills in identifying issues in concrete management situations, collecting and analysing data and apply management concepts and techniques to deal constructively with management problems and suggest solutions

During the months of January to June after completing 3<sup>rd</sup> Semester Examinations, students will have to undergo a 6 months internship/ in plant training on real life problems in business/ industrial organizations.

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The programme six months industrial training requires that the candidate would be assigned a project work and guide(s) by the organization under whom the candidate would complete the assigned study. On the satisfactory completion of the work the organization would issue a completion certificate to the candidate concerned. However the candidate in all cases would be under the joint guidance of a Faculty adviser. If and when necessary the organization guide and the faculty adviser may arrange meeting to discuss necessary details to supervise the study the candidate. On completion of internship, a student will have to submit a report on his work to the department (2 copies) and also a copy of the same to the organization concerned. The student will also have to defend his report at a viva voce examination arranged by the department. The break-up of full marks of 100 assigned for this paper is as follows:-

50 marks for the Report (to be jointly evaluated by the Faculty guide and an External examiner )

50 marks for Viva-voce examination (to be awarded by External examiner)

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**M.B.A. (Elective-Finance)**

**FINANCIAL DERIVATIVES**

**PAPER CODE: MBA 104A**

**CREDITS: (3)**

**Objectives:**

This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

**Unit I:**

Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

**Unit II:**

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes.

**Unit III:**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives. Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology.

**Unit IV:**

Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

**Unit V:**

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives. Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

Course outcome-

1. Understanding of the motives, reasons and explanations for corporate hedging activity.
2. Knowledge of key financial building blocks, used in constructing complex derivative instruments (eg futures, forwards, options and swaps).
3. Analysis of payoffs and strategies involved in trading derivative instruments and combinations of derivatives.
4. Application of the pricing of individual and combinations of derivative securities.
5. Use and benefits of derivatives in a portfolio context.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcomes												Program Specific Outcomes			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4
CO1	H	L	L	M	H	M	L	L	—	—	—	L	L	M	H	L
CO2	H	—	—	L	—	H	M	M	—	—	—	L	L	H	H	L
CO3	M	H	L	M	L	H	H	H	—	M	—	M	L	L	H	L
CO4	M	L	—	L	—	M	—	M	—	H	—	M	M	L	H	M
CO5	L	H	L	M	M	L	L	H	—	M	—	L	L	H	M	L

H = Highly Related; M = Medium; L = Low

**Suggested Readings:-**

1. Financial Derivatives: Theory, Concepts and Problems by S.L. Gupta, PHI Publications.
2. Financial Derivatives: The Currency and Rates Factor by Aman Chugh and Divik Maheshwari, Pearson Publications.

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Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

**Faculty of Management  
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**MBA Scheme 2020-2022  
INSURANCE AND RISK MANAGEMENT  
PAPER CODE: MBA 106A  
CREDITS: (3)**

**Objectives:**

This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

**Unit I**

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

**Unit II**

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

**Unit III**

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance.

**Unit IV**

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance.

**Unit V**

Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

**Course Outcomes**

The student will able to learn

CO1: the exposures that constitute the overall risk faced by a firm or enterprise and the process of managing the various exposures that affect the firm or enterprise.

CO2: how insurance can be employed to avoid risk and protect the firm or enterprise. And Explain how the insurance market is structured and regulated.

CO3 : Will able to Organize, model, and quantify the exposures and risks faced by the firm or enterprise and Calculate the effects of the risks and exposures on the value of the firm or enterprise.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM  
OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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Course Outcome	Program Outcomes												Program Specific Outcomes			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4
CO1	M	M	H	M	L	M	L	M	—	M	—	H	—	L	H	H
CO2	H	M	M	M	L	M	L	M	—	M	—	M	—	L	H	M
CO3	H	M	M	M	L	M	L	M	—	M	—	H	—	L	H	H

H = Highly Related; M = Medium, L = Low

**Suggested Readings:**

1. Insurance & Risk Management by P K Gupta, Himalaya Publishers
2. Risk Management and Insurance Planning by Jatinder Loomba, PHI Publishers
3. Essentials of Risk Management and Insurance by Emmett J. Vaughan, Wiley Publications.

**MBA (Elective-Finance)**

**FINANCIAL DECISION MAKING**

**PAPER CODE: MBA 103A**

**CREDITS: (3)**

**Objectives:**

This course develops concepts and techniques that are applied to financial modelling and financial decisions such as: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. It stresses the application of theory and techniques and extensive use of case studies.

**Unit I:**

An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non Banking Financial Intermediaries. Financial institutions and economic development: nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system.

**Unit II:**

Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.

**Unit III:**

Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield. Concept of strategic decisions-changing global economic environment. Valuation of strategic options-merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases.

**Unit IV:**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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Strategic decisions regarding financial services- Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

**Unit V:**

Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

**Suggested Books:-**

1. Financial Decision Making: Concepts, Problems and Cases by John. J. Hampton, Prentice Hall.
2. Fundamentals of Corporate Finance by Robert Rarrino & David Kidwell, Wiley Publications.
3. Financial Decision Making for Entrepreneurs and Managers by Dr. Tom McKaskill.

**MBA (Elective-Finance)**

**INDIAN FINANCIAL SYSTEM**

**PAPER CODE: MBA 105A**

**CREDITS: (3)**

**Objectives:**

The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues in Indian financial system.

**Unit I:**

Overview of Indian Financial System. Role of Financial Markets in capital formation and economic development; Indian Financial system- An overview. Commercial Banks and Industrial Finance- evolving role.

**Unit II:**

Reserve Bank of India as a Regulator of Banking System and its other functions. Basel –I and Basel-II norms.

**Unit III:**

Markets. Money Market Organization in India nature, constituents and instruments. Industries Securities Market in India: New Issue Market and Stock Exchange. Differences and similarities, functions, methods of New Issues, Regulatory Framework and SEBI.

**Unit IV:**

Mutual Funds, Insurance and others. Investment Policy and performance appraisal of Unit Trust of India,

**Unit V:**

Insurance Industry , IRDA Insurance Regulator . New Developments such as financial instruments, Private foreign investments, case studies and problems.

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**Suggested Readings:-**

1. Indian Financial System by HR Machiraju, Vikas Publications.
2. Indian Financial System by Bharati V. Pathak, Pearson Education.
3. Indian Financial System by M Y Khan, Tata McGraw Hill Education Private Ltd.

**MBA (Elective-Finance)**

**INTERNATIONAL FINANCIAL MANAGEMENT**

**PAPER CODE: MBA 107A**

**CREDIT: (3)**

**Objectives:**

This course has been designed to acquaint the students with the conceptual framework of the key decision areas in international finance. The basic objective of the course is to provide an overview of the financial environment in which multinational firms operate.

**Unit I:**

Foreign Exchange Market and Risk Management: Environment of International Financial Management: Balance of Payments. Means of International Payments, Foreign Exchange Market, Currency Futures and Options Markets.

**Unit II:**

Foreign Exchange Risk Management, Exchange Risk, Political Risk, Interest Rate Risk, Measuring and Managing Foreign Exchange Exposure, Practical Problems.

**Unit III:**

Financing of International Operations: Determination of Exchange Rate, Exchange Market and Arbitrage, Exchange Rate Control, Financing of Exports and International Investments.

International Monetary Systems, European Monetary System, International monetary and Financial Institutions, Practical Problems.

**Unit IV:**

Financial Management of MNCs: Multinational Financial Management: Capital Budgeting Decisions for Multinational Corporation, Financing Decisions- Cost of Capital and Financial Structure.

**Unit V:**

Working Capital Management and Control International Banking, International Transfer Pricing, Cases and Problems.

**Suggested Readings:-**

1. International Financial Management by S.P. Srinivasan & Dr. B. Janakiram, Bijtantra Publications.
2. International Financial Management by Thummuluri Siddaiah, Pearson Education.



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MBA (Elective-Finance)**

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT  
PAPER CODE: MBA 109A  
CREDITS: (3)**

**Objective:** To familiarize students with different investment alternatives, introduce them to the framework of their analysis and valuation and also acquaint them with portfolio management and evaluation techniques.

**Unit I:**

**The Investment Environment** - The investment decision process, Types of Investments, the Indian securities market, the market participants, trading of securities, security market indices, Insider Trading.

**Unit II:**

**Security Analysis** – Concept of Return & Risk: Types & Sources.

**Unit III:**

**Fixed Income Securities:** Bond Fundamentals, Valuation of bonds, Estimating bond yields, Credit rating.

**Unit IV:**

**Equity Analysis:** Fundamental Analysis, Technical Analysis. Valuation of equity shares. Efficient Market Hypothesis

**UNIT V:**

**Portfolio Management:** Portfolio & Diversification, Markowitz model (2 Security portfolios) & Capital Asset Pricing Model. Performance Evaluation Techniques: Sharpe, Treynor & Jensen Indices

**READINGS:**

**Essential Reading:**

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
2. Bodie, Kane; Marcus & Mohanty, *Investments*, Tata McGraw Hill.

**Suggested Readings:**

1. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, 6th Edition, Prentice Hall of India, 2007.
2. Reilly, Frank K., and Keith C. Brown, *Investment Analysis and Portfolio Management*, 8th Edition, Thomson, 2007.

**MBA (Elective-Finance)**

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING  
CREDITS: (3)**

**Objectives:**

Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.

**Unit I**

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Corporate Restructuring: Concept and strategies, Mergers: Concept, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification.

**Unit II**

Takeover: Concept and types, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

**Unit III**

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

**Unit IV**

Due Diligence: Concept, process and types, Methods of Valuation – Cash-flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price.

**Unit V**

Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

**Suggested Readings:**

1. Mergers, Acquisitions and Corporate Restructuring by Patrick A. Gaughan, Wiley Publications.
2. Mergers, Acquisitions & Corporate Restructuring in India By Rachna Jawa, New Century Publications.

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# **Elective Marketing**

**MBA (Elective-Marketing)  
Advertising Management  
Subject Code:MBA162A  
Credit :(3 L)**

**Objectives:**

To understand the process of marketing communications. To understand and integrate marketing communications theory and concepts with all elements of the promotional mix. To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

**Unit I:**

Mass communication theory and practices, marketing and promotion mix interrelationship and interdependence advertising. Sales Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience- Message and copy development.

**Unit II:**

Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control.

**Unit III:**

Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

**Unit IV:**

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Why and when sales promotion support, Sales promotion activities; Consumer Oriented-Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns.

**Unit V:**

Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager- Role of Tasks, advertising ethics, economics and social relevance. The Public Relations Activities, Public relations and mass media.

**Course outcome**

At the end of the course the students will be able to:

CO1: Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.

CO2: Develop an advertising plan and present and defend it persuasively. Contribute to evaluating the effectiveness of advertising and marketing communications initiatives.

CO3: Collaborate in the development of advertising and marketing communications material, in compliance with industry standards and business practices.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome												Program Specific Outcome					
	Po 1	Po 2	Po 3	Po 4	Po 5	Po 6	Po 7	Po 8	Po 9	Po 10	Po 11	Po 12	Ps o1	Ps o2	Ps o3	Ps o4	Ps o5	
CO1	H		H	L				H				L		H		H		M
CO2		H				M		H		H				H			H	L
CO3				M			M		H			H	H	M	H	L		

H = Highly Related; M = Medium L = Low

**Reference Books:**

1. Jaishree Jethwaney, *Advertising Management*, OUP, New Delhi, 2012

2. Larry Percy and Richard R. Elliot, *Strategic Advertising Management*, OUP, New Delhi, 2012

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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**MBA (Elective-Marketing)**  
**International Marketing**  
**Subject Code: MBA164A**  
**Credit : (3 L)**

**Objectives:**

The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

**Unit I:**

International marketing-its scope and tasks- world economy prospects and Challenges; India's external trade. Analysis of export performance. Why all organizations cannot go global Shipping terms and international trade terms. Information needs of exports.

**Unit II:**

Costing and pricing in international trade. Advantages and disadvantages of globalization.

**Unit III:**

Strategic export planning. Handling an export transaction. Export marketing Checklist; Selection of Markets: Choosing Markets; Export pricing; Management of export logistics. Documentation for export; processing of an export trade. Sales forecasting in international trade, Identifying geographical territories for expansion. Cultural factors affecting business in global market.

**Unit IV:**

Export credit system pre shipment and post- shipment, finance, medium and long term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures.

**Unit V:**

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Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

Course Outcomes-

By the end of this module the student should be able to:

1. Critically analyse concepts, models, theories and issues relevant to international marketing.
2. Analyze the influences on, and the decisions involved in, the development and implementation of international marketing strategy.
3. Apply relevant knowledge and understanding to the analysis and creative solution of problems in international marketing and be able to communicate this through the medium of a management report.

Course Outcome	Program Outcome												Program Specific Outcome				
	Po 1	Po 2	Po 3	Po 4	Po 5	Po 6	Po 7	Po 8	Po 9	Po 10	Po 11	Po 12	Pso 1	Pso 2	Pso 3	Pso 4	Pso 5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	H	H		H				L		L	H
CO3				M					H			H			H	H	

**Reference Books:**

1. Rakesh M. Joshi, *International Marketing*, OUP, New Delhi, 2014
2. K. Lee and S. Carter, *Global Marketing Management*, OUP, New Delhi, 2012
3. Justin Paul and Rajiv Aserkar, *Export Import Management*, OUP, New Delhi, 2013

**MBA (Elective-Marketing)**  
**Product Management and Brand Building**

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**Subject Code: MBA165A**

**Objectives:**

To understand the product management functions and its strategic role. To learn the issues involved in the product management function through the cases and project. To understand Brand development and it's sustenance in competitive market.

**Unit I**

Introduction to product management - what is product & product-service continuum, individual product decisions, and product attributes product and product lives, special issues in product management - product life cycle & strategy, product manager-brand manager product manager-functions and tasks-tools and techniques

**Unit II**

New product development and launching. Challenge of change opportunity and risk-product innovation, modification, addition and elimination product proposals-sources, generation, processing and selection.

**Unit III**

Introduction to brand management,value& significance of brand. and crafting of brand elements: brand name, symbol & slogan, brand strategic decision, brand extensionConsumer brand knowledge. Managing brand architecture and brand portfolios

**Unit IV**

Concept of brand equity & association - Meaning, Definition and elements of Brand equity, Creating and managing brand equity, Corporate branding and tools for building brandequity. Measuring and leveraging brand equity.

**Unit V**

Brand Association: Meaning, Definition and types of brand association, Process of selecting, creating and maintaining, association.

Brand strategy - brand rejuvenation, brand relations, brand proliferation, multi branding, global brand. Branding for services, retail, and hi-tech products

**Reference Books:**

- 1.RichardElliot,*Strategic Brand Management*,OUP,New Delhi,2007
- 2.KirtiDutta,*BrandManagement*,OUP,New Delhi,2012

Course outcome

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At the end of the course the students will be able to:

CO1: Understand the fundamental concepts of product and brand development and management. Gain the tools to develop products and to analyze their success.

CO2: Evaluate new product ideas. Understand the development of a product over time.

CO3: Develop some sensitivity for the problem in strategic product management.

**MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcome	Program Outcome												Program Specific Outcome				
	Po1	Po2	Po3	Po4	Po5	Po6	Po7	Po8	Po9	Po10	Po11	Po12	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	L			H				L		L	H
CO3				M					H	H		H			H	H	

H = Highly Related; M = Medium L = Low

**Reference Books:**

1. Richard Elliot, *Strategic Brand Management*, OUP, New Delhi, 2007
2. Kirti Dutta, *Brand Management*, OUP, New Delhi, 2012

**MBA (Elective-Marketing)  
Consumer Behaviour and Market Research  
Subject Code: MBA163A  
Credit : (3 L)**

**Objectives:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

**Unit I**

Identifying and classifying customers, buying behavior, attitude of consumer, consumer perception.

**Unit II**

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Factors influencing buying behavior; Reference groups, opinion leaders, social influences. Consumer behavior process; Understanding consumer motivation, personality and self concept, learning, memory.

**Unit III**

Research concepts; exploratory , descriptive and conclusive research. The marketing decision making process and the need of different types of research. Types of marketing problems and type of marketing research activity.Sources of data; use and appraisal of existing information.

**Unit IV**

Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys.

**Unit V**

Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting.Marketing Information Systems, Structure and design, its role in planning and control; the place of marketing research.

Course outcome-

1. Analyze the nature and scope of consumer behavior.
2. Define, illustrate and critically analyses the main components of consumer behavior.
3. Critically evaluate the existing theories of consumer behavior and their contributions and limitations.
4. Assess the implications of consumer behavior theories for business and wider society.
5. Critically examine alternative ways of thinking about consumers as individuals and within their families, groups and broader cultural context.

CO	Program Outcome												Program Specific Outcome				
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	L			H				L		L	H
CO3				M					H	H		H			H	H	
CO4			M			H						H			H		
C05	L				H			H			M		M			M	H

**MBA (Elective-Marketing)**  
**Sales and Distribution Management**  
**Subject Code:MBA167A**

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**Credit:(3 L)**

**Objectives:**

The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed this incorporates understanding of various concepts, which the course aims to provide to the student participants.

**Unit I:**

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

**Unit II:**

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

**Unit III:**

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

**Unit IV:**

Distribution Management - Managing marketing logistics & channels,

**Unit V:**

Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue. Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution Management.

1.TapanK.Panda and Sunil Sachdev,*Sales and Distribution Management*,OUP,New Delhi,2011

2.P.K.Mallik,*SalesManagement*,OUP,New Delhi,2011

3.DineshKumar,*MarketingChannels*,OUP,New Delhi,2012

Course outcomes=-

C01 To introduce course participants to national and international sales and distribution practices

C02To expose course participants to the tools and strategies necessary for designing,

C03 TO motivating and evaluating sales & distribution management systems

C04 To sharpen decision making skills of future sales and distribution managers•

CO	Program Outcome												Program Specific Outcome				
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	L			H				L		L	H
CO3				M					H	H		H			H	H	

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CO4			M			H						H			H		

**MBA (Elective-Marketing)**  
**Rural Marketing**  
**Subject Code:MBA166A**  
**Credit: (3 L)**

**Objectives:**

To expose students to the reality of rural markets. To understand the problems, challenges in rural marketing. The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.

**Unit I**

Rural Marketing : Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

**Unit II**

Rural Market Behavior ~ Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Marketing Research.

**Unit III**

Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets.

**Unit IV**

Channels of Distribution : Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.

**Unit V**

Marketing Communication in Rural Markets : Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.

CO1 gain insight into the socio-economic structure of rural India o

CO2 understand the prospects and problems of rural development in India

CO3 would understanding on the Rural Marketing with special reference to Indian context

CO4 would develop skills required for planning of Rural Products.

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CO	Program Outcome												Program Specific Outcome				
	Po1	P02	Po3	P04	Po5	Po6	Po7	P08	Po9	Po10	P11	P012	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	L			H				L		L	H
CO3				M					H	H		H			H	H	
CO4			M			H						H			H		

**Reference Books:**

- 1.Krishnamacharyalu,*RuralMarketing*,Pearson,New Delhi,2011
- 2.PradeepKashyap,*RuralMarketing*,Pearson,New Delhi,2012

**MBA (Elective-Marketing)**  
**Retail management**  
**Subject Code:MBA461A**  
**Credit:(3 L)**

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**Objectives:**

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

**Unit**

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

**Unit II**

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

**Unit III**

Retail Marketing Strategies: Retail Merchandising: Introduction to Merchandising Management, Retail Merchandising Management Process, Retail Pricing- Introduction, Factors Influencing Pricing, Pricing Strategies, Retail Pricing- Introduction, Factors Influencing Pricing, Pricing Strategies, Integrated Marketing Communication in Retail- Introduction, Understanding Integrated Communication, Marketing

**Unit IV**

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

**Unit V**

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Market Entry Methods

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E-Tailing- Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing,

Course out comes-

CO1 The role and relevance of retail Management

CO2 Types and trends of retailing •

CO3 The difference between the organized and unorganized retail sector

CO4 The role and importance of international retailing , Retail pricing strategies • Retail segmentation and relationship marketing

CO5 About Merchandise management • CRM Process in retailing and legal compliances

CO	Program Outcome												Program Specific Outcome				
	Po1	Po2	Po3	Po4	Po5	Po6	Po7	Po8	Po9	Po10	Po11	Po12	Pso1	Pso2	Pso3	Pso4	Pso5
CO1	H	H	H		H			H			L		H	H			M
CO2		L				M	L			H				L		L	H
CO3				M					H	H		H			H	H	
CO4			M			H						H			H		
CO5	L				H			H			M		M			M	H

**Reference Books:**

- 1.P.K.Sinha,andD.P.Uniyal,*ManagingRetailing*,OUP,New Delhi,2012
- 2.Bajaj,Tuli,andSrivastava,*Retail Management*,OUP,New Delhi,2010

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# Elective HR

**MBA III SEMESTER**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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MBA Scheme 2020-2022

**Performance Management and Retention Strategies**  
**Subject Code: MBA195A**  
**Credit: (3 L)**

**Objectives:**

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

**Unit I:**

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal

**Unit II:**

Concept of performance management, Process & elements Of performance management. Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral

**Unit III:**

Performance Management or OB Mod. Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

**Unit IV:**

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods.

**Unit V:**

Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Course outcome-

1. Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.



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<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		L	M	M	L
CO2		M	M	L		L	L	L	L
CO3		L				L	L	L	L
CO4 CO5	L	L	L	L	L	L	L	L	L

**Reference Books:**

- 1.A.S.Kohli and TapomoyDeb,*PerformanceAppraisal*,OUP,New Delhi,2008
- 2.TanujaAgarwala,*Strategic Human Resource Management*,OUP,New Delhi,2007

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**MBA Scheme 2020-2022**

**MBA III SEMESTER  
Strategic Human Resource Management  
Subject Code: MBA197A  
Credit: (3 L)**

**Objectives:**

The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

Unit I : Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Temporary and Contract Labour, Global Environment, International Labour Standards, Changed Role of HR in Organizations

Unit 2: Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting, Performance Management Strategies: Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance,

Unit 3: Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation, Training & Development Strategies: Cross-cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

Unit 4: Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g. VRS/CRS , HR Analytics., Managing digital employee model and regulation of contingent workforce strategies. – Work From Home.

Unit 5: Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report. Building Digital Mindset- design culture and impact of Machine Learning, Artificial Intelligence, Big Data and cloud computing.

**Recommended Books:**

- 1.Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press
- 2.Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
- 3.Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books
- 4.HRD Audit by TVR Rao, Response Books Publishers
- 5.Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House

1. Have a general knowledge of the key HRM concepts, process and practices;
2. Have an appreciation of different theoretical perspectives and models used to understand

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HRM practice;

3. Be able to analyse key issues and challenges related to the implementation of and outcomes associated with HR strategies within the organisation and the wider environment; and

4. Be familiar with key areas of interest to practitioners, policymakers and researchers.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Reference Books:**

1. Tanuja Agarwala, *Strategic Human resource Management*, OUP, New Delhi, 2007
2. Truss, Mankin, and Kelliger, *Strategic Human Resource Management*, OUP, New Delhi, 2014

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**MBA III SEMESTER  
Consumer Behavior and Market Research  
Subject Code: MBA163A  
Credit : (3 L)**

**Objectives:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

**Unit I**

Identifying and classifying customers, buying behavior, attitude of consumer, consumer perception.

**Unit II**

Factors influencing buying behavior; Reference groups, opinion leaders, social influences. Consumer behavior process; Understanding consumer motivation, personality and self concept, learning, memory.

**Unit III**

Research concepts; exploratory, descriptive and conclusive research. The marketing decision making process and the need of different types of research. Types of marketing problems and type of marketing research activity. Sources of data; use and appraisal of existing information.

**Unit IV**

Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys.

**Unit V**

Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting. Marketing Information Systems, Structure and design, its role in planning and control; the place of marketing research.

**Course outcome-**

1. Analyse the nature and scope of consumer behaviour.
2. Define, illustrate and critically analyse the main components of consumer behaviour.
3. Critically evaluate the existing theories of consumer behaviour and their contributions and limitations.
4. Assess the implications of consumer behaviour theories for business and wider society.
5. Critically examine alternative ways of thinking about consumers as individuals and within their families, groups and broader cultural context.

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<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	L	L	L	L		L	L	L	L
CO2	L	L	L	L		L	L	L	L
CO3		L					L	L	
CO4	M	M	M	M	M	M	M	M	M
CO5	M	M	M	M	M	M	M	M	M

**Reference Books:**

1. Rajneesh Kumar, *Consumer Behaviour*, OUP, New Delhi, 2014
2. Nigel Bradley, *Marketing Research*, OUP, New Delhi, 2010
3. Sunanda Easwaran and Sharmila Singh, *Marketing Research*, OUP, New Delhi, 2006

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**MBA Scheme 2020-2022**  
**MBA (Elective-HR)**  
**Organizational Development and Management of Change**  
**Subject Code: MBA194A**  
**Credit: (3 L)**

**Objectives:**

This course is designed to provide I depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

**Unit I:**

Process of Organization Development, Human process interventions, Techno-structural Interventions, HRM interventions, Competitive and Collaborative Strategies, Organization Transformation.

**Unit II:**

Process of change and organization theory and practice.

**Unit III:**

Elements of change. Achieving Systematic change. Domains of systematic change-strategy, technology, structure and people. Planning for change.

**Unit IV:**

Change and the use of power. Nature and sources of power. Leadership and change- Transactional vs. Transformational change. Change cycle including participative and coerced change. Resistance to change, change through behavior modification. Positive and negative reinforcement.

**Unit V:**

Training for change. Managing resistance. Implementing change. Adjustment to change and organising for growth. Prerequisites and consequence of change. The change Dynamics.

**Reference Books:**

1. D.K. Bhattacharyya, *Organisational Change and Development*, OUP, New Delhi, 2011
2. Piers Myers, Sally Hulks, and Liz wiggins, *Organisational Change*, OUP, New Delhi, 2012.

CO1: To understand the nature of change , the forces for change, resistance to change and approaches to managing organizational change

CC02: To understand the nature and concept of organizational transformation and transition

CO3: To gain an insight into the organizational development programmes and techniques, emerging OD approaches and techniques and its application in organizations

CC04: To provide conceptual and practice based approach on the implications of change tailoring the specific needs of the organization through organizational development techniques

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L

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**MBA (Elective-HR)**  
**Sourcing, Training and Development**  
**Subject Code: MBA196A**  
**Credit : (3 L)**

**Objectives:**

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

**Unit I:**

HRP concepts, importance, objective, type of HR plan, HRP approaches, Process, HR Forecasting: Concepts: Demand & Supply of manpower & methods of Forecasting.

**Unit II:**

Recruitment: Concept, Sources & Techniques, Selection: Concept & Process HRD, Concept system, HRD matrixes climate, elements, Interventions. Career planning: concept, objective, process, Career planning and Career development, Career planning Vs Succession planning., Career Anchors, Succession Planning : concept & Process, Management Development Program .

**Unit III:**

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach. Job Analysis in Human Resource Planning, Recruitment and Selection.

**Unit IV:**

Learning: Principles Of Learning, Theories of Learning, learning process; learning styles, Andragogy .Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment- organization analysis, operational analysis, person analysis; competency mapping. Designing the training programme: process of learning in training programme- attributed and factors influencing; training climate and pedagogy; developing training modules;

**Unit V:**

Training aids. Training methods and techniques, Trainers. Budgeting Of Training, Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning

Course out comes-

CO1 To learn the concept of Human Resource Planning, its objectives, different approaches to HRP and HRP process

CO2: To develop deep knowledge on the importance of job analysis, job description, job specification and job designing in Human Resources Management

CO3: To understand the issues relating to manpower sourcing in organizations

CO4: To gain knowledge on the legal aspects related to manpower sourcing

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Reference Books:**

- 1.B.Janakiram,*Training and Development*, WileyIndia,New Delhi,2012
- 2.John Pulparambil,*Training and Development*,Patridge,2014

**MBA (Elective-HR)**  
**Talent Management**  
**Subject Code: MBA371A**  
**Credit: (3 L)**

**Objectives:**

This course is aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry. It involves deliberations on the basic processes and tools of managing Talent in organizations.

**Unit I**

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

**Unit II**

Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System

**Unit III**

Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process ,Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

**Unit IV**



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Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership, Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager

**Unit V**

Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India, Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update

**C01 Talent Management:** Students will be able to understand different approaches of **talent management**.

C02 They will be able to identify **talent** and develop retention strategies.

C03 It will develop understanding to evaluate the **talent management** in the organization

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L

**Reference Books:**

1. ***Talent Management Handbook*, by Lance A. Berger and Dorothy R. Berger.**
2. ***Reinventing Talent Management: How to Maximize Performance in the New Marketplace*, by William A. Schiemann.**
3. ***Talent Force: A New Manifesto for the Human Side of Business*, by Rusty Reuff and Hank Stringer.**

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**MBA Scheme 2020-2022  
MBA (Elective – HR)  
INDUSTRIAL RELATION AND LABOR LAWS  
SUBJECT CODE: MBA193A  
CREDIT: (3L)**

**Objectives:** To provide basic knowledge in industrial relations and labour laws and to enable the students understand the various provisions of Trade Union.

**UNIT I**

Industrial Relations: Definition, Importance & Scope. Trade Union-Growth, Objective, Function & Role in globalize Content. Governmental Measures – Ministry for labor, Commissioner of labor, Deputy Commissioner & labor Offices. Introduction to the concept and process of Domestic Enquiry.

**UNIT II**

Industrial Disputes: Nature and causes of Industrial Dispute, Types of conflict Resolution – Statutory & Non Statutory Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.

**UNIT III**

Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation. Benefit of workers participation in management. Industrial Relations: International Perspective. Industrial Health and Safety, Happiness and well being of Employee,

**UNIT IV**

The Industrial Disputes Act, 1947: Definitions, Authorities under the Act , Power & Duties of Authorities. Strike & lockout, Lay-off and retrenchment. The Industrial Employment (Standing Orders) Act, 1946

**UNIT V**

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 The Factories Act, 1948: Provisions regarding Safety, regarding Health, Welfare, Leave with Wages and Working hours of adults.

CO1: To familiarize students with the basic concepts of industrial relations, its philosophy, origin and development

CO2: To develop knowledge on trade unions and its formation, structure, functions and legal framework

CO3: To gain insight into the process of collective bargaining, its origin and development

CO4: To gain understanding on industrial disputes, its causes, manifestation and effects

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<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Recommended Books:**

1. Akhileshwar Pathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel & S. Sumathi, *Business Law for Management*, Himalaya Publishing house, 2004.
3. P. Kasliwal, *Intellectual Property Rights*, CBC, First Edition, 2009.
4. Industrial Relations and Labour Laws Paperback – 1 July 2017  
by [Piyali Ghosh](#) (Author), [Shefali Nandan](#) (Author)

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**MBA (Elective – HR)**  
**Compensation Management**  
**Subject Code : MBA192A**  
**Credit : (3 L)**

**Objectives:**

This course is designed to promote understand in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Course outcomes-

Gain knowledge of different components of compensation • Understand different monetary and non-monetary benefits of compensation • Identify international components of compensation • Understand various factors required to design compensation

**Unit – I**

Compensation – Definition – Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches,

**Unit – II**

Job Evaluation, Grading and Compensation Structure:

Job Evaluation Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Introduction to Implementation of Evaluated Job;

**Unit III**

Compensation Classification – Types – Incentives – Fringe Benefits – Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

**Unit – IV**

Theories of Wages – Wage Structure – Wage Fixation – Wage Payment – Salary Administration – Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.

**Unit V**

Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and

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wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.

C01 To learn basic compensation concepts and the context of compensation practice

C02 To illustrate different ways to strengthen the pay-for-performance link.

C03 To learn the concepts of Payment and employee benefits issues for contingent workers.

C04 To understand the Legally required employee benefits.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Reference Books:**

- 1.D.K.Bhattacharyya,*Compensation Management*,OUP,New Delhi,2014
- 2.Uday K.Haldar and Juthika Sarkar,*Human Resources Management*,OUP,New Delhi,2012.

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# **Elective –IT**

**Data Base Management System  
Subject Code- MBA224A  
Credit – 3**

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**Objectives:** This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

**Unit I**

File System and Databases: Introducing the database - files and file systems - database systems - introduction to database models - data base models and internet.

**Unit II**

The Relational Database Model: A Logical view of data - keys - integrity rules - relational database operators - relationships within the relational database - data redundancy indexes.

**Unit III**

Structured query language: SELECT Statement - distinct clause - handling of null values - ORDER BY clause, WHERE clause - relational operators - logical operators (AND, OR, NOT), SQL Operators - (BETWEEN, AND, IN, LIKE) - numeric functions - string functions - date functions - conversion functions - GROUP BY clause - group functions - HAVING clause - joining tables - SET Operators (UNION, INTERSECTION, MINUS) - Sub queries.

**Unit IV**

Object oriented databases: Object oriented concepts - features of an object oriented DBMS - How object orientation affects database design - Advantages and disadvantages of OODBMS. Web based databases

**Unit V**

Database security and administration: Database security - access control - GRANT, REVOKE - GRANT, REVOKE on views and integrity constraint - data as a corporate asset - the evolution of database administration function - The DBA's managerial role.

**Course out comes-**

CO1: To understand the nature of change , the forces for change, resistance to change and approaches to managing organizational change

CO2: To understand the nature and concept of organizational transformation and transition

CO3: To gain an insight into the organizational development programmes and techniques, emerging OD approaches and techniques and its application in organizations

CO4: To provide conceptual and practice based approach on the implications of change tailoring the specific needs of the organization through organizational development techniques

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M

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CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Recommended Books**

- “Database System Concepts” by Abraham Silberschatz, Henry Korth, and S. Sudarshan
- “Database Management Systems” by Raghu Ramakrishnan
- “An Introduction to Database Systems” by Bipin Desai
- “Principles of Database Systems” by J. D. Ullman
- “Fundamentals of Database Systems” by R. Elmasri and S. Navathe
- “Foundations of Databases” by Serge Abiteboul, Richard Hull and Victor Vianu

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**MBA (Elective – IT)**

**IT Strategy & E-Business**  
**Subject Code- MBA228A**  
**Credit - 3**

**Objective:** This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers.

**Unit I**

Introduction, background and current status: digital economy, principles of e-business, e-business models.

**Unit II**

E-business frameworks: e-selling process, e-buying planning, e-procurement, convergence strategies, e-business design and e-markets: overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

**Unit III**

Integrating supply chain management process: definitions, components of e-supply chain, managing relations in e-supply chain.

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Unit IV

Integrating enterprise resource planning process: enterprise architecture planning, lead time reduction, improved supplier performance. Selling chain management process: definition, business and technology drivers, infrastructure, sales and distribution configuration.

Unit v

E-CRM processes and their integration, e-banking, e-governance. E-Business strategy into action, Challenges, e-Transition and Summary. e-Security. Case and Problems

**Recommended Books**

- J Deitel, Deitel & Nieto Internet and World Web. How to Program
- Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program
- E-Business and E-Commerce, 2/E , Dave Chaffey, Prentice Hall.

C01 Understand the E-Commerce and E- business infrastructure and trends

C02 Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

C03 Analyze the effectiveness of network computing and cloud computing policies in a multi-location organization.

C04 Analyze real business cases regarding their e-business strategies and transformation processes and choices.

C05 Integrate theoretical frameworks with business strategies.

<i>Course Outcome</i>	Program Outcome					Program Outcome Specific			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**MBA (Elective – IT)**

**Strategic Management of Information Technology**

**Subject Code- MBA229A**

**Credit – 3**

**Objective:** This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Unit I

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Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

Unit II

Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth

Unit III

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation

Unit IV

Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level.

Unit V

Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function

**Recommended Books**

- Strategic Management in Information Technology, David B. Yoffie
- Executive Strategy: Strategic Management and Information Technology, Frederick Betz
- Management Strategies for Information Technology (Business Information Technology), Earl (Author)

C01. Relate the basic concepts and technologies used in the field of management information systems;

C02. Compare the processes of developing and implementing information systems.

C03. Outline the role of the ethical, social, and security issues of information systems.

C0 4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

C05. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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**MBA (Elective – IT)**

**Business Intelligence & Data mining**  
**Subject Code- MBA222A**  
**Credit - 3**

CO1: Differentiate, design and assess various business intelligence (BI) and data mining models.  
CO2: Identify and translate real-world business problems into BI and data mining problems.  
CO3: Implement efficient BI strategies to solve these problems.  
CO4: Enhance knowledge and skills in the current trends in the management and use of BI.

**Unit I**

**Business Intelligence:** Definition and Examples in BI, Need, Features and use of BI, BI Components. Business Analytics – Introduction, Need, Components and Types

**Unit II**

**Digital Data and Data warehouse:** Types of Digital Data – Definition, Sources and Characteristics of Structured, Semi-structured and Unstructured data. **Data Warehouse** – Definition, characteristics, framework

**Unit III**

**Data Mining:** Concepts and applications, Data mining process. **Text & Web Analytics:** Text analytics and text mining overview, Text mining applications. Web mining overview, Social media analytics, Sentiment analysis overview

**Unit IV**

**Big Data Analytics:** Definition and characteristics of Big data, Fundamentals of big data analytics

**Unit V**

**Applications of BI in Business:** Sales and Marketing analytics, HR Analytics, Financial Analytics, Production & Operation Analytics. **Analytics in Industries:** Telecom, Retail, Healthcare, Financial Services

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Recommended Books

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- Business Intelligence: A Managerial Perspective on Analytics – Ramesh Sharda, Dursun Delen, Efraim Turban (Pearson)
- Fundamentals of Business Analytics – R.N.Prasad and Seema Acharya (Wiley)

Course outcomes

Co1 to Identify the major frameworks of computerized decision support: decision support systems (DSS),

Co2 To indentify how data analytics and business intelligence works (BI).

Co3 To Explain the foundations, definitions, and capabilities of DSS, data analytics and BI.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

## Elective Production

**MBA (Elective – Production and Operation Management)**  
**Total Quality Management**

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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**MBA Scheme 2020-2022**  
**Subject Code- MBA441A**

**Credit - 3**

Objective: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

**Unit I**

Introduction: Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture. Customer Focus and Satisfaction: Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.

**Unit II**

Philosophy of TQM: Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

**Unit III**

Pre-requisite for TQM: Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS , Organizing for quality.

**Unit IV**

Quality by Design: Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays. Bench Marking: Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

**Unit V**

Tools of TQM: Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

Course outcomes-

C01 Gaining knowledge about managing production processes. How to run operations effectively.

C02 Better understanding of modern production techniques

C03 Better understanding of quality management

C04 Management skills needed for the effective operations management

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M

Abbreviation: F=Fundamental, G=General, C=Core, ID=Interdisciplinary, S=Specialization

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CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**SUGGESTED BOOKS**

Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).

Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

***MBA (Elective – Production and Operation Management)***  
**Purchasing & Materials Management**

***Subject Code: MBA438A***

***Credit :(3 L)***

This course will allow a student to understand basics and fundamentals of Materials Management, with primary focus on purchasing and material Management. At end of this course, students would be able to make decisions regarding practical aspects of Materials Management as practiced in Business firms

**Unit I**

Introduction -Materials management – An overview – Introduction – ScopeObjective, Importance Integrated approach to Materials Management.

**Unit II**

Material Planning – Introduction – Factors affecting material planning – Techniques of material planning - MRP

**Unit III**

Purchasing, Procedure & Pricing Issues – Receipt – Storage - Issue

**Unit IV**

Inventories – Definition-Classification of Inventories- Need for inventories – Merits & Demerits of Inventories

**Unit V**

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Inventory control techniques and principles - classification, codification, standardization – ABC analysis –VED, GOLF, FSN - HML 6 6 Economic order quantity concept – Derivation of EOQ formula, modified EOQ

C01 Develop an ability to perform the role of a materials manager in an organization.

C02 Shall be able to manage the activities of materials manager like purchasing, inventory analysis, storage etc.in a scientific manner.

C03 Shall be able to improve due date performance through use of MRP techniques with in capacity constraints.

C04 Shall be able to analyze the inventory situation of a company and suggest improvements.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Suggested Readings-**

Textbooks: 1. Arnold, Chapman: Introduction to Materials Management: Pearson, 5th edition, 2008 2. Gopalkrishnan & Sundarsan: Material Management: An Integrated Approach, Prentice Hall of India Private Limited, New Delhi, 2003 B.

References: 3. A. K. Dutta: Materials Management: Procedures, Text and Cases, Prentice Hall of India Private Limited, New Delhi, 2nd edition, 2004

**MBA (Elective – Production and Operation Management)**  
**Service Operations Management**  
**MBA439A Credit :(3 L)**

The objectives of this subject are to provide students with: An overview of Service and Operations Management as management functions in general. An

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understanding of the impact Operational Capability has on decision making and options in Business Strategy and the linkage to Operations Strategy.

Unit I

Introduction- The Nature and Classification of Services. The Future of Services

UNIT II

Service Design and Operations Strategy, Service Quality: Five Gap Model. Kano's Model. Leveraging value over cost in service delivery

Unit III

Linking the service model to the P&L. Testing and adapting a firm's service model. Compensation and performance reporting systems

Unit IV

Measuring Service Productivity; Benchmarking productivity

UNIT V

Measuring Performance in Client Relations; Understanding Evolving Customer Needs and Relationship Building. Globalization of services

**COURSE OUTCOMES-**

CO1 An overview of Service and Operations Management as management function in general.

C02 An understanding of the impact Operational Capability has on decision making and options in Business Strategy and the linkage to Operations Strategy.

C03 An understanding of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.

C04 An understanding of the relationship between Business Strategy, Operations Strategy, Process Type, Organisation and Control structures the impacts these have on managerial decision making and choices.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H

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CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**MBA (Elective – Production and Operation Management)  
Product Planning & Control  
Subject Code: MBA437A  
Credit :(3 L)**

**Objective:**

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

**Unit I**

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

**Unit II**

Production systems, type of production, Functions of production, planning and control, production procedure. Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques:

**Unit III**

Production order: Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

**Unit IV**

Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

**Unit V**

Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities.

Courseoutcomes-

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co1. Recognize the objectives, functions, applications of PPC and forecasting techniques.

CO2. Explain different Inventory control techniques.

co3 Solve routing and scheduling problems

c04. Summarize various aggregate production planning techniques.

CO5. Describe way of integrating different departments to execute PPC functions

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L
CO4	L				L	H	H	H	H

**Recommended Books**

- Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI
- Production and operation management- S N Chary- Tata Mc Graw hill
- Groover, M. P., Automation, Computer Integrated Manufacturing System,
- R. B Khanna, Production and operation management by–Pub. PHI
- Aswathappa & Bhat, Production and operation management- Pub. - HimaLaya pub. House

**MBA (Elective – Production and Operation Management)**

**Logistics Management**  
**Subject Code- MBA434A**

**Credit - 3**

**Objective:**

To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.

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**Unit I**

Logistics Management- Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management

**Unit II**

Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

**Unit III**

Customer Service- Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

**Unit IV**

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

**Unit V**

Transportation- Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

Courseout comes-

C01 To describe the increasing significance of logistics and its impact on both costs and service in business and commerce.

CO2. To incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.

C03. To develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.

C04. To describe the ways to shift the business culture from functional work to overall process-driven results.

<i>Course Outcome</i>	Program Outcome					Program Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		M	M	L		H	H	H	H
CO2		M	M	L		M	M	M	M
CO3		L				L	L	L	L

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CO4	L				L	H	H	H	H
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**BOOKS**

Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.

Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.

Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.

Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.