SCHEME OF EXAMINATIONS
&
CHOICE BASED CREDIT SYSTEM SYLLABUS
(As Per AICTE Model Curriculum – 2018)

For

Master of Business Administration

(Effective from Academic Session 2018-2019)

SCHEME-C

Department of Management Studies
Deenbandhu Chhotu Ram University of Science & Technology,
Murthal (Sonepat), Haryana-131039
SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits or until and unless indicated in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 75 marks for semester end examination and 25 marks for internal examination until and unless indicated otherwise.
5. In MBA 3rd and 4th Semester, dual specialization would be available to students in MBA and they can choose any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, management information system and Public Policy Management.
6. The minimum number of students to opt a particular elective paper / specialization is 10.

CRITERIA FOR INTERNAL ASSESSMENT
The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

<table>
<thead>
<tr>
<th>S.no.</th>
<th>Components of Minors</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A) THEORY COURSES:</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Minor Test – I</td>
<td>40 %</td>
</tr>
<tr>
<td>2.</td>
<td>Minor Test – II</td>
<td>40%</td>
</tr>
<tr>
<td>3.</td>
<td>Individual Presentation/Viva-Voce/Group</td>
<td>20 %</td>
</tr>
<tr>
<td></td>
<td>Discussion/Quiz/Case Study Discussion/ Class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B) LAB COURSES:</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Objective test/MCQ</td>
<td>20 %</td>
</tr>
<tr>
<td>2.</td>
<td>Lab. Work / Project</td>
<td>60 %</td>
</tr>
<tr>
<td>3.</td>
<td>Viva Voce/Test</td>
<td>20 %</td>
</tr>
</tbody>
</table>

Note:
a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION
There shall be a semester-end external examination of 75 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.

PRACTICAL EXAMINATIONS
Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

Approved in 13th Meeting of Academic Council held on 18/06/2018
SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 25 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 75 marks shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

PROJECT REPORT

Every student will be required to take up a research project within first month of the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of evaluation of the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

CONDITIONS IN SPECIALIZATION

• The minimum number of students to opt a particular elective paper / specialization is 10.
• During 3rd semester and 4th semester, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, management information system and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semester under any condition.
• Students should opt elective papers in such a way that no paper is repeated. Choosing same paper from different specializations is strictly prohibited.

ABBREVIATION USED

DSC  Discipline Specific Core Course
DSE  Discipline Specific Elective Course
AECC  Academic Enhancement Compulsory Course
SEEC  Skill Enhancement Elective Course

Approved in 13th Meeting of Academic Council held on 18/06/2018
### Deenbandhu Chhotu Ram University of Science & Technology, Murthal (Sonipat)

**MBA 1ST YEAR (SEMESTER – I)**

**Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)**

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>MBA-101-C</td>
<td>Management Concepts and Applications</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td>MBA-105-C</td>
<td>Financial Reporting, Statements and Analysis</td>
<td>4 - - 4</td>
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<td>- 100 3</td>
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<tr>
<td></td>
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<td>Business Statistics and Analytics for Decision making</td>
<td>4 - - 4</td>
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<td>- 100 3</td>
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<tr>
<td></td>
<td>MBA-109-C</td>
<td>Legal and Business Environment</td>
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<tr>
<td></td>
<td>MBA-111-C</td>
<td>Business Communication*</td>
<td>3 - 2 4</td>
<td>50 25 25</td>
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<tr>
<td></td>
<td>MBA-113-C</td>
<td>Computer Applications for Business*</td>
<td>3 - 2 4</td>
<td>50 25 25</td>
<td>100 3</td>
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<td><strong>4 28</strong></td>
<td><strong>475 175</strong></td>
<td><strong>50 700</strong></td>
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* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

### MBA 1ST YEAR (SEMESTER – II)

**Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)**

<table>
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<tr>
<td></td>
<td>MBA-102-C</td>
<td>Organizational Behaviour</td>
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<td>75 25 -</td>
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<tr>
<td></td>
<td>MBA-104-C</td>
<td>Management Information System &amp; E-Commerce</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<td>Elective Paper -1</td>
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<td>Elective Paper -2</td>
<td>4 - - 4</td>
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<td>- 100 3</td>
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<td></td>
<td>DSE</td>
<td>Elective Paper -3</td>
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**Second Semester Electives**

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<th>Type of Paper</th>
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<th>Duration of Exam Hours</th>
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<tbody>
<tr>
<td></td>
<td>MBA-108-C</td>
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<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<tr>
<td></td>
<td>MBA-110-C</td>
<td>Marketing Management</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<td></td>
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<tr>
<td></td>
<td>MBA-112-C</td>
<td>Human Resource Management</td>
<td>4 - - 4</td>
<td>75 25 -</td>
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<tr>
<td></td>
<td>MBA-114-C</td>
<td>International Business</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<tr>
<td></td>
<td>MBA-116-C</td>
<td>Operations Management</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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<tr>
<td></td>
<td>MBA-118-C</td>
<td>Fundamentals of Public Policy &amp; Design</td>
<td>4 - - 4</td>
<td>75 25 -</td>
<td>- 100 3</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>28 525</strong></td>
<td><strong>175 700</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Students should opt elective papers of that area of specialization which they want to study during 3rd and 4th semester. Specialization during 3rd semester will be offered only on the basis of the elective papers opted by the students during 2nd semester.

**SUMMER INTERNSHIP**

Approved in 13th Meeting of Academic Council held on 18/06/2018
Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.

MBA 2ND YEAR (SEMESTER – III)
Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2019-20)

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSC</td>
<td>MBA-201-C</td>
<td>Quantitative Techniques</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSC</td>
<td>MBA-203-C</td>
<td>Corporate Strategy</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
<td>3</td>
<td></td>
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<tr>
<td>SEEC</td>
<td>MBA-205-C</td>
<td>Summer Internship Report*</td>
<td>- - 2</td>
<td>50</td>
<td>-</td>
<td>-</td>
<td>50</td>
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<td></td>
</tr>
<tr>
<td>DSE</td>
<td>Specialization I-Elective I</td>
<td>4 - - 4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSE</td>
<td>Specialization I-Elective II</td>
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<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
<td>DSE</td>
<td>Specialization II-Elective I</td>
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<td>75</td>
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<td>-</td>
<td>100</td>
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<tr>
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<td>75</td>
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<td>100</td>
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</tbody>
</table>

Note: During 3rd and 4th semesters, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Management information system and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semesters under any condition.

* Summer Internship Report will be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Post Graduate Studies and Research.

MBA 2ND YEAR (SEMESTER – IV)
Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2019-20)

<table>
<thead>
<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
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<th>Practical Marks</th>
<th>Total Marks</th>
<th>Duration of Exam Hours</th>
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<tbody>
<tr>
<td>DSC</td>
<td>MBA-202-C</td>
<td>Entrepreneurship</td>
<td>4 - - 4</td>
<td>75</td>
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<tr>
<td>DSC</td>
<td>MBA-204-C</td>
<td>Indian Ethos, Business Ethics and Corporate Governance</td>
<td>4 - - 4</td>
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<td>25</td>
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<tr>
<td>DSC</td>
<td>MBA-206-C</td>
<td>Project Report*</td>
<td>- - 4</td>
<td>75</td>
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<tr>
<td>DSC</td>
<td>MBA-208-C</td>
<td>Comprehensive Viva- Voce</td>
<td>- - 2</td>
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<td>Specialization I-Elective III</td>
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<tr>
<td>DSE</td>
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<td>DSE</td>
<td>Specialization II-Elective III</td>
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<td>100</td>
<td>3</td>
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</table>

Note: In forth semester, students will opt two papers from Specialization III and Specialization VI (the choice of specializations will remain same as opted in the third semester)

* One hour teaching load will be counted for every teacher for project work.

Project Report will be evaluated by an external examiner appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.
SPECIALIZATION

Discipline Specific Elective for 3rd Semester

### FINANCIAL MANAGEMENT

<table>
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<tr>
<th>Type of Paper</th>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Periods</th>
<th>Credit</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical Marks</th>
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<th>Duration of Exam Hours</th>
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<tbody>
<tr>
<td>DSE</td>
<td>FM-01-C</td>
<td>Indian Financial System and Financial Market</td>
<td>4</td>
<td>-</td>
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<td>75</td>
<td>25</td>
<td>-</td>
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</tr>
<tr>
<td>DSE</td>
<td>FM-02-C</td>
<td>Managing Banks and Financial Institutions</td>
<td>4</td>
<td>-</td>
<td>4</td>
<td>75</td>
<td>25</td>
<td>-</td>
<td>100</td>
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<tr>
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<td>Financial Markets and Services</td>
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<td>FM-04-C</td>
<td>Taxation</td>
<td>4</td>
<td>-</td>
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<td>Behavioral Finance</td>
<td>4</td>
<td>-</td>
<td>4</td>
<td>75</td>
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### MARKETING MANAGEMENT

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<tr>
<td>DSE</td>
<td>MM-01-C</td>
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<td>Consumer Behavior</td>
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* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.
## Discipline Specific Elective for 4th Semester

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Approved in 13th Meeting of Academic Council held on 18/06/2018
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<td>PPM-07-C</td>
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<td>Indian Social and Political System</td>
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Management Concepts and Applications
MBA-101-C

L T P Credit
4 - - 4

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:
The objective 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.

Course Contents:
Unit-I: Introduction: Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thought, continuing management themes – quality and performance excellence, global awareness, learning organization, characteristics of 21st century executives, Social responsibility of managers

Unit-II: Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Unit-III: Organizing: Organizing as managerial function – organization structures – functional, divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of command, span of control, delegation and decentralization, organizational design.

Unit–IV: Leading and Controlling: Leading as a function of management, Leadership styles, leadership theories: personality theory, Behavioral theory and situational theory. Motivation- concept, Theories of motivation. Controlling: control function in management, the basic control process, and types of control – feed forward, concurrent and feedback controls, Control techniques.

Recommended Books:

Reference Books:
3. Stoner, Freeman, Gilbert, Management, Pearson Education.
4. Robbins & Coulter, Management, Pearson Education.
5. Satya Raju, Management- Text & cases, PHI Learning Pvt. Ltd.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Managerial Economics
MBA -103-C

L  T  P  Credit  External Theory Marks: 75
4   -   -   4  Internal Marks: 25
Time: 3 hours  Total Marks: 100

Course objective:
The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Course Contents:
Unit-I: Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Distinction between Micro and Macroeconomics, Basic economic concepts in decision-making, Marginal analysis, Objective of a firm.

Unit-II: Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer’s equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

Unit-III: Production and cost analysis- production function, laws of production, cost curves, cost relationships, producer’s equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices-marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

Unit-IV: National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

Recommended Books:

Reference Books:
1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Financial Reporting, Statements and Analysis

MBA-105-C

L T P Credit
4 - - 4

Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The main objective of this course is to promote an in-depth understanding the fundamentals of accounting concepts and practice as well as to enhance users’ ability to apply such concepts to make better-informed managerial decisions.

Course Contents:
Unit-I: Accounting- Meaning, types, objectives and users of accounting system, Accounting principles- concepts and conventions, accounting cycle- journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India

Unit-II: Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis-ratio analysis, fund flow analysis and cash flow statement analysis.

Unit-III: Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitations of budgetary control.

Unit-IV: Marginal Costing and analysis- contribution, breakeven point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

Recommended Books:
1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P.C Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem- Introduction to Management Accounting, Pearson Education.
8. Garrison, Noreen and Brewer, Managerial Accounting, McGraw Hill Education.

Reference Books:
5. Shah: Management Accounting, Oxford University Press.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Course Contents:
Unit-I: Definition and role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation.

Unit-II: Introduction, Objectives of time Series, Identification of trend variations in time series: secular variation, cyclical variation, seasonal variation, and irregular variation - methods of estimating trend. Index numbers: definition; uses; types; simple aggregate method and weighted aggregate method – Laspeyre’s, Paasche’s, Fisher’s and CPI; construction of index numbers and their uses.

Unit-III: Meaning of correlation, types of correlation: positive correlation, negative correlation, perfect correlation, linear and non-linear correlation; scatter diagram, Karl Pearson’s coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations; multiple and partial correlation coefficients. Meaning of regression, types of regression; simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients.

Unit-IV: Sampling and sampling methods: Basic sampling concepts, sampling and non-sampling errors. Hypothesis testing: formulation of hypothesis, procedure for testing a hypothesis, Large and small tests - Z, T, F tests and one-way ANOVA, non-parametric test; Chi-square test, sign test, Kruskal Wallis test.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Legal and Business Environment
MBA-109-C

Course objective:
The objectiveof this paper is to acquaint the students with concepts and models used in economics and to demonstrate their usefulness for business decision making in India’s political, Legal and economic setting. Besides these objectives the paper is intended to make students aware of the Indian economic environment, Legal and the policy and planning framework underlying the Indian economic system. It will help students comprehend government policy decisions and understand their implications on organization and industry.

Course Contents:
Unit-I: The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

Unit-II: Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business

Unit-III: Current industrialization trends and industrial policy; environment for the MSME sector; infrastructure development and policy; public sector reforms and performance; public and private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV: Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India’s competitiveness in the world economy; external influences on India’s business environment.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Business Communication  
MBA-111-C

Course Objective:
To provide an overview of verbal, non-verbal and written communication to the students for making them effective managers.

Course Contents:
**Unit-I:** Business Communication: Definition, nature, process and classification of communication; importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

**Unit-II:** Communication Skills: Listening skills – listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group Discussions; negotiation - factors affecting negotiation, approaches to negotiation, stages of negotiation process, negotiation techniques and skills.

**Unit-III:** Nonverbal Communication: Body language, kinesic communication, proxemic communication, haptic communication, paralinguistic communication, chromatic communication, chronomatic communication; Business etiquettes - introduction etiquettes, exchanging business cards, shaking hands, email etiquettes, telephone etiquettes, telemarketing etiquettes, elevator etiquettes, dressing and grooming etiquettes, dining etiquettes.

**Unit-IV:** Written Communication: Report writing - process of writing report, structures of business reports; business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting; preparing Curriculum Vitae.

**Recommended Books:**

**Reference Books:**

**Note:**
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Computer Applications for Business
MBA-113-C

Course objective:
To familiarize participants with the basic organization of computer hardware, software and computer applications, computer network and internet in business.

Course Contents:
Unit-I: Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Representation of data in computer memory (Binary, Octal and Hexadecimal system); Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.


Unit-III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Internet applications in business


Practical:
1. Practical knowledge of MS-Office
2. Practical knowledge of Computer Networking
3. Practical knowledge of Computer Internet

Recommended Books:
1. Dhunna, Mukesh and Verma, Deepak, Computer Networks and Internet, Vayu Education of India
4. Anita Goel, Computer Fundamental, Pearson Education.

Reference Books:
2. Tanenbaum, A. S., Computer Networks, Pearson Education.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Organizational Behaviour
MBA-102-C

Course Objective:
To familiarize the students with basic organizational processes to bring about organizational behavior.

Course Contents
Unit-I: Organizational Behaviour: Definition and concept of Organizational Behaviour, nature and scope of OB, elements of OB, contributing disciplines to OB, challenges for OB, evolution of OB, models of OB; Individual behavior – foundations of individual behaviour, models of man; Attitudes concept, types and measurement of attitude; Values- concept, types and formation of values.

Unit-II: Individual processes: Perception - concept, process, factors affecting perception, applications; Personality - concept, determinants, theories and applications; Learning – concept, theories, reinforcement; Emotions – types, sources, aspects, applications, Affective Events Theory, emotional intelligence; Motivation – concept and theories.

Unit-III: Group processes: Transactional Analysis; Group behaviour – concept, types of groups, group development, group dynamics; Teams – meaning, types, team roles, difference between groups and teams, team effectiveness; Conflict- concept, sources, types, conflict management; Organizational power and politics - sources of power, acquisition of power, reasons for organizational politics and managing organizational politics.

Unit-IV: Organizational Processes: Organizational Climate - concept, dimensions and determinants; Organizational Culture - concept, types, creating, sustaining and changing culture; Organizational Change - concept, resistance to change, managing resistance to change, Lewin’s three- step model of change; Organizational Effectiveness - introduction, approaches and factors influencing OE.

Recommended Books:
1. Dr. S.S. Khanka, Organizational Behavior, S.Chand& Company Pvt. Ltd.

Reference Books:
3. PS. James, Organizational Behavior, Pearson Education.
5. Parikh and Gupta, Organizational Behavior, McGraw Hill Education.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To familiarize participants with the fundamental of management information systems & E-commerce and their application in effective business management.

Course Contents:
Unit-I: Basic concept of information systems, Role of information systems in business, Managerial challenges, Types of information and their characteristics. Types of information systems, Information system for strategic advantage, strategic role for information system, breaking business barriers.

Unit-II: Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods, Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems.

Unit-III: Introduction to E-Commerce: Basic concepts and framework, unique features of e-commerce, E-Commerce business models: Key elements of e-commerce business models, B2C business models, B2B business models, other emerging business models; major considerations in the development of e-commerce website; Factors in optimizing websites for performance.

Unit-IV: Online Payments systems; Online Marketing Technologies; Ethical, social and political issues in e-commerce; E-Commerce Applications: Online Retailing; Online Content and Publishing; e-procurement and Supply Chain Management; Online auctions, e-commerce portals and Social networks and communities.

Recommended Books:
2. O’Brien James, Marakas, George and Behl, Ramesh, Management Information Systems McGraw Hill Education.

Reference Books:
2. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
# Business Research Methods

**MBA-106-C**

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**External Theory Marks:** 75  
**Internal Marks:** 25  
**Total Marks:** 100  
**Time:** 3 hours

## Course Objective:
To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

## Course Contents:

### Unit-I:
Introduction: Meaning of research, objectives and types of research, Research approaches, Significance of Research, Research problems encountered by the researcher; Precautions to the researcher in India, Process of research: Steps involved in research process.

### Unit-II:
Defining the Research Problem – Meaning of research problem, selecting the research problem, Necessity of defining the problem and techniques of defining a problem.

Concept of Research Design- Need for research design, Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable.

### Unit-III:
Sample Survey and Data collection: Sample design, Sampling and non-sampling errors, sample survey versus census survey. Types of sampling designs: Non-probability sampling, probability sampling and complex random sampling designs; Data Collection: Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

### Unit-IV:
Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis. Concept of Hypothesis: Null and alternative hypothesis, steps for testing hypothesis. Brief introduction of various statistical tools for data analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance and factor analysis. Report Preparation: Types and layout of research report; Precautions in preparing the research report.

## Recommended Books:

## Reference Books:

## Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Corporate Finance  
MBA-108-C

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<td>Internal Marks: 25</td>
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<td>Time: 3 hours</td>
<td>Total Marks: 100</td>
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Course Objective:
The purpose of this course is to acquaint the students with the broad framework of financial decision-making functions in a business organisation which will enable its wealth maximization.

Course Contents:
Unit-I: Financial management–Meaning, scope and objectives of financial management, organisation of finance functions emerging role of finance managers in globalized business environment in India, time value of money, capital market-long term sources of finance and primary & secondary market, money market.

Unit-II: Investment Decision-importance, types, and evaluation techniques of investment decision and their applications, risk and uncertainty analysis in capital budgeting- types of risk and their relevance, risk evaluation techniques.

Unit-III: Financing Decision-cost of capital and its relevance in financial decision making, approaches of capital structure decision- NI, NOI, Traditional and MM approach, EBIT-EPS analysis.

Unit-IV: Dividend decision– types of dividend policy, factors affecting the dividend decision, dividend decision models- Walter’s Model, Gordon’s Model and Modigliani Miller Model and their relevance, Working Capital management decision-fundamentals of working capital, factors affecting working capital requirement, Management of cash, inventory and bills receivables in business organisation.

Recommended Books:
5. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication

Reference Books:
2. Brealey and Myers, Principles of Corporate Finance, McGraw Hill Education

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Marketing Management
MBA-110-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course Objective:
The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues
involved in the marketing of products and services.

Course Contents:
Unit-I: Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management,
Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs
Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix,
Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager.
Marketing
Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research,
Strategic Marketing Planning.

Unit II: Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations,
Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product,

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

Unit-IV: Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution,
Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.
Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief
Account of Marketing of Services, Rural Marketing, Electronic Marketing; Direct Marketing, International
Marketing.

Recommended Books:
Publication, Irwin.

Reference Books:
Delhi.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of
launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all
selecting one question from each unit.
Course Objective:
To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Course Contents:
Unit-I: Human Resource Management - meaning, definition, objectives and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, HRM functions, role of personnel manager and HR manager, qualities of HR Manager, line Versus staff authority of HRM, changing environment of HRM.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Business
MBA-114-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents:
Unit-I: Introduction to International Business; meaning of International Management; domestic business versus international business; Reasons for Going International, International Entry Modes- their Advantages and Disadvantages, process of internationalization, Strategic decision in International Business; Tariff and non-tariff Barriers.

Unit-II: International business Competitive strategies: Porter’s model; Prahalad and Doz’s strategy model, Foreign Direct investment & Foreign Institutional Investment; International organisation and control; Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control.


Recommended Books:

Reference Books:
5. Rakesh Mohan Joshi, International Business, Oxford University Press..

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Operations Management

MBA-116-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course objective:
The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents:
Unit-I: Introduction to operations Management: Objectives, Functions & Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location & plant layout; Tools and Techniques used for Plant Layout Planning.


Unit- IV: Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), Kanban System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

Recommended Books:
1. R. Paneerselvam, Production & Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
3. Bedi, Production & Operations Management, 2/e, Oxford University Press.

Reference Books:
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public Policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future.

Course Contents:


Recommended Books:
1. Prabir Kumar De, Public Policy and Systems, Pearson Education India, New Delhi, 2012.

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Quantitative Techniques
MBA-201-C

L  T  P  Credit
4  -  -  4

Course objective:
To introduce students to Quantitative tools and techniques and to equip them to make optimal managerial decisions.

Course Contents:
Unit-I: Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II: Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman’s problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III: PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV: Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Recommended Books:

Reference Books:
5. Sharma, J. K. “Operation Research”, Macmillan Publisher

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Corporate Strategy
MBA-203-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

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

Course Contents:


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Every student of MBA shall be required to undergo a practical training in an industrial organization approved by the Institute as per their scheme of examination. The evaluation of the Report will be done as per scheme of examination. A candidate shall submit her/his Summer Internship Report as prescribed in scheme of examination. In case a candidate’s report is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

The detailed guidelines for Summer Internship and the specific aspects and format of the Summer Internship Report are available at annexure ‘A’.
Entrepreneurship
MBA-202-C

L T P Credit
4 - - 4

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The main objective of the course is to expose the students to the growth of entrepreneurship in developing countries and acquaint with the establishment and running of a new enterprise.

Course Contents:
Unit-I: Entrepreneurship: Concept and Definitions of Entrepreneur & Entrepreneurship; Classification and Types of Entrepreneurs; Traits/Qualities of an Entrepreneurs; Cultural Diversity of an Entrepreneurship; Entrepreneurship’s Challenges; Myths concerning Entrepreneurship; Factor affecting Entrepreneurial Growth – Economic & Non-Economic Factors; Entrepreneurship Process; EDP Programmes.


Unit-III: Indian Models in Entrepreneurship: Social Entrepreneur: Introduction; Characteristics, Need, Types and Motivations of Social Entrepreneur; Benefits of Social Entrepreneur; Supporting Social Entrepreneur; Evaluating Social Performance. Women Entrepreneurship: Role & Importance, Profile Women Entrepreneur, Emerging Eco-System for Women Entrepreneur; Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit-IV: Developments of Entrepreneur: Micro, Small and Medium Enterprises: Concept & definitions; Role & Importance; MSMED Act 2006, Current Scheme of MSME-Technology Up-gradation Scheme, Marketing Assistance Scheme, Certification Scheme, Credit-rating scheme, Problems facing MSME. Financing the venture: Introduction, Different stages of Money, Sources of Finance, Seed Funding, Venture Capital Funding, Funding from Banks & Lease Financing.

Recommended Books:
1. Roy Rajeev, Entrepreneurship 2/e, Oxford University Press.

Reference Books:
1. Roy Rajeev, Entrepreneurship 2/e, Oxford University Press.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Indian Ethos, Business Ethics and Corporate Governance

MBA-204-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course objective:
This course seeks to educate the students about Indian ethos, social and ethical matters corporate governance in business, and make them sensitive to the consequences of their decisions.

Course Contents:
Unit-I: Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit-II: Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Nonexecutive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII Code on Corporate Governance, Cadbury Committee, Clause 49 of Listing Agreement.


Recommended Books:

Reference Books:
2. Satish Kumar: Corporate Governance, Oxford University Press.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
PROJECT REPORT
Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. Two hard copies and a soft copy of the Project Report will be submitted by the students on or before the date notified by the University.

PROJECT REPORT EVALUATION

The Project Report shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis evaluation by an external expert appointed by University on the recommendation of Chairman, Board of Post Graduate Studies and Research.

a) A candidate shall prepare her/his dissertation under the supervision of a teacher of the Department. Any joint supervisor (Intra-departmental, Inter-departmental, External Institution or Industry), may also be associated in supervision, if desirable, but the reasons for recommendation of Joint Supervisor will be recorded in the project report Allotment proceedings. The inter-departmental or external supervisor can be appointed only as a joint supervisor and her/his prior written consent shall be submitted by the candidate to the Department.

b) Project Report will be evaluated as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination (if any). In case a candidate’s Project is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

c) A student scoring ‘F’ grade in the project report exam shall have to resubmit her/his project report after making all corrections/improvements & this project report shall be evaluated as above.

Detailed guidelines for the specific aspects and prescribed format of the Project and its report are attached at Annexure ‘B’.
COMPREHENSIVE VIVA-VOCE

MBA-208-C

L  T  P  Credit  External Marks: 50
2  -  -   2

Objective: The objective of the course is to assess the capacity of the student to articulate and comprehend what is being learned by him during full duration of the programme i.e., in all the four semesters of the course.

The Comprehensive Viva Voce shall carry 50 marks in total. The comprehensive viva-voce shall be taken by an external expert appointed by the University on the recommendation of Chairman, PGBOS.
Indian Financial System and Financial Market
FM-01-C

Course Objective:
The main objective of this course is to promote an in-depth understanding the fundamentals of financial market and practice as well as to enhance users’ ability to apply such concepts to make better informed professional decisions.

Course Contents:
Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries-merchant bankers, underwriters and bankers to issue, secondary market intermediaries-stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-III: Capital Market investment institutions: Role, objectives and importance of Industrial development financial institutions, Mutual fund, Pension fund, Insurance companies & venture capital fund in economic development of Indian economy.

Unit-IV: Investor Protection Fund: objectives and grievance redressal mechanism under IPF, Investor protection and education fund- objectives and important provisions, Securities appellate tribunal- procedures, obligations of banking companies and financial institutions under the prevention of money laundering act, 2002.

Recommended Books:
3. Aggarwal, Snajiv, “Guide to Indian capital Market” ,Bharath Law House, Delhi

Reference Books:
4. NCFM (Capital Market Dealers module work book) www.nseindia.com
5. Indian Securities Market by NSEIL Publication

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
This course will help students in developing understanding about Indian banking and financial system. Students will gain knowledge about various financial institutions including regulatory institutions. They will also become aware about various statutory guidelines related to banking and financial sector.


Unit II: Development Financial Institutions: IFCI, ICICI, IDBI, SIDBI, EXIM Bank, State Development Banks, State Financial Corporations; Banking Institutions: Commercial Banks, Regional Rural Banks, and Cooperative Banks, role banking in economic development; Differential Banking License

Unit III: Indian Banking System: An introduction of Banking Operations in India, Role and Importance of CIBIL for banks, CAMEL approach and disclosure requirement for bank’s financial health; Liquidity Management: Sources of liquidity risk, key principles for liquidity management, Basel norms and Indian banking sector.

Unit IV: Non-Banking Financial Institutions and other Institutions—Introduction, History, function and scope, Role of NBFCs in economic development, Guidelines on fair practices code for NBFCs; Credit Rating: Introduction, Regulatory Framework, Credit Rating Agencies; An Introduction to Merchant Banking, Asset Management Companies and Depositories.

Recommended Books
3. S. Scott MacDonald & Timothy W. Koch, Management of Banking, Cengage Learning India Pvt Ltd.

Reference Books:
1. Fabozzi; Modigliani, “Capital Markets Institutions and Instruments”, PHI.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Financial Markets and Services
FM-03-C

L T P Credit
4 - - 4
Time: 3 hours

Course Objective:
The aim of this course is to familiarize the students with financial markets & services and its applications in managerial decision making.

Course Contents:
Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries-merchant bankers, underwriters and bankers to issue, secondary market intermediaries-stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-III: Financial Services- Meaning, importance and scope. Mutual funds- Concept, Sponsors, Trustees, AMCs, and custodians, classifications of mutual fund schemes, NAV and its importance, factors affecting the growth of mutual fund in India. Insurance-meaning, need, principles of insurance, types of insurance, re-insurance, underwriting, factors affecting the growth of life insurance and general insurance in India

Unit-IV: Credit rating- objectives and importance, Indian and international credit rating agencies with their relevance, factors affecting the credit rating of an economy, sector and company and its procedure. Leasing-concept, types, importance, factors affecting lease v/s buy decision and tax aspects.

Recommended Books:

Reference Books:
5. Resources from SEBI and RBI websites.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The basic objective of this course is to provide an in-depth insight into the concept of Taxation, tax planning and to equip the students with a reasonable knowledge of tax planning devices.

Course Contents:

Unit-II: Taxation of Companies: Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units. Income from Salary – Scope, allowances and perquisites, deductions from salary. Income from House Property – Coverage and deductions.

Unit-III: Income from Business & Profession – Express allowances and disallowances, tax incentives on R & D expenses, Depreciation allowance, method of accounting. Income from Capital Gains – Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions. Income from Other Sources. Set off and carry forward of losses, Tax planning.

Unit-IV: Deductions Under Chapter VIA - incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements

Recommended Books:
1. Singhania V.K. and Singhania, Kapil Direct Taxes Law & Practice, Taxmann Publications
2. H.C.Mehrotra & Dr. S.P.Goyal, Income Tax Law & Practice, Sahitya Bhawan Agra
3. Bhagwati Prasad, Direct Taxes Law & Practice, WishwaPrakashan
4. V.S.Datey, . Service Tax and VAT, Taxman Publ

Reference Books:
1. Ahuja Girish K. and Gupta, Ravi, Direct Taxes Ready Reckoner(with tax planning), Bharat Law House Pvt. Ltd., Delhi.
5. B.B.LaL, Direct Tax Law & Practice, Konark Publication, Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The objective of this paper is to introduce the students to the role of human behavior in financial decision making. This will enable them to understand some psychological biases which lead to various anomalies.

Course Contents:
Unit-I: Classical finance and behavioral finance, Foundations of rational finance: modern portfolio theory, capital asset pricing model, efficient market hypothesis and challenges to rational finance.

Unit-II: Introduction to behavioural biases: heuristic driven biases (overconfidence, optimism, representativeness, availability, anchoring) and frame dependent bases (loss aversion, narrow framing, disposition effect).


Unit-IV: Portrait of an individual investor; Implications of heuristics and biases for decision making; Behavioural portfolio theory; Guidelines for overcoming behavioural biases. Value Investing; Strategies of well known value investors (Benjamin Graham and Warren Buffet).

Recommended Books:
2. Forbes- Behavioural Finance, Wiley India.

Reference books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Services Marketing

**MM-01-C**

L T P Credit: 4 - - 4

Time: 3 hours

**External Theory Marks: 75**

**Internal Marks: 25**

**Total Marks: 100**

**Course objective:**

This course aims at providing the students with an understanding of the principles and practical issues in the Marketing of Services.

**Course Contents:**

**Unit-I:** Services- definition, concept, characteristics of services compared to goods, service sector, reasons for growth of services, distinctive marketing challenges, types of services; Services Marketing Mix; Service Customer Behaviour: Risks Involved, Consumer Decision Process, Customer Expectations, zone of tolerance, factors affecting service decision process, marketing strategies. Service Product – service package, service components, core and supplementary services, the product levels, service levels and delivery; Branding Services: Brands and Customer Relationship, Concept of Brand, Brand Value Proposition, Service Characteristics and Branding, Branding Implications, Creating a strong Service Brand.


**Recommended Books:**


**Reference Books:**


**Note:**

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To familiarize the students with the processes and factors influencing the buying behavior of consumers and implications of these factors in development of marketing strategies

Course Contents:

Unit-II: Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying, Personality, personal values, lifestyle concepts and measurements.


Recommended Books:

Reference Books:
3. Nair, Suja R. “Consumer Behaviour in Indian perspective: Text and cases”, Himalaya Publishing House, Mumbai
4. Kardes, Frank R. “Consumer Behavior and managerial decision making”, PHI, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Retail Management
MM-03-C

Course Objective:
This course aims at providing students with a comprehensive understanding of the theoretical and applied aspects of retail Management.

Course Contents:
Unit-I: Retail Management - Meaning, scope, organised v/s unorganised retailing, offline v/s online retailing, factors affecting and challenges for the growth of retail sector in India, retail formats- classification and characteristics, segmentations of retail stores in India.

Unit-II: Understanding Shopper Behavior - need, process, and factors influencing the retail shopper behavior, Retail Location - types, steps involved in choosing a retail location decision, store design, layout and visual merchandising- various elements and their importance.

Unit-III: Retail Merchandising - meaning, functions of merchandising, process of merchandise planning and sourcing, Category Management - reasons for category management, category management process, Retail pricing strategy - factors affecting retail pricing strategy and retail pricing policies.

Unit-IV: Retail Marketing Mix - STP approach, tools of retail communication mix, Service quality in retailing- models of service quality and their importance, dimensions of service quality and their applications in various retail formats, retail store image and determinants, customers’ loyalty - types and importance.

Recommended Books:
1. Berman, Barry & Evans, Joel R. “Retail Management”, Pearson Education.
2. Vedamani, Retail Management, Pearson Education.

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Customer Relationship Management

Course Objective:
This course provides students with a working knowledge of the principles and best practices for managing customer relationships that result in unsolicited testimonials and relationship annuities.

Course Contents:
Unit I: CRM – Introduction and Value Proposition, Evolution of CRM & its scope, Difference between CRM, Relationship marketing and traditional marketing (transactional concept), Types of CRM (Operational, Collaborative and Analytical) Understanding Customers, their Value and Costs, Types of Customers, Customer Satisfaction and loyalty, Concept of customer value and cost, Customer Lifetime Value (CLTV) and management of customer value.

Unit II: Understanding Relationships - Types of relationships, Key principles of managing relationship; customer switching and retention, customer recall CRM and Technology - eCRM – Features, Advantages and technology, CRM Contact Center Tools (IVR, CTI, ACD), Front Desk Management, Sales Force Automation, Data management and construction of databases for Data Warehousing and Data mining, Considerations while choosing CRM technology

Unit III: Consumer Research - understanding consumer behavior and purchase process, to manage customer expectations and satisfaction. Implementing CRM Projects Planning for CRM, Building blocks of a CRM program, CRM implementation and organizational structure


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
Introduce current and core practices of Digital and Social Media Marketing that will allow learners to analyse, plan, execute and evaluate a digital marketing strategy.

Course Contents:


Unit-III: LinkedIn Marketing: Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram - Content Strategy, Sponsored Ads, Snapchat, Digital Public Relations.

Unit-IV: Mobile Marketing: Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of Mobile Campaigns. Search Engine Optimisation: Search Engine, Concept of SEO, SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics: Data Collection, Key Metrics, Making Web Analytics Actionable, Multi-channel attribution, How to connect offline with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics, Competitive Intelligence.

Recommended Books:
2. Philip Kotler, “Marketing 4.0: Moving from Traditional to Digital”, Wiley

Reference Books:
2. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies, 

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Organizational Change and Development
HRM-01-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course objective:
The purpose of this course is to learn to plan and implement change at the individual, group & organizational level. The course helps the students develop as potential change agents and OD professionals.

CourseContents:
Unit-I: Introduction to organizational change: Nature of change, forces of change, levels of change, types and styles of change, diagnosis for change, models of change, component analysis, diagnosing readiness to change, Steps in managed change, resistance to change, methods of introducing change in organisations.

Unit-II: Introduction to organizational Development: Definition, growth and relevance; history and evolution of OD. OD process - entering and contracting, diagnosing organizations, diagnosing groups and jobs, collecting and analyzing diagnostic information, feeding back diagnostic information, designing interventions, leading and managing change, evaluating and institutionalizing organization development interventions. OCTAPACE model.

Unit-III: Designing OD interventions: Human process interventions - Interpersonal and group process approaches: Process consultation, third party interventions and team building; Organisation process approaches: Organization confrontation meeting, intergroup relations intervention, and large group intervention; Techno structural interventions: Restructuring organisations, employee involvement and work design; Human Resource Management Interventions: Performance management, developing talent, managing workforce diversity and wellness; Strategic change interventions: Transformational change, continuous change, trans-organizational change.

Unit-IV: Change agents and emerging issues in OD: Comparing internal and external change agents; Role and competencies of an OD consultant; International Organisation Development Code of Ethics; Ethical issues and guidelines for OD professionals; issues in consultant – Client relationship; Implications of OD for the client; Power and politics and OD: Concept of power, two faces of power, conditions for the use of power, sources of power. Concept of organizational politics, political subsystem, implications of power and politics for the practice of OD. Ethics in OD - Major categories of ethical dilemma.

Recommended Books:

Reference Books:
4. French & Bell, Organisational Development, PHI, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Compensation and Benefits Management
HRM-02-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
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 Contents:


Unit-III: Benefits and services: concept, classification of employee benefits, factors influencing of benefits, competency based compensation, executive compensation: introduction, components and executive compensation design. Compensation of special groups, Employee reward system in India.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
This course intends to increase students’ awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. Complexity in today’s workforce, new technology investments, economic pressures, talent as a competitive edge, aligning the people strategy with the business strategy and many other reasons are driving a change in HR to be analytics-dependent.

Course Contents:
Unit I: HR Analytics Evolution of HRIS and HR Analytics. Types of Measures – HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/Managers – HR expectations on Analytics Understanding HR indicators, metrics and data, Data collection, tracking, entry, Relational databases and HR systems.

Unit 2: Assess IT requirements to meet HR needs, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

Unit 3: Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification – return on investment, Communicating recommendations.

Unit 4: Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modeling in HR: descriptive and indicative models for employee retention and turnover.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Manpower Planning, Recruitment, and Selection
HRM-04-C

L T P Credit
4  -  -  4

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Time: 3 hours

Course Objective:
To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of a business enterprise. It establishes HR as a key strategic partner for businesses and stresses the need for proper planning in terms of HR demand and supply to ensure the labour needs of organizations are met effectively.

Course Contents:

Unit-II: The process of man power planning, Organizational Strategy and human resources, Organizational culture and HR Strategy, Industry life cycle and HR strategy Linking, Organizational strategies and HR plans, Job Analysis; Job analysis, Problems associated with job Analysis, Process of job analysis, Specific job analysis Techniques, Competency Based Approaches, Time Motion study.

Unit-III: HR Management: Forecasting Demand: nature, factors, techniques and approaches, Forecasting Supply: nature, techniques, Determining Manpower Gaps, Surplus manpower handling, VRS policy, Retrenchment policy, Downsizing, Outsourcing. HR forecasting Process:Forecasting Activity categories, benefits of HR forecasting, Environmental and Organizational factor affecting HR forecasting, HR forecasting techniques.

Unit-IV: Retention programs. Succession Management: Importance of succession management, Succession Management Process, Employee Role in Succession Management, Succession Management Soft Spots. Career Development, MDPs, Skills and multi skilling, Barriers to HRP and effective ways to overcome, emerging issues of HRP.

Recommended Book:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents:
Unit-I: Strategic HRM: introduction, components, objectives and evolution of SHRM, difference between traditional HRM & SHRM, Investment perspective of human resource management, challenges in SHRM, barrier to Strategic HR, SHRM approaches: The Indian Context.

Unit-II: Human Resource Evaluation: concept, approaches, rationale for HR evaluation, linkage between HRM and firm performance, distinctive HR practices, HR outsourcing and off shoring, human resource planning: an overview, significance, perspectives and objectives of HRP, business strategy & HRP, process of HRP.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Foreign Exchange Management  
IB-01-C

Course Objective:  
To acquaint the students with the mechanism of foreign exchange market, measurement of foreign exchange exposure and its management

Course Contents:  


Unit-IV: Foreign Exchange Risk Exposures and Management - factors affecting the risk exposure in Forex market, Exposure and Managing Transaction, Translation and Economic risk, Sources of long term International finance.

Recommended Books:  

Reference Books:  

Note:  
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Export Import Management and Documentation
IB-02-C

L T P Credit
4 - - 4

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The main objective of the course is to familiarize the students with the management of export and import business and its documentation.

Course Contents:


Unit-III: Policy Assistance and Incentives: Incentives and Assistance for Exporters, Duty Drawback (DBK) Procedure for Claiming Duty Drawback, Exports from India Scheme, Export Promotion Capital Goods (EPCG) Scheme, Towns of Export Excellence (TEE), Deemed Exports, Export Oriented Units (EOUs), Electronic Hardware Technology Parks (EHTPs), Software Technology Parks (STPs) and Bio-technology Parks, Agri Export Zones (AEZs), Special Economic Zones (SEZs), Benefits Enjoyed by SEZs, Quality Control and Trade Disputes (QCTD) Assistance to States for Developing Export Infrastructure and Allied Activities (ASIDE), Role and Significance of Export Trading Houses and privileges of status holder.


Recommended Books:
2. Export-Import manual, Nabhi Publication, New Delhi

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Regional Economic Blocks
IB-03-C

L T P Credit: 4 - 4 - 4

External Theory Marks: 75
Internal Marks: 25
Time: 3 hours
Total Marks: 100

Course Objective:
The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Contents:
Unit-I: Concept, Rationale and objectives of Economic Integration, Levels of economic integration, Impact of Economic Integration, Customs Union: Features, Theory of Customs Union, Partial Equilibrium approach to Customs Union, Assumptions of approach, Effects of Customs Union. General Equilibrium Approach: Lipsey model and Vanek model.

Unit-II: Regionalism in the World Economy, Economic Integration among developing countries: Rationale, benefits, problems of economic integration, measures to encourage EI among developing countries, Evaluation of RIA’s.

Unit-III: South – South Cooperation: Problems facing the south, Scope of ECDC (Economic cooperation among developing countries), Rationale, SSC (South- South Cooperation): Efforts, progress, problems, India’s role in SSC. India and Regional Cooperation, SAARC: Objectives and principles, SAARC nations, potential areas of Cooperation, problems of SAARC nations, SAPTA, INDO – LANKA FTA, INDO - SINGAPORE CECA (Comprehensive Economic Cooperation Agreement).

Unit-IV: Major Regional Trading Groups: EU; NAFTA; REI in America’s: CARICOM, MERCOSUR, CAN; Regional economic integration in ASIA – ASEAN, APEC; Regional economic integration in AFRICA: African Union; BRICS. Commodity agreements and OPEC nations. Role of WTO, WTO provisions on regional integration arrangements.

Recommended Books:

Reference Books:
2. Dreze, Jean & Sen, Aamrtiya, Indian, Development: Selected Regional Perspective, Oxford Univ. Press
6. Trivedi, Sonu, Regional Economic Cooperation and Integration, New Century Publications.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Business Environment  
IB-04-C

L T P Credit External Theory Marks: 75  
4 - - 4  
Internal Marks: 25  
Time: 3 hours Total Marks: 100

Course objective:  
The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Course Contents:  
Unit-I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications. Socio-Cultural environment: significance, religion, language, education, aesthetics, attitudes, culture, customs and practices, cross cultural literacy, managing cultural diversity- dealing with cultural differences, social responsibility of business.

Unit-II: International Economic Environment: International economic analysis indicators; Economic factors affecting international business operations- economic freedom, economic systems, economic indicators; Assessing economic development, performance and potential; Regional economic integration: Effects of integration, major regional trading groups in Asia and America. International Investment Theory - Theory of capital movements, Market imperfections, Internationalization, Appropriability, Location specific advantage.

Unit-III: Political and Legal environment: Political environment: Individualism Vs collectivism, political ideology, political risk; Legal environment: Types of Legal systems, trends in legal system, implications for managers, legal issues in international business.

Unit-IV: Technological environment: Impact of technology on society, economy, industry; Need to spend on R & D, implication of technology on MNCs, environmental factors contributing for rise of technology, Nature of technology transfer, stages in transfer process, international technological issues.

Recommended Books:  

Reference Books:  
7. WTO Annual reports, Geneva.

Note:  
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Logistics Management
IB-05-C

L T P Credit: 4 - - 4

Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
To give students proper understanding of logistic management in International Business.

Course Contents:
Unit-I: International Logistics: Concept, objectives, scope and relevance of logistics in international trade; Integrated logistics and sub-system elements; Information and order processing; Packing and packaging.

Unit-II: Choice of mode of transport; General Structure of Shipping: Liner shipping and freighting practices, Tramp Shipping and Chartering clauses, Freighting principles and practices in trade logistics, documentation in trade logistics.

Unit-III: Containerization; Role of dry ports in trade logistics; Multi-modal transportation and CONCOR; Role of intermediaries in trade logistics. Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Problems of Indian Ports.


Recommended Books

Reference Books
9. Desai, H.P., “Indian Shipping Perspectives”, Anupam Publications, Delhi,
11. Shipping Documents and Reports, UNCTAD.
12. Use of Maritime Transport Volume one: ESCAP, UN.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The objective of the course is to familiarize the students with the concept of database and its utility in organization of information.

Course Contents:
Unit-I: Concept of database and database management system, purpose, advantages and disadvantages of DBMS; DBMS Architecture; Entities and Relationships, schemas and sub-schema; and Data Independence; Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational

Unit-II: Introduction to SQL; Components of SQL: DDL, DML, DCL; creating Tables, Views, Index, Sequences and Synonyms; inserting, updating and deleting data; database queries; joins and set operators; SQL functions.

Unit-III: Database Design-basic considerations; Data Independence-Logical and Physical; Database Normalization – 1NF, 2NF, 3NF, BCNF, 4NF and 5NF; Denormalization; Integrity and Concurrency control

Unit-IV: Database security; Back-up and Recovery; Advance Database concepts-Distributed databases, Internet databases, Multimedia databases, Digital libraries and Mobile databases.

Recommended Books:
1. Kahate, A., Introduction to Database Management Systems, Pearson Education

Reference Books:
1. Abraham, Korth , Data Base System concepts, McGraw Hill, New Delhi
3. Rob, Database System , Cengage Learning

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

Course Contents:
Unit-I: Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology,

Unit-II: Technology and management paradigms, technology and market interaction, technology life cycles, Process of technological innovation, factors affecting technological innovations

Unit-III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits,

Unit-IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues

Recommended Books:
1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

Reference Books:
1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
E-Governance and Framework of ICT
IT-03-C

L T P Credit
4 - - 4

Course objective:
The objective of this subject is to prepare students in understanding the various initiatives taken by government for promoting E-Governance, E-governance models and IT Act.

Course Contents:


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The main objective of this course is to make students about the various issues related to software project management and its successful implementation.

Course Contents:

Unit-II: Project Planning Infrastructure; Process Planning; Effort Estimation and Scheduling; Quality Planning; Risk Management.

Unit-III: Measurement and tracking planning; Development Project Management Plan: Team structure, communication and team development; Customer Communication and issues; Structure of project management plan.

Unit-IV: Configuration management and control; Project Monitoring and Control: Project Tracking, Milestone analysis, Defect analysis and prevention; Project Closure analysis

Recommended Books

Reference Books

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
**Course Objective:**
The objective of this course is to familiarize the students with the practical approach of using Excel and SPSS like software in data analysis.

**Course Contents:**

**Unit-I:** Understanding Data: Data, Types of Data and Levels of Measurements; Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

**Unit-II:** Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Auto fill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs; Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using ‘Data Analysis’ Add-in in Excel for computing basic descriptive and inferential statistics

**Unit-III:** Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSSs and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

**Unit-IV:** ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman’s Rank Correlation

**Recommended Books**
1. Naval Bajpai, Business Statistics, Pearson
2. Whigham David, Business Data Analysis, Oxford University, Press, Delhi.

**Reference Books**

**Note:**
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
To provide an integrative approach to management of projects, detailing the various phases of the PLC.

Course Contents:
Unit-I: Introduction: Project and project life cycle; importance of project management; integrative approach to project management, Project portfolios and their management system; project management structures and related issues.


Unit-IV: Implementation, Monitoring and Control of Projects: Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

Recommended Books:
2. Harvey Maylor, Project Management, Pearson, New Delhi

Reference Books:
6. Richman Larry, Project Management: Step by Step, PHI, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Quality Toolkit for Managers

OM-02-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
To expose various concepts and philosophies of quality management and to develop skill for implementing the various phases of total quality management.

Course Contents:


Recommended Books:
1. Besterfield Dale H, Quality Control, Pearson, New Delhi
2. Bedi, Quality Management, Oxford University Press.
3. Juran J. M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi

Reference Books:
4. Ronald G Day, Quality Function Deployment, TMH, New Delhi
7. Hansan B.L. &Ghare, P.M. Quality Control & Application, PHI.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To acquaint the students with the supply chain management concepts, structure, organization and process. To understand the role of supply chain and business logistics in developing corporate strategy.

Course Contents:
Unit-I: Understanding the Supply Chain: Define Supply Chain, Objective of a Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, logistics as integral part of SCM, components of logistics

Unit-II: Designing the supply chain network: role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modeling for supply chain, designing and planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, tailored transportation.

Unit-III: Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies, single vendor concept, management of stores, accounting for materials. Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit-IV: Decision-support systems for supply chain management: Introduction, the challenges of modeling structure of decision support systems, input data, analytical tools, presentation tools, supply chain decision: support systems. Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Recommended Books:

Reference Books:
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, “Supply Chain Logistics Management”, TMH
5. Raghuram G. “Logistics and Supply Chain Management”, Macmillan, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents:
Unit-I: Matrix of Service Characteristics: Challenges in Operations Management of Services: Aggregate Capacity Planning for Services; Facility Location and layout for Services

Unit-II: Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement;

Unit-III: Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis;

Unit-IV: Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services: Case Studies on Professional Services.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
R &D Management  
OM-05-C  
L T P Credit: 4 - - 4  
Time: 3 hours  
External Theory Marks: 75  
Internal Marks: 25  
Total Marks: 100

Course Objective:  
To develop middle level scientists in the modern concepts of R & D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective member of a large multi-disciplinary projects.

Course Contents:  
Unit-I: Survey of Emerging Technologies~ Environment Analysis; Project Proposals; R & D Management: Management of knowledge workers.

Unit-II: R & D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R&D Projects; R & D Budget.

Unit-III: Technology Scanning: Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment.

Unit-IV: Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools.

Recommended Books:  
2. Jain, R K. & Triandis, H C., Management of Research and Development Organisations; Managing the Unmanageable, Wiley.  

Reference Books:  
2. NTIS, The Management of Government R & D Projects; the effects of the contractual requirement to use specific management techniques, University of Texas.

Note:  
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.  
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.  
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Legal Institutional Dynamics

PPM-01-C

L T P Credit
4  -  -  4

External Theory Marks: 75

Time: 3 hours

Internal Marks: 25

Total Marks: 100

Course Objective:
The students will be able to recognize their Fundamental Rights and limitations; comprehend the significance of Fundamental Duties as responsible citizens; Identify the roles of Welfare State as prescribed in Directive Principles of State Policy; Interpret the powers and functions of government at central, state and local level.

Course Content:

Unit II: Union Government: Parliament: The President; Vice President - Lok Sabha and the Speaker - Rajya Sabha and the Chairman - The Prime Minister, Cabinet and the Council of Ministers - Elections, Powers and Functions - Emergency Provisions

Unit III: State and Local Government: Governor - Chief Minister and Council of Ministers - Legislative Assembly and Speaker; Legislative Council and Chairperson - Elections, Powers and Functions - Panchayati Raj Institutions (PRI) - 73rd Amendment Act – 11th Schedule - PESA Act - Urban Local Government Institutions (ULGI) - 74th Amendment Act - 12th Schedule

Unit IV: The Judiciary: Supreme Court, High Courts: Powers, Functions and Jurisdictions - Judicial Review - Judicial Activism - Public Interest Litigation (PIL) - Types of Writs

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The objective of this course is to acquaint students with the concepts of economic development and theories of economic growth. Students will be able to develop understanding about measures of economic development, problem related to poverty and inequality and concepts related to sustainable development.

Unit-I: Economic Development: Meaning of economic growth and development, Factors determining economic growth and development; Measuring Development: Income Measures, Basic Needs Approach, PQLI and HDI and Capabilities Approach; Importance of agriculture and industry in economic development,

Unit-II: Poverty and Inequality: Measurement, Impact and Policy options, relationship between poverty/inequality and economic development; Development Gap: concepts and measurement; land reform and its effects on productivity and development.


Unit-IV: Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.

Recommended Books:
4. H.L. Ahuja, Development Economics, S. Chand Publication.

Reference Books:
3. Myint, Hla, The Economics of Undeveloped countries, Preager, New York

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The objective of this course is to familiarize the students with the practical approach of using Excel and SPSS like software in data analysis.

Course Contents:
Unit-I: Understanding Data: Data, Types of Data and Levels of Measurements; Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Unit-II: Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Auto fill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs; Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using 'Data Analysis' Add-in in Excel for computing basic descriptive and inferential statistics

Unit-III: Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

Unit-IV: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman’s Rank Correlation

Recommended Books
4. Whigham David, Business Data Analysis, Oxford University, Press, Delhi.

Reference Books

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The objective of this course is to acquaint students with the concepts of public finance. Students will be able to develop understanding public revenue, public expenditure, public debt and fiscal policy.


Unit-II: Sources of Revenue: taxes, loans, grants and aid – meaning and types, canons of taxation, problem of justice in taxes, incidence of taxation, taxable capacity, impact of taxation & tax evasion characteristics of Indian tax system, defects & steps of reform; Public Expenditure: Meaning, Classification and Cannons of Public Expenditure, Effects of Public expenditure on- Production, Distribution and Economic Growth


Unit-IV: Fiscal Policy: Meaning, Objectives of Fiscal Policy, role of fiscal policy in controlling inflation and stagnation, Fiscal Responsibility and Budget Management Act; Budgets: Meaning, Classification of Budgets, Fiscal Deficit, Deficit financing and deficit budget.

Recommended Books:
1. H.L. Bhatia, Public Finance, Vikas Publication

Reference Books:
1. M. Govinda Rao and Tapas Sen, Financial Federalism in India, Mcmillan, Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Risk and Disaster Management
PPM-05-C

L T P Credit: 4 - - 4
Time: 3 hours
External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The objective of this course is to understand the nature and types of disasters, disaster management process and key institutions and to examine the significance of community-based disaster management.

Course Contents:


Unit III: Community-based Disaster Management: Community Based Disaster Management: Scope and Significance - Disaster Management Planning at Village Level – Mapping of the Area and Resources – Preparatory Exercises at the local level – Capacity building sessions: Mock Drills; Emergency Response and recovery; First Aid - Emergency Reconstruction; Temporary Relief and Rehabilitation.

Unit IV: Disaster Preparedness and Risk Reduction: Disaster Preparedness and Risk Reduction: Scope and Significance - Eco Disaster Risk Reduction - Role of Local Governments in Disaster Preparedness and Risk Reduction – Analysis of functions by the Local Governments – Empowering Local Governments in Disaster Preparedness and Risk Reduction - Community Based Approach - Disaster Preparedness Measures: Constitution of Core team/ Taskforce - Village Disaster Management Plan - Capacity building of elected members, officials and community – Use of GIS data for disaster-specific information.

Recommended Books:

Reference Books
1. Kafle, SheshKanta And Zubair Murshed. (2006), Community-Based Disaster Risk Management For Local Authorities, Asian Disaster Preparedness Center Through Its Partnerships For Disaster Reduction
2. Southeast Asia, Bangkok, Thailand.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The basic objective of the course is to acquaint the students to the investment decisions related to financial assets, the risks and the returns involved, to make them aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents:
Unit-I: Investment- Concept, objectives and process of investment management, financial and non-financial forms of investment, various investment avenues, sources of investment information, financial market and Investment Instruments, services of intermediaries in investment management, regulatory framework in financial market.

Unit-II: Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Valuation of debt instruments- methods of valuation, risk management in debt market. Valuation of equity- methods of valuation including CAPM and their relevance.

Unit-III: Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, Company analysis - nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: line chart, bar chart, points and figures chart, candlestick chart, reversal patterns, continuation patterns, Dow theory, Elliott wave theory.

Unit-IV: Portfolio theory- Efficient Market hypothesis (EMH), Random walk theory, Markowitz diversification model, Sharpe single index model, Arbitrage pricing theory. Portfolio building process, tools used by value investors, Portfolio performance evaluation- Sharpe’s and Treynor’s portfolio performance evaluation, Portfolio revision- Active and passive strategies & formula plans in portfolio revision.

Recommended Books

Reference Books

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:

Course Contents:


Unit-II: Concept of forward contracts, Features of forward contracts, Classification of forward contracts and Differences between forwards and futures. Financial Future Contracts: Types of financial future contracts, Evolution of futures markets in India, Traders in future market, functions of future market, Future market trading mechanism. Meaning of future Pricing, Theories of futures pricing (The cost of carry approach and the expectation approach).

Unit-III: Options Market – Concept of options, Brief history of options, Distinctions between futures and Options contracts. Types of options contracts: Call options, Put options, American options and European options, Exchange traded and OTC-traded options. Option valuation: Intrinsic Value and Time value of the options.


Recommended Books

Reference Books
5. Kolb, W. Robert, “ Futures Markets” PHI, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Project Appraisal and Finance Valuation

FM-08-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course Objective:
The basic objective of the course is to familiarize the students to the long term investment decisions and risks related facts, so that they can aware about formulation and implementation of project.

Course Contents:
Unit-I: Capital Investment- need, types, phases and issues in investment decision, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting the project ideas and project rating.


Unit-III: Project Risk Analysis- types of Risk, Risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making, financing of projects.

Unit-IV: Social Cost Benefit Analysis (SCBA),Project Management and Review- Forms of project organisation, project planning and control, human aspect of project management, pre-requisite for successful project implementation, control of in-progress projects, administrative aspect of capital budgeting.

Recommended Books:
2. Khatua: Project Management and Appraisal, Oxford University Press..

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Finance  
FM-09-C  

Course Objective:  
This course enables students understand the macro environments in which financial transactions are carried out. And also acquaints them with the problem and techniques of financial management in multinational corporations.

Course Contents:  
Unit-I: International financial management; Study of international finance – Its Importance, nature and scope of IFM, IFM versus domestic financial management, Role of finance manager in global context. Balance of payments: Current account transactions, Capital account transactions, Meaning of adjustments and Approaches to adjustment: The classical view, Elasticity approach and The Keynesian approach.

Unit-II: Foreign exchange market: Features, participants, types of foreign exchange market: Spot market and forward market. Exchange rate quotations, nominal, real and effective exchange rates, determination of exchange rate in spot and forward market, Factors influencing exchange rates, Theories of exchange rate behaviour: Balance of payment theory, monetary theory and portfolio balance theory.

Unit-III: Forecasting Exchange Rate: Need for exchange rate forecasting, techniques of exchange rate forecasting. Foreign Exchange Risk and Management: Types of exposure, Tools and techniques of foreign exchange risk management.

Unit-IV: Foreign Direct Investment: Need to firms invest abroad and methods of increase international business. Multinational Capital Budgeting: Problems and issues in foreign investment analysis and techniques of capital budgeting. International taxation: Types of taxes, Meaning of double taxation agreement, Modes of double taxation relief.

Recommended Books:  

Reference Books:  

Note:  
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.  
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.  
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Mergers, Acquisitions and Corporate Restructuring
FM-10-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:
The main objective is to provide an understanding of all aspects of strategic decision of mergers, acquisitions and corporate restructuring; valuation of the firms; law and practical issues affecting and arising out of mergers, acquisitions and corporate restructuring.

Course Contents:
Unit-I: Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies. Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase, take over refuse – financial diffusive measures, coercive offers and defuse, anti-takeover, position fill defies, targeted shares repurchase and standstill agreements etc.

Unit-II: Theory of mergers and take over and tender offers – efficiency theories information and signalling agency problems and managerialism, free cash flow, market power, taxes, Demergers: Divestitures, Spin off, Equity carved out, Split off, Split up, Reconstruction, Modes of Demerger, Tax aspects, Advantages and Procedure, Reverse merger: Requirements, Takeover by reverse bid.

Unit-III: Valuation and Exchange Ratio, Modes of valuation, Fixing price for acquisition, Determination of share, exchange ratio on merger, Feasibility analysis for cash acquisition, Valuation practices in India, Funding of Merges and Acquisitions: Financing alternatives, Management buyouts, Leveraged Buy - Outs.


Recommended Books:
1. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control, Pearson

Reference Books:
1. Aurora, Mergers & Acquisitions, Oxford University Press.
VadapalliRavindhar, Mergers, Acquisitions and Business Valuation, Excel Book publishing, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Integrated Marketing Communications

Course objective:
This course aims at enhancing the in-depth knowledge of students about the importance of integrated marketing communication concepts in the increasingly competitive business environment.

Course Contents:

Unit-II: Advertising- significance and criticism of advertising, role of advertising in marketing mix, types of advertising; Advertising Campaign; Advertising Agency – definition, features, types, functions, structure of advertisement agency, agency compensation, factors to be considered while selecting an advertising agency. IMC Objectives- importance, setting IMC objectives, DAGMAR approach.

Unit-III: Promotional Budget- meaning, budgeting approaches; Message Strategy and Design- Copywriting, components of copy, effective copy, copywriting for various media; Appeals- rational and emotional; Media Planning and Strategy- Media Brief, Media Plan, Media Objectives and Strategies, Media Mix, Deciding on reach and frequency, Media Classification- factors affecting choice of media.

Unit-IV: The Marketing Communication Tools - Sales promotion, Direct Marketing, Public Relations and Publicity; Unconventional Promotion Media- Sponsorships, Merchandising, Packaging, Trade shows and exhibitions, Van promotions, Mobile Advertising, WOM advertising, Village fairs, Out of Home Media; Measuring IMC performance - Advertising Testing Process – pre & post testing tools & techniques, measuring the effectiveness of other program elements; Legal and ethical issues in marketing communications.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Course Contents:
Unit-I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit-II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India’s Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

Unit-III: Product Decisions: Product planning for global markets; Standardization vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit-IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books:

Reference Books:
1. Srinivasan, R. “International Marketing”, Prentice Hall of India, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Product & Brand Management
MM-08-C

L T P Credit
4 - - 4

Course objective:
To familiarize the students with concepts, tools and frameworks required for managerial decisions related to Product and Brand Management.

Course Contents:


Unit III: Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity. Measuring and Interpreting Brand Performance: Importance of Measurement in Brand Mgt, The Brand Value Chain, Brand Tracking Research: Designing, Conducting and Interpreting Tracking Studies, Establishing Brand Equity Measurement System, Measuring Sources of Brand Equity through Research (Qualitative/Quantitative),


Recommended Books:
1. Kevin Lane Keller, “Strategic Brand Management: Building, Measuring, and Managing Brand Equity”, PHI

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To develop an understanding of Sales and Distribution Channel Management with regards to Business Development and in correlation to the Marketing Management as Process in coherence with the complete Supply Chain Management System.

Course Contents:
**Unit-I:** Introduction to Sales Management: The Sales Management Function, Nature, Scope and Importance; Emerging Trends in Sales Management; Personal Selling Process and Approaches; Sales Forecasting: Methods and Types of Sales Forecasting, How to Improve Sales Forecasting; Sales Territory Design: Benefits and Procedure of Territory Design.

**Unit-II:** Sales Force Management: Organizational Structure its purposes, types and Size of the sales force. Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance.

**Unit-III:** Distribution Management: Need and Strategies of Distribution channels; Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockiest, sales agents, brokers, franchisers, C&F agents, and retailers. Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict: Stages, Reasons and Types of Channel conflict, ways of Managing Channel conflict.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
To familiarize the students with terms, concepts and applications required for managerial decisions related to business-to-business marketing.

Course Contents:

Unit-II: Assessing Market Opportunities, Environmental changes impacting Supply Chain Power, Strategic Market Planning: The purpose of strategy, approaches to strategy, Business Marketing Strategy.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
This course would enable the students to understand Employee Relations imperatives in the changed Business Environment.

Course Contents:
**Unit-I:** Industrial Relations: Meaning, Definitions, Characteristics, Objectives, Factors Affecting IR, Participants of Industrial Relation system, Different Approaches to Industrial Relations: Psychological, Sociological, Human Relations, System Approach: The Dunlop Model, Conflict Approach, the Marxian Approach. Role of State in IR. The Challenges to Industrial relation; Changing Characteristics of the Industrial Workforce.


Recommended Books:
4. Venkatratnam: Industrial Relations, Oxford University Press

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To familiarize the students about the concept and process of training and development and its importance in an organization.

Unit I: Training – concept and rationale, training system and processes, trends in training, KSA’S- Types; Aligning training with strategy; Role of stakeholders in training programme; Training needs assessment – organizational analysis, operational analysis, person analysis.

Unit II:
Learning Theories and Program Design: Learning theories - Reinforcement theory, Social learning theory, Goal theory, Need theory, Expectancy theory, Adult learning theory & Information processing theory. Learning process, Factors influencing the learning process, Participants learning styles; Considerations in designing effective training programs - Selecting and preparing the training site, Choosing trainers, Role of trainer in converting training site and instruction conducive to learning, Program design.

Unit III: Training Methods: Presentation methods - Lecture and Audio visual techniques; Hands on methods- OJT, simulations, case studies, business games, role plays, behaviour modeling; Group building methods: Adventure learning, team building, action learning; Evaluation of training – need for evaluation, criteria and approaches; return on investment in training.

Unit IV: Special issues in training and employee development: Training issues resulting from the external environment- Legal issues, cross cultural preparation, managing work force diversity, school- to- work transition; Internal needs of the company - Life-long learning, Melting the Glass ceiling, joint union management programs, Succession planning, Developing managers with dysfunctional behaviors. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive –level management.

Suggested readings:
3. Agochia, Devendra, Every Trainer’s Handbook, New Delhi; Sage Publications
6. Goldstein, Training in Organization, Thomson Learning, Bombay
7. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Managing Interpersonal Skills
HRM-08-C

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Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The purpose of this course is to develop deeper understanding of the interpersonal and group processes and help the students to learn a broad variety of skills supportive work relationship.

Course Contents:


Unit-II: Interpersonal Effectiveness: Diversity - concept, barriers to accepting diversity, gender differences, cross-cultural diversity, strategies for addressing cross-cultural issues, managing organizational diversity; Persuasion – concept, importance, process, making effective presentations. Negotiation skills – importance, integrative and distributive bargaining strategies, stages of negotiating, tips for effective negotiating, integrity and ethics in negotiation, special situations in negotiations; Effective Meetings - importance and benefits of Meetings, problems with meetings, strategies for effective meetings.

Unit-III: Understanding and Working in Teams: Building Teams and Work Groups - types of teams, potential limitations of teams, team development stages, characteristics of high performance, effective teams; Managing conflict - sources of Interpersonal conflict, conflict management strategies, organizational and interpersonal techniques for preventing conflict; Facilitating Team Success – Importance, facilitator skills and behaviours, key facilitative preventions and interventions, Identifying and dealing with “Problem People”, Facilitation tips, limitations to facilitation; decision making –concept, importance, process; Problem Solving- concept, problem solving Techniques, Creativity – importance, strategies for increasing creativity in problem solving.

Unit-IV: Leading Individuals and Groups: Power and Politicking - concept and importance, ethical issues in politicking; Networking - uses of networking, developing an appropriate mindset for networking, barrier to networking, strategies for building an effective network, Mentoring –types and limitations; Coaching – benefits, effective coaching behaviours, Counselling, Feedback- Importance and characteristics of effective feedback, challenges in providing feedback, tips for receiving feedback; leadership, empowerment, Self-empowerment, empowerment through effective delegation.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Human Resource Management  
HRM-09-C

L T P Credit: External Theory Marks: 75  
4 - - 4  
Internal Marks: 25  
Time: 3 hours  
Total Marks: 100

Course Objective:
The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents:
Unit-I: GHRM- Introduction, differences between domestic and international Human Resource approaches of International Human Resource Management, Challenges in global labour market, Linking HR strategies to International expansion strategies, multiculturalism: nature of culture, cultural dimensions, managing across cultures: strategies, cross cultural differences and similarities.

Unit-II: International environment: political, legal and technological; Recruitment and Selection – Staffing policies, approaches, Selection criteria, recent trends in international staffing, Performance management of international employees, issues in managing performance in the global context.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
This course is designed to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.

Course Contents:


Unit-IV: Performance management & employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy, Performance Counseling, Ethics in Performance Management, Ethics Defined, Principles of Ethical Performance Management, Ethical Issues and Dilemmas in Performance Management

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Marketing
IB-06-C (Same as MM-07)

Course objective:
The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Course Contents:
Unit-I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit-II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India’s Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

Unit-III: Product Decisions: Product planning for global markets; Standardization vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit-IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books:

Reference Books:
1. Srinivasan, R. “International Marketing”, Prentice Hall of India, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Cross Cultural Management  
IB-07-C  

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**Course Objective:**
To expose students to the world of multi-culturalism and to enable students to internalize multicultural management skills and apply the same to management of International Business.

**Course Contents:**

**Unit-I:** Nature of culture, dimensions of culture, Hofstede model, Edward Hall model, Trompenaar’s cultural dimensions; Interacting spheres of culture- Influences on workplace culture, Cultural challenges in the modern Indian workplace. Communicating across cultures: process, barriers to cross cultural understanding, language and culture.

**Unit-II:** Culture and marketing: Cross cultural marketing research, culture and consumer behaviour; Negotiating across cultures, principles, process, negotiation styles in different countries, culturally responsive negotiation strategies.

**Unit-III:** The role of the global manager: The manager as a decision maker, cross cultural dimensions of decision makers; The manager as a leader: Motivation and leadership across cultures.

**Unit-IV:** Challenge of multicultural work groups and teams; challenge of international organisations; structure and culture; the challenge of international assignments, the challenge of managing across.

**Recommended Books:**

**Reference Books:**
1. Richard Hodgetts, et al., International Management, TMH, New Delhi

**Note:**
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
International Trade Laws
IB-08-C

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Time: 3 hours
Total Marks: 100

Course Objective:
To acquaint the students with various laws governing International business and their proper understanding for right decision making.

Course Contents:


Unit-III: Avoiding Business Disputes, Cultural Attitudes toward Disputes, Methods of Resolution, Alternate Dispute Resolution: Mediation, Arbitration, Litigation: Jurisdiction, Venue

Unit-IV: Ethics, Social Responsibility, and Corporate Codes of Conduct, Corporate Social Responsibility in Developing Countries: A Tale of Two Worlds, Codes of Conduct, Corporate Codes of Conduct, Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Recommended Books:
1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh, “International Business, Environments and operations”,

Reference Books:
5. Goel, P.K “Business Law for Managers”, Wiley India, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Management of Multinational Corporations
IB-09-C

L T P Credit
4 - - 4

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:
The basic objective is to familiarize the students with the operations and management of MNCs.

Course Contents:
Unit-I: A conceptual background of MNC's: Defining MNC's, characteristics, types, growth & evolution of MNC's. A theoretical perspective: Internalisation theory, Oligopoly theory, Tariff jumping hypothesis, Obsolescing bargain theory. The three models of internalisation strategy. Comparative Management: Importance and scope; Approaches of comparative management; management styles and practices in US, Japan, China, Korea, India.


Unit-IV:
Ethics and social responsibility in MNC's: Stakeholders expectations, Environmental management in MNC's, Dealing with corruption and bribery, Marketing issues, Human rights violation by MNC's. Emerging issues in MNC's: Challenges of globalisation, Towards transnational companies, Enterprise risk management in MNC's. Indian MNC's: Strategic issues for Indian MNC's- Evolution of Indian companies, Moving up the value curve, Overcoming the liabilities of Indianness, Role of Government.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To understand the basis of international trade and its significance for nations. To analyze the foreign trade policy and its implications for International Business.

Course Contents:

Unit-II: Regional Economic Groupings: Concept of Trade Barriers, Objectives of Trade Barriers, Types of Tariff Trade Barriers, Types of Non-tariff Trade Barriers, Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups, Types of Regional Economic Groups, Positive Effects of Regional Economic Groups, Negative Effects of Regional Economic Group, Major Trade Blocs, Free trade vs protection, economic effects of tariff, tariff retaliation, anti-dumping/countervailing duties; export subsidies;

Unit-III: FDI and MNCs: Concept of Multinational Corporations (MNCs), Merits of MNCs, Demerits of MNCs, MNCs in India, Concept of Foreign Direct Investment (FDI), Role and Functions of FDI in Developing Countries, Factors Influencing FDI, FDI Operations in India, FDI Policy in India, Make in India, Foreign Investment Promotion Board (FIPB), Foreign Investment Promotion Council (FIPC), Indian Joint ventures abroad; Project and consultancy exports, Policy on foreign collaborations and counter trade arrangements.

Unit-IV: India’s Foreign Trade: Introduction, Significance or Merits of Foreign Trade, Demerits of Foreign Trade, Growth of India’s Foreign Trade, Direction of India’s Exports, Direction of India’s Imports, Major Exports (Commodities) of India, Major Imports (Commodities) of India, Major Exports (Services) of India, India’s Share in World Trade and FTP 2015–2020, Prospects for India’s Foreign Trade Development, Challenges to India’s Foreign Trade Development.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Knowledge Management
IT-06-C

Course objective:
To familiarize the participants with the Knowledge Management and its application in business.

Course Contents:
Unit-I: Basic concept of knowledge, intelligence and experience; data, information and knowledge; types of knowledge, implications of knowledge management, Knowledge management lifecycle.

Unit-II: Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, Concept mapping, black boarding; Knowledge codification.

Unit-III: Quality Assurance; Knowledge testing, Logical testing, User acceptance testing; Knowledge system deployment, User training and deployment; post implementation review.

Unit-IV: Knowledge transfer: prerequisites, methods and strategies; Role of internet in knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management

Recommended Books:
2. Hislop, Knowledge Management, Oxford University, Press, Delhi.

Reference Books:
1. Shukla & Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
2. Warier, Knowledge Management, Vikas, New Delhi
4. S. Debowski, Knowledge Management, Wiley India, New Delhi.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To acquaint the participants about various aspects of information security and cyber laws.

Course Contents:
Unit-I: Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management

Unit-II: Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection

Unit-III: Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction

Unit-IV: Cybersquatting, legal and other innovative moves against cybersquatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Data Mining for Business Decisions
IT-08-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:
To familiarize the students with data mining and warehousing and its application in business organizations.

Course Contents:
Unit-I: Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost-benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Unit-II: Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).

Unit-III: Converting Variable Type - Concatenating R Data Sets - Merging R Data Sets - Producing Summary Reports in R - Creating an Accumulating Total Variable - Accumulating Totals for a Group of Data; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning,

Unit-IV: Data Warehouse implementation, Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing

Recommended Books:
2. Pudi, Data Mining, Oxford University Press, Delhi.
3. Thareja, Data Warehousing, Oxford University Press, Delhi.

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Enterprise Resource Planning
IT-09-C

L T P Credit  External Theory Marks: 75
4 - - 4  Internal Marks: 25
Time: 3 hours  Total Marks: 100

Course Objective:
The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

Course Contents:
Unit-I: Introduction to ERP and its evolution and the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodeling.

Unit-II: ERP systems development process, Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation.

Unit-III: Critical factors in ERP implementation success; Risks involved in ERP implementation - Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges.

Unit-IV: ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Course Contents:
Unit-I: Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization’s internal capabilities to the conditions in its external environment.

Unit-II: Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.

Unit-III: Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information system & Management, Six IS leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT & Management, I.T. & Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Unit IV: Technology planning for strategic position: Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitiveposition.

Recommended Books:
1. Strategic Management in Information Technology, David B. Yoffie, Prentice Hall, New York
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz, John Willey & Sons

Reference Books:
1. Management Strategies for Information Technology (Business Information Technology), Earl, Prentice Hall, New York
5. Annuals of cases on information technology, Khosrow-Pour, Mehdi, Idea Group Publishing, London

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The main objective of this course is to familiarize the students with the basic aspects of operation strategy by building on the theories and concepts are discussed in relation to analysis, design and control of enterprise product and service offerings and associated value adding processes.

CourseContents:
Unit-I: Introduction to Operations Strategy: Defining strategy, Defining operations strategy, operation strategy matrix, process of operation strategy; Operation performance: five generic performance objectives; importance, Tradeoffs; Substitutes for strategy: Total quality management, Lean operations, Business process reengineering, Six sigma.

Unit-II: Capacity strategy: Definition, Level of capacity strategy, Capacity change, Location of capacity; Purchasing and supply strategy: Definition, do or buy, vertical integration decision, contracting and relationships, supply network dynamics, purchasing and supply chain risk.

Unit-III: Process technology strategy: Definition, Evaluation, Product process matrix, Challenges to Information technology; Improvement strategy: Development and improvement, setting the direction, Importance; product and service development and organisation: Process & Importance.

Unit-IV: Process of operations strategy – formulation and implementation: Formulating operations strategy, analysis, challenges, implementation; Process of operations strategy – monitoring and control: tracking performance, Implementation risk, learning, appropriation and path dependency

Recommended Books

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

Course Contents:
Unit-I: Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology,

Unit-II: Technology and management paradigms, technology and market interaction, technology life cycles, Process of technological innovation, factors affecting technological innovations

Unit-III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits,

Unit-IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues

Recommended Books:
1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

Reference Books:
1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Manufacturing Systems Management

OM-08-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:
To understand the fundamentals concepts of a manufacturing system, new product development and synchronous manufacturing.

Course Contents:
Unit-I: Introduction: Requirements of Manufacturing, Various methodologies, Strategic Issues in Manufacturing, Cellular Manufacturing; Cell Formation - Early methods: Production Flow Analysis, Rank Order Clustering, Similarity based methods; Cell formation algorithms: P median formulation, Assignment formulation, ZODIAC algorithm, Metaheuristics, Considering sequence, Considering workload.

Unit-II: Minimizing intercell movement: Remainder cells, Machine duplication, Part subcontracting; Product based cell formation; Operator Allocation: Rabbit chasing, Dedicating operators, Static operator allocation problems, Network Models.


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
To demonstrate a working knowledge of raw materials and finished goods flow within the supply chain. Develop understanding for the application of inventory principles. Apply fundamental supplier selection and vendor analysis techniques.

Course Contents
Unit I: Introduction to Global Sourcing, Trends in Global Sourcing, Supply Management-Strategic Sourcing, Negotiation process, Methods of sourcing, Performance Measurement and Evaluation (Concepts and Metalcraft Case), Sourcing Risk Management identifying, assessing, and controlling risk

Unit II: Supplier Evaluation and Selection, locate, develop, qualify, and employ suppliers, Master supply agreement, Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case), score card method, supplier research and market analysis

Unit III: Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)-Integrative Pacific Systems Case (Sourcing Risk, Supplier Financial Analysis)-Electronic Sourcing, solicitation method

Unit IV: Understanding the environment, concept of sustainability, green sourcing, global and national standards, major sustainability issues, cultural diversity and sourcing process, operational alignment with sourcing strategy.

Recommended Books:
1. Fred Sollish MS, John Semanik: Strategic Global sourcing, Wiley

Reference Books:
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, “Supply Chain and Logistics Management”, TMH
5. Raghuram G. “Logistics and Supply Chain Management”, Macmillan, New Delhi

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Supply Chain Analytics
OM-10-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course objective:
To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

Course Contents:

Unit-I: Warehousing Decisions: Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer-Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

Unit-II: Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT


Unit-IV: Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, Measuring transit risks, supply risks, delivering risks, Risk pooling strategies, Fuzzy Logic and Techniques-Application in SCM

Recommended Books:

Reference Books:
3. James, G., Witten, D., Hastie, T., & Tibshirani, R., An introduction to statistical learning: with application in R, New York: Springer

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The objective of this course is to make students familiar with the public policy evaluation concept, approaches, criterion of evaluation and the ethics involved in it so that a comprehensive faire evaluation process of public policies can be understood.

Course Contents:

Unit-II: Approaches to policy evaluation & policy impact: Introduction, Evaluation as rational analysis, Evaluation as a tool of HRM, Multiplist approach, Design approach, Negotiation approach, Evaluating impact


Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective:
The objective of the course is to familiarize the students to design social campaigns with a view to bring change in the behavior of the public in the fields of public health and environment.

Course Contents:
Unit-I: Social Marketing: Concept, Scope, Comparison with Commercial Marketing, Approaches to influence public Behavior; Social Marketing Planning Process; Elements of Campaign.

Unit-II: Social Marketing Environment: Campaign Focus and purpose, Mapping the Internal and External Environments; Establishing Target Audiences: Target Marketing.

Unit-III: Setting Campaign Objectives and Goals: Behavior Objective, Knowledge Objective, Belief Objective; Social Marketing Strategies: Product in social marketing, Price of a social marketing product.

Unit-IV: Promotional Strategies: Types of Media Channels, Choosing Media Vehicles, Timings and Factors Influencing media strategies; Plan Evaluation and Monitoring: Outcome measures, Process Measures; Establishing Budgets and finding Funding Sources.

Recommended Books:

Reference Books:

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
   Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Sustainable Development
PPM-08-C

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:
To enable the students to gain acumen, insight and through knowledge relating to the various aspects of sustainable development.

Course contents:
Unit I: Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Terminologies and Meanings, Why is Sustainability an Imperative Sustainability Case Studies, Triple Bottom Line (TBL)


Unit IV: Contemporary Developments – Integrated Reporting, Rule in Rylands v. Fletcher, Applicability of Rylands Doctrine in India, Industrial Disasters, Hazardous or inherently dangerous industry, Departure from Rylands v. Fletcher, Water Pollution, Corporate Manslaughter and Corporate Homicide Act 2007, UK

Recommended Books:

Reference Books:
5. Parkinson, J.E. 1993, Corporate power and responsibility, Oxford University Press

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective:
The student will be able to understand the concept of Rural Development, Approaches and Strategies, analyse the implementation of major development and welfare programmes, identify the institutions involved in rural development and evaluate the concerns of rural development Information system.

Course Contents:
Unit I: Introduction

Unit II: Institutions for Rural Development and Management
Structure, Functions and Role in Rural Development - National level Institutions: Planning Commission, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD, CAPART and NABARD; State Level Institutions: State Planning Board, State Institute of Rural Development and Kerala Institute of Local Administration - District & Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions – Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes, etc.

Unit III: Rural Development Information System (RDIS)
Management Information System - Impact of MIS on organization - RDIS: RD professionals’ responsibility in phase of RDIS development - RDIS Planning & RDIS Implementation - Emerging Trends in RDIS

Unit IV: Major Development and Welfare Programmes
Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGS) - Swarnajayanthi Gram Swarojgar Yojana / National Rural Livelihood Mission (NRLM) - Indira Awaas Yojana (IAY) - National Rural Health Mission (NRHM) - Total Sanitation Programme (TSP) - Swajaldhara - Backward Region Grant Fund (BRGF) – Pradhan Mantri Grameen Sadak Yojana (PMGSY) – Integrated Wasteland Development Programme (IWDP) - Provisions of Urban Amenities in Rural Areas (PURA) – PPP/CSR Initiatives in Rural Development

Recommended Readings

Reference Books:
1. Government of India. (2012), Greening Rural Development in India, New Delhi: Ministry of Rural Development and UNDP.

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Indian Social and Political System
PPM-10-C

L T P Credit External Theory Marks: 75
4 - - 4 Internal Marks: 25
Time: 3 hours Total Marks: 100

Course objective:
The objective of this paper is to make students familiar with the framework of social and political system in the
country and how social and political system works.

Course Contents:

Unit-I: Significance of the Indian Model of Political System; Nationalist Movement – Socio-economic and
philosophical foundation of Indian Constitution; Fundamental rights – Directive principle of state policy; Federalism
and Centre-State Relations. Prime Minister – Cabinet and Parliament; Judiciary and Judicial Review; Role of Civil
Services – Role of Caste; Religion, Language and Regionalism – Concept of Dominant Caste Morris Jone’s – Three
Idioms of Indian Politics

Unit-II: Political Science- Politics, Political Philosophy, Political Thought, Political Theory, Political Science-
Approaches, Debates & Trends, Relationship with Social sciences.

Unit-III: Sociology: Nature, Scope & Significance; Relationship with History, Economics, Political science,
Anthropology & Psychology; Basic Concepts: Society, Community, Association, Social structure, Status & Role,

Unit-IV: Societies: Types and Characteristics- Tribal, Rural, Urban, Industrial and Post-Industrial; Processes of Social
Change: Characteristic Features of Industrialization, Modernization, Globalization and Secularization; Social
Stratification: Concept and Bases; Forms- Caste, Class, Power & Gender; Social Issues and Problems: Secularism
and Religious Minorities, Inequality of Caste, Divorce; Problems of Aged, Corruption

Recommended Books:
3. Rajni Kothari, Politics in India, Orient Longman Private Limited, New Delhi

Reference Books:
1. N.D. Arora, Political science, Tata McgrawHill.
   (India).

Note:
1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at
   the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five
   questions in all selecting one question from each unit.
As part of the requirements to be fulfilled for the award of the degree of Masters in Business Administration (MBA) from Deenbandhu Chhotu Ram University of Science & Technology, Murthal students are expected to undergo a 6-8 weeks summer internship after their second semester and during their summer break (June-July). The candidates are expected to present a report on the same in their third semester. This document contains details of expected practices and guidelines with respect to the summer internship and subsequent report. Clearly general guidelines such as these may not cover all circumstances. Particular emphasis and minor adjustments may be necessary in individual cases. Such adjustments are to be brought to the notice of the faculty and only on their approval it should be incorporated in the report. It is thus imperative that students consult their faculty members for specific advice and guidance on matters pertaining to the design and content of internship and of course, the reporting of it.
PART 1: THE SUMMER INTERNSHIP

Every participant of the MBA 2 Year course is expected to undergo 6-8 weeks of summer internship during their summer break after second semester examinations. They are also required to submit a report on the same in their third semester which will be treated at par with a full course.

1.1 Objectives of the Summer Internship
- To provide extensive exposure to the participant of hands-on experience in diverse kinds of organizations like Industrial, Social, Government, NGO’s etc.
- To provide participants an opportunity for application of knowledge and techniques learnt in the first year of their programme to real problems and to test out and enrich one’s understanding, knowledge and skills
- To give participants an insight into the working of the real organizations and gaining deeper understanding of specific functional areas
- To help participants develop an appreciation for the linkages among different functions and developing a realistic managerial perspective about organizations in their totality
- To provide a platform for the corporate to test the reliability, quality and performance of the participants and make a match for final job offer later if they so deem fit

1.2 Supervision
During the internship the student will be under the supervision of a person in the organization who will act as his/her corporate guide. He/she will provide guidelines on how the student should work during the stay with the organization. In addition, each student will be guided by a faculty of Department of Management Studies, Deenbandhu Chhotu Ram University of Science & Technology, Murthal. The student will be required to report to the faculty guide immediately after joining the company for the project (Format as in the Annexure I). The student is required to meet the faculty guide before departing for the summer internship and take necessary instruction from him/her.

The faculty guide may consult the corporate guide from time to time for obtaining information on the progress of the internship of the student.

1.3 Participant’s Conduct during the Internship
The participants are required to be thorough professional during the course of their internship. Following are certain Do’s and Don’ts that the participants are expected to follow:
1. The participants are required to abide by the rules of the organization where they are undergoing their internship
2. The corporate organization will be taking a strong view of the punctuality and behavior of the participant during the internship and therefore the participant is required to be on his/her best behavior and inculcate the good norms of the organization.
3. In case a participant has to take leave of absence, he/she has to take necessary permission from the organization and the faculty guide before he/she proceeds on leave.
4. In case the participant is to take up project-based work at the instance of the company he/she should conduct it to his/her best capabilities under the guidance of the faculty/corporate guide.
5. No participant should try to copy or use information in such a way that will project false and baseless for the company. All participants are required to maintain strict confidentiality of any information they come across in the organizations in course of their internship. The participants involved in any malpractice shall be duly penalized.

6. Be active, enthusiastic, motivated, energetic pro-active and work hard

7. Try to plan your time and what you expect from summer internship week by week

8. Keep a daily/weekly record of the progress of your internship

9. Maintain healthy and cordial relationship with the people in organization while understanding and respecting the culture of the organization and its structure

10. Do not take the Internship lightly and casually and give an impression that you are doing the internship just for the sake of it. Put your heart and soul to it.

11. Try to stay clear from the internal politics and discords that the organization members might have between them.

1.4 Role of the Organization and the Preceptor

The sponsoring organization agrees to provide a preceptor/supervisor to oversee the participant's internship. The preceptor/supervisor should have expertise in assigned project areas, experience and status within the organization, and an interest and competence in supervising and mentoring. As a mentor, the preceptor/supervisor shares organizational values, experiences and contacts with the student to facilitate a successful organization practice internship.

The preceptor/supervisor provides an orientation to the organization and to the student's specific projects. This may include:

- describing the organizational mission and vision
- introducing the intern to key people within the organization
- arranging informational meetings with key personnel in student's area of interest
- providing information about the target population
- reviewing organizational policies and procedures
- familiarizing the intern with office equipment and procedures

Projects assigned to the student should meet the organization's needs as well as the participant's learning objectives. The preceptor and supervisors assist the participant by providing access to the resources needed to complete the work. The participant is encouraged to apply classroom learning. An ideal project allows the participant to take initiative, work on a team and work with other disciplines.

The participant benefits from attending meetings with management and other leaders within the organization to gain a better understanding of the broader context of the organization. The preceptor is encouraged to invite the participant to observe special meetings and attend in service trainings throughout the internship.

The preceptor meets with the participant on a regular basis to discuss progress on projects and learning, as well as any issues that may arise as a result of the participant's activities. Frequent feedback on both strengths and areas for improvement is crucial to the participant's professional development.
If the participant has been assigned a supervisor for the project who is not the preceptor then the preceptor and supervisor should work together to provide the necessary guidance and feedback for the intern. Joint meetings to discuss projects and progress may be helpful. Conducting informational interviews with key individuals in the organization is another important way for participant to gain a broad organization perspective and professional confidence.

1.5 Student's Role and Responsibilities
The internship provides exposure and access within organizations that participants may not otherwise have the opportunity to experience during the early years of their organization careers. The participant is expected to function as a professional, which is reflected in the projects and activities performed and in relationships with the organization's administrators and other staff. The participant is responsible to the preceptor for agreed upon projects and work duties.

Students are expected to:

- assist the preceptor with management of the internship experience
- provide professional quality work
- comply with the policies and procedures of the organization integrate within the structure of the organization
- take initiative in designing or implementing a project
- complete academic and professional assignments related to the placement

PART 2: SUMMER INTERNSHIP REPORT

2.1 Basic Requirements

- All the students have to prepare and submit a written project at the end of the internship.
- Each participant will make at least two hard bound copies of internship report in the recommended format to be submitted to the office of the Chairman individually along with the requisite fees.
- The submission is to be made within one month of the completion of the summer internship.
- The copies are to be hardbound copies and should have the contents of title page inscribed/pasted on them.
- It is the students' responsibility to organize the binding and make sure that the copies are ready before the submission date.
- Thereportshouldincludeacertificateissuedbyacompetentauthorityfromthe company as provided in Annexure II.
- The copies must be signed by the supervising authority at the organization only in the bounded form.
- ThereportshouldalsoaccompanythesummerInternshipFeedbackForm(asinAnnexure IV) duly signed by the supervisor at the sponsoring company.
- This may not necessarily be a statistical or analytical report; it could be learning and experience sharing too.
- Detailed format and guidelines for writing the report are attached herewith for your reference in subsequent sections.
PART 3: SPECIFIC ASPECTS OF THE REPORT

What follows is an attempt to provide students with some rules, and some helpful advice on an acceptable practice. However, students are still advised to consult their faculty for more specific advice in relation to their summer internship report.

3.1 The Generic Structure

Certificate
Acknowledgements
Abstract/Executive Summary
Table of Contents

CHAPTER 1 AIM & ESTABLISHMENT OF THE ORGANISATION
- Establishment of the organisation
- Position in the industry/field/area
- Types of services/products given/produced
- Mission statement and aim of the company

CHAPTER 2 POLICY OF THE COMPANY
This chapter enlists organizational policies concerning customer services, personnel (motivation, how staff are expected to behave etc.) production, advertising/promotion, environment and so on. For example, 'The customer is always right'; 'Do not harm the environment'; 'Staff must wear uniform'; etc.

CHAPTER 3 ORGANIZATIONAL STRUCTURE OF THE COMPANY
- Departments and functions of each department
- Organizational chart
- Key Personnel

CHAPTER 4 WORK EXPERIENCE
- Project/experiential learning/organizational analysis
- Factors determining policies and programs and the ability of the organization to fulfill its mission such as trends, recent changes internally or externally that might enhance or hinder the ability to proceed as planned. The organizational analysis may be made available, with permission, to students considering an internship at the site in the future.

CHAPTER 5 DESCRIPTION OF WORK RESPONSIBILITIES TAKEN
- Describe the department you worked in
- Layout of the office
- Job description
- Machines, Computer programmes used
3.2 Specific Mechanics of the Report

3.2.1 Word Length
The total length of the report is 15,000-25,000 words (70-100 A-4 size pages). This length is exclusive of title and contents page, figures, tables, appendices and references.

3.2.2 Plagiarism
Plagiarism, that is, the willful representation of another person’s work, without acknowledgement or the deliberate and unacknowledged incorporation in a student’s work of material derived from the work (published or otherwise) of another, is UNACCEPTABLE and will incur the penalty of outright failure.

3.2.3 General Text
Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

- **Font:** Times New Roman, Size 12, Justified (both left and right) alignment
- **In-text emphasis:** Use italics or bold typeface
- **Paragraphs:** 0.5” First line indentation; One and half line spacing with 12point space after paragraph
- **Page Margins:** Top: 1”; Bottom: 1”; Inside: 1.5”; Outside: 1” (Mirrored layout)
- **Page numbers:**
  - Centered at the bottom of the page
  - Roman numerals (i, ii,...) should be used from the pages preceding Table of Contents (excluding the title page)
  - The main body of the text (where the Introduction commences on Page 1
  - The pages included in Appendices/Annexure are to be numbered in roman numerals (I, ii,...)

3.2.4 Headings:
- Chapter Headings size 16 in bold typeface
- Sub-Headings size 14 in bold typeface
- Main Chapter headings in block capitals
- Chapter headings left justified at the top of a new page
- All other headings justified and followed by a single line space
- Use sub-headings together with a numbering system used in this document thus giving structure to your work.

3.2.5 Quotations:
- Single line-spacing
- Indented left and right
- Justified left and right
- Must include author name, date and page number referring to the parent text

3.2.6 Tables, Figures etc.
- Must be numbered according to the chapter (e.g. Table 5.1 means that it is located in Chapter 5 and that it is the first table presented and discussed in this chapter)
- Must have a title at the top and key (legend) underneath
- The table title must be set in sentence case (only first letter in capital) as follow:
  
  **Table 5.1** Summary of sample characteristics

- Only the Table index number should be in bold. Rest of the title should be in plain text.

3.2.7 Typing and Proof Reading
Always proof read your copies for good grammar and presentation before handing your work to your supervising faculty. Special attention should be made to the final draft of your report.
Be prepared for the unexpected such as hard disk failure, loss or corruption of CDs and printer failure.
Use back-up disks and always keep (updated) hard copies of your work in case of an emergency!
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<td>Name of the Company</td>
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<td>Correspondence Address with Ph. No.(during internship)</td>
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<td>Date of Joining Internship</td>
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<td>7.</td>
<td>Internship Guide Details</td>
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<td>a. Name</td>
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<td>8.</td>
<td>Project Title</td>
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<td>9.</td>
<td>Project Description</td>
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_________________________  ________________________
(Signature of Student)  (Signature of Supervisor)

[Send a copy of this form to the Department office within one week of joining by post/fax/email]
Certificate

This is to certify that Mr./ Ms. ___________________________ of __________(batch) of __________ (name of the department/institute) has worked with our company for his/her summer internship from __________ (date) to _______________ (date) and has worked on_________________________________ (project title).

The work carried out by him/her and performance shown by him/her during the period was found excellent/very good/good/average. This certificate is being issued to meet the requirement of the University.

_____________________________
Date: (Signature of Supervisor)

Name and Designation of Signatory
Seal/Stamp of the Organization
SUMMER INTERNSHIP REPORT

Conducted at

NAME OF THE COMPANY

on Project (if any)

TITLE OF PROJECT

Submitted to
Deenbandhu Chhotu Ram University of Science and Technology, Murthal

in the partial fulfillment of requirements for the award of
degree of Master of Business Administration
Session [20_ _ -20_ _]

Submitted by
Name of Student
Roll No.

DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL (SONEPAT)
Summer Internship – Feedback Form
(to be filled up by internship supervisor/departmental head)

Name of Student: ___________________________ Roll No. ______________________

Project Title: _______________________________________________________________________

Department: _________________________________________________________________________

A. Please tick appropriate box

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<tr>
<th>S. No.</th>
<th>Parameter</th>
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<th>VG</th>
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<tbody>
<tr>
<td>1.</td>
<td>Extent of conceptual reading and clarity</td>
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<td>Comprehension of the project/assignment given</td>
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<td>3.</td>
<td>Seriousness, sincerity &amp; thoroughness in planning before the study started</td>
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<td>Sense of responsibility and commitment</td>
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<td>5.</td>
<td>Time and quality orientation</td>
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<td>6.</td>
<td>Initiative, drive and enthusiasm</td>
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<td>7.</td>
<td>Communication effectiveness and keeping the superiors informed about the progress</td>
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<td>8.</td>
<td>Prevention of mistakes and seeking guidance from the experienced person</td>
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<td>9.</td>
<td>Acceptance of mistakes</td>
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<td>10.</td>
<td>Depth of study in relation to the scope envisaged</td>
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<td>11.</td>
<td>Quality of analysis and diagnosis, Depth &amp; breadth</td>
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<td>12.</td>
<td>Practicality or recommendation vis-à-vis purpose of the study</td>
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<td>13.</td>
<td>Behavior and conduct</td>
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<td>14.</td>
<td>Discipline, punctuality and regularity</td>
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<td>15.</td>
<td>Quality of reporting and presentation</td>
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B. Is the report useful to the company? [ ] Yes [ ] No

C. Will you implement suggestions of the report, if any? [ ] Yes [ ] No

D. If yes, to what extent and in what respect?
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
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E. If no, can you please specify the reasons for rejections?

___________________________________________________________________________
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F. Any weaknesses observed, which he/she needs to correct and Department should pay attention to

___________________________________________________________________________
___________________________________________________________________________
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G. Any aspect on which he/she should pay more attention to be more professional and effective

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

H. Any other remarks/observations/suggestions

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

Date: ________________
Name: ____________________ Designation: ____________________________
Company: _________________________________________________________________
Contact ________________________________________________________________
Address: ________________________________________________________________
Telephone: ____________________ Email: _________________________________
Date: ____________________

Signature of the Project Guide / Departmental Head with Company seal

Note: The completion report should be submitted on completion of the summer internship as soon as possible. The report should be sent by the Company in a sealed envelope by hand of the concerned student.
As part of the requirements to be fulfilled for the award of the degree of Masters in Business Administration (MBA) from Deenbandhu Chhotu Ram University of Science & Technology, Murthal, students are expected to undergo a research project and present a research project on the same in their fourth semester. This document contains details of expected practices with respect to the research project submission. Clearly general guidelines such as these may not cover all circumstances. Particular emphasis and minor adjustments may be necessary in individual cases. Such adjustments are to be brought to the notice of the faculty and only on their approval it should be incorporated in the thesis. It is thus imperative that students consult their faculty members for specific advice and guidance on matters pertaining to the design and content of your study and of course, the reporting of it.
PART 1: THE MBA RESEARCH PROJECT

1.1 General Framework of the Research Project
The following outline is indicative of the overall structure of a research project. Clearly it will have to be adapted to the particular study you have carried out.

<table>
<thead>
<tr>
<th>Title Page</th>
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<tbody>
<tr>
<td>Declaration</td>
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<td>Certificates (if any)</td>
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<td>Acknowledgements</td>
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<tr>
<td>Abstract</td>
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<tr>
<td>Table of Contents</td>
</tr>
</tbody>
</table>

CHAPTER 1 Introduction

CHAPTER 2 Literature Review

CHAPTER 3 Methodologies

CHAPTER 4 Findings and Analysis of Data

CHAPTER 5 Conclusions, Implications and Recommendations

References

Appendices

1.2 Word Length
The total length of the research project is 15,000-25,000 words (70-100 A4 size pages). This length is exclusive of title and contents page, figures, tables, appendices and references.

1.3 Plagiarism
Plagiarism, that is, the willful representation of another person’s work, without the acknowledgement or the deliberate and unacknowledged incorporation in a student’s work of material derived from the work (published or otherwise) of another, is UNACCEPTABLE and will incur the penalty of outright failure.

1.4 Planning Your Work
You are advised to begin working on your research project immediately after second term. The lectures in Research Methods held during the second semester of your course are useful in helping you to plan background material and to choose your methodology.
You should see your supervisor on a regular basis – at least once every week in the beginning. It is also advisable to start working as soon as possible. Do not worry if you feel that your material is not good enough, almost all early material is weak at the beginning. Starting to work at an early stage will enable your supervisor to see what direction you are taking, where your weaknesses are and give you constructive advice and you will gain confidence from this feedback.
1.5 The Role of Supervisor
   a) Suggest some general areas of research for consideration and where possible, any examples of current research relevant to the topic.
   b) Discuss possible directions for the study and advise on aims and objectives.
   c) Be available for regular meetings.
   d) Examine written work and provide constructive criticism. It is not the responsibility of the supervisor to correct spelling mistakes, etc., other than to point out these are present: nor is it the duty of the supervisor to organize the presentation content of the work, although advice may be provided if enough work has been submitted.
   e) Make student aware of inadequate progress or any other facts which could impede the completion of a successful piece of work.

1.6 Responsibilities of Students
   a) It is your responsibility to make appointments on a regular basis. If you are facing difficulty in arranging appointments you must contact the Head of Department.
   b) Provide written work for your supervisor to comment on; maintain your own progress.
   c) Submit your written work in advance of your appointment in order that your supervisor has time to offer you constructive criticism.
   d) Comply with the regulations as detailed in this document.

PART 2: STRUCTURE OF THE RESEARCH PROPOSAL

2.1. The Research Proposal
The areas covered in the research proposal are expanded below.

Title Page
   ▪ Proposed Title
   ▪ Name of Student
   ▪ Course
   ▪ Supervisor’s Name

The Research Question/Problem/Topic or Hypothesis
   ▪ identify your area of research keeping it broad enough to embrace existing literature; but
   ▪ sufficiently narrow to allow a detailed investigation
   ▪ the area identified could form a working title

Introduction and Rationale for Research
   ▪ explain why you think this is a valid research topic
   ▪ what will the research contribute to the field?

Research Aim and Objectives
   ▪ the aim of the research project should indicate what you wish to achieve
   ▪ the objectives are a list of goals which must be completed in order to satisfy the aim (usually about 4-6)
     ▪ e.g. to provide a state of the art review
     ▪ to determine how a particular market operates to establish a typology
     ▪ to assess the impact of something
Research Methodology

- choose methods which will allow you to meet each of the objectives listed above; justify your methods chosen and the disadvantages of the methods rejected
- try to use a mix of methods

PART 3: SPECIFIC ASPECTS OF THE RESEARCH PROJECT

What follows is an attempt to provide students with some rules, and some helpful advice on an acceptable practice. However, students are still advised to consult their research supervisor for more specific advice in relation to your research project.

3.1 The Abstract

An abstract should provide an overview of your study in all its aspects. It should be around 250-300 in words and should answer the following questions.

- What does this research set out to do and why?
- How did it seek to do it?
- What are the general findings?
- What do these suggest?
- What conclusions are reached?
- What are the implications of these?

3.2 Acknowledgements

In this section you should express thanks to those who assisted you in your research. These should be kept to a minimum and include academic supervisors and people who participated in the fieldwork, any funding bodies and so on.

3.3 Introduction

In the introduction you should introduce the reader to the background of the study and the nature of the problem being considered. It should therefore set the study in context explaining why this study is important, highlighting significant issues, problems and ideas. The basic purpose this section is to provide the reader a basic idea of what the subject area of the research project its contents.

3.4 Literature Review

In the research project students are expected to provide a critical review of the existing literature (published and unpublished) on the research area being investigated. This does not mean that you have to indicate every book and article that has been written on the subject but any research article you read should be referenced appropriately. Nevertheless your review should indicate that you have studied existing and recent work in the field.

The literature review should be:

- **Relevant:** Literature used should support your arguments relating to your research question and aim and objectives of the study. It should uphold methodology. In some cases you may need to discuss literature review and its relationship to methodology in a separate chapter.
- **Up-to-Date:** Recent literature (not older than five years) is recommended unless you are referring to classical works in your field of study. Sources used have to be in their majority primary sources, secondary referencing may be used.
- **Comprehensive:** Demonstrate that you have read extensively without being over-inclusive. Develop your ability to employ summary statements and to synthesize.
3.5 Methodology

The purpose of this chapter is to indicate what you actually did in your research so that your reader may evaluate the design procedure and findings of your study. The methodology section should be well-structured, written in concise, matter-of-fact manner and should provide answers to the following questions:

- What actually happened?
- How?
- To whom?
- With what result?
- How were problems dealt with?
- Approach to data?

The following is an outline of the Methodology Section

**Statement of Research Problem**

- What is the aim of the research study?
- What are its major objectives?
- Any hypothesis constructed?

**Criteria for Sample selection**

- Who are the research units?
- Characteristics of sample units?
- What is the Sampling frame?
- What is the method of Sample selection?
- Number of total sample units?

**Review of Data Collection Methods**

- How the data collection methods you chose are best suited to fit your research question?
- From which geographic data was collected?
- What was the period of data collection?
- How Primary Data was collected? A detailed description of research conducted, design of the tool, description of fieldwork, you also need to mention any specific procedures used.
- What secondary data was used? How does it feed into the current research?

**Pilot Study(if any)**

- To whom was the study administered?
- What changes were made to the research tool?

**Methods of Analysis**

- Briefly explain how you propose to analyze the data,
- If computer software is going to be used, a description of the type of software has to be included.

**Limitations**

- What were the limitations of this study and how did you overcome these limitations?
3.6 Presentation and Analysis of Data
In the presentation of data you are to present the major findings of your research in a summarized form and the details of the analyses which have been performed. The content and style depend on the nature of the research method chosen, but in the case of both quantitative and qualitative studies, the object is to present the data collected to answer the research questions. You are required to seek guidance from your supervising faculty for preparing this section.

3.6.1 Presentation and Analysis of Qualitative Research
a) Presentation of data is mainly descriptive and this is usually presented in achronological order.
b) Analysis of data is conducted through the identification of themes. The research tools in qualitative research include open-ended descriptions, transcripts of interviews, essays and observations. These produce a mass of data which sometimes can be difficult to shift. A useful way to process this data is to keep the research question(s) in mind, to read through the data a couple of times until particular issues or themes present themselves. These can be suggestive of a structure for presenting the descriptive data.
c) Evidence is usually in form of quotations from the subjects being studied, discussions of people involved, illustrations, photographs – the variations are unlimited.
d) You may find that there is evidence of difference of opinion. Include variations in opinion and describe poles of belief. These add richness to qualitative research.

3.6.2 Presentation and Analysis of Quantitative Research
a) As a preliminary to working out results, any test given must be scored, data inputted into the appropriate computer program and additional material gained from the sample must be sorted out. This is often purely mechanical work, and it takes time but must be done accurately.
b) The data presented must not be in their raw form. Only summarized data should be presented. The only time you would ever describe data on individual subjects is when you have done a case study.
c) In this section, the task is to summarize data meaningfully, through the use of descriptive statistics. These include mean scores, medians, ranges, standard deviations, correlation coefficients and so on.
d) Visual presentation is very important in quantitative research. Graphs, tables, histograms, bar graphs are simple ways in which to present condensed data but they are also very effective.

3.7 Discussion of Results and Conclusions
a) This chapter should draw together all the issues of the research and link back to the aim and objectives which were outlined in the Introduction and Methodology. Have the aims set at the beginning been met? If not, why not?
b) Evaluate how your findings bear on issues or points raised in the Literature Review.
c) What are the implications arising from the findings. Be careful with your generalizations and your interpretations. Recommendations should be based on evidence.
d) Do you have suggestions for future research in this area?
3.8 References
Full details of all the books and journal articles cited or referenced throughout the research project should be included in this chapter. A reader should be able to identify the exact source and refer to it directly. References should be complete in all respects and arranged in alphabetical order.

- **Text references should appear as follows:**
  “Recent works from (Alba et al., 2005, Keller and Kotler, 2006) show that...”

- **Journal references should be listed as follows:**

- **Books should be referred as follows:**

3.9 Appendices
The Appendices should include selective, supplementary material which is distracting when placed in the main body of text. Only material which is necessary for a full understanding of your study should be included. These include important forms, questionnaires or interview schedules, description of equipment or settings, tables and lists of data supportive of the study.

PART 4: SOME OTHER CONSIDERATIONS

4.1 Presentation Layout

4.1.1 General Text
Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

- **Font:** Times New Roman, Size 12, Justified (both left and right) alignment
- **In-text emphasis:** Use italics or bold typeface
- **Paragraphs:** 0.5” First line indentation; One and halfline spacing with 12point space after paragraph
- **Page Margins:** Top: 1”; Bottom: 1”; Inside: 1.5”; Outside: 1” (Mirrored layout)
- **Page numbers:**
  - Centered at the bottom of the page
  - Roman numerals (i, ii,...) should be used from the pages preceding Table of Contents (excluding the title page)
  - The main body of the text (where the Introduction) commences on Page 1
  - The pages included in Appendices/Annexure are to be numbered in roman numerals (I, ii,...)

4.1.2 Headings:
- Chapter Headings size 16 in bold typeface
- Sub-Headings size 14 in bold typeface
- Main Chapter headings in block capitals
- Chapter headings left justified at the top of a new page
- All other headings justified and followed by a single line space
• Use sub-headings together with a numbering system used in this document thus giving structure to your work.

4.1.3 Quotations:
• Single line-spacing
• Indented left and right
• Justified left and right
• Must include author name, date and page number referring to the parent text

4.1.4 Tables, Figures etc.
• Must be numbered according to the chapter (e.g. Table 5.1 means that it is located in Chapter 5 and that it is the first table presented and discussed in this chapter)
• Must have a title at the top and key (legend) underneath
• The table title must be set in sentence case (only first letter in capital) as follow:
  Table 5.1 Summary of sample characteristics
• Only the Table index number should be in bold. Rest of the title should be in plain text.

4.2 Typing and Proof Reading
Always proof read your copies for good grammar and presentation before handing your work to your supervising faculty. Special attention should be made to the final draft of your report.
Be prepared for the unexpected such as hard disk failure, loss or corruption of CDs and printer failure. Use back-up disks and always keep (updated) hard copies of your work in case of an emergency!

4.3 Binding
Two hard bound copies and one soft copy of the research project are to be submitted. The hardbound copies should have the contents of title page inscribed/pasted on them. It is the students' responsibility to organize the binding and make sure that the copies are ready before the submission date.
Annexure I

Declaration

I, ______________________ of ______________________ (name of the department/institute) hereby submit this report in partial fulfillment of the requirements for the award of degree of MBA. I declare that the work presented in this report is my original and is not submitted anywhere else for the award of any other degree/diploma by any other university. To the best of my knowledge and belief, this report contains no material previously published or written by any other person, except where due reference is made.

(Signature of Student)  
Date:  
Name of Student

Countersigned:  
(Signature of Supervisor)  
Date:  
Name & Designation of Supervisor

Seal/Stamp of the Department/Institute
Annexure II
Format of Title Page

PROJECT REPORT

TITLE OF PROJECT

Submitted in the partial fulfillment of requirements for the award of
degree of Master of Business Administration
Session [20__ - 20__]

Under supervision of
Supervisor’s Name
Designation

Submitted by
Name of Student
Roll No.
Name of Department/Institute

DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL, SONEPAT