

# **MBA SEM III**

## **Core Courses**

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> <li>To provide a framework of strategic management</li> <li>To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills</li> </ul>		
<p>Learning Outcomes :</p> <p>Having successfully completed this module, you will be able to demonstrate knowledge and understanding of:</p> <p>I) the key dimensions of strategic management – Analysis, Evaluation, Choice &amp; Implementation</p> <p>II) organizations’ ability to implement chosen strategies and identify the areas requiring change</p> <p>III) develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success</p> <p>IV) obtain, analyse and apply information from a variety of sources in the public domain</p>		
Units	Syllabus – <i>Strategic Management</i>	Hrs.
Unit No : 1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals	10
Unit No : 2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis-Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis	10
Unit No : 3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination.	10

	Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies	
Unit No : 4	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework	10
Unit No : 5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system.	10
Unit No : 6	Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Azhar Kazmi	STRATEGIC MANAGEMENT AND BUSINESS POLICY	2008	McGraw Hill	
2 – National	A. Bhandari, R. P. Verma	Strategic Management	2013	McGraw Hill	
3 – National	Srinivasan R	Strategic Management: The Indian Context	2014	PHI learning	
4 – International	Jay B. Barney and William S. Hesterly	Strategic Management and Competitive Advantage: Concepts (4th Edition)	2012	Pearson/Prentice Hall,	
5 – International	William F Glueck :,	Business Policy and Strategic Management		McGraw Hill International Book Co	
6 – International	1. Charles W.L Hill	<i>Strategic Management: An</i>		Houghton Mifflin	

	and Gareth R. Jones,.	<i>Integrated Approach,</i>			
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Online Resources:

Online Resources No	Web site address
1	<a href="http://www.ijsm-journal.org/IJSM">www.ijsm-journal.org/IJSM</a>
2	<a href="http://www.onlinelibrary.wiley.com/journal/10970266">www.onlinelibrary.wiley.com/journal/10970266</a>
3	<a href="http://www.emerald.com/insight/publication/issn/1755-425X">www.emerald.com/insight/publication/issn/1755-425X</a>

MOOCs:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	302	<i>Operations Research for Managers</i>	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<p>i) To introduce students to use quantitative methods and techniques for effective decisions–making.</p> <p>ii) To familiarize the students with the quantitative techniques for data analysis</p> <p>iii) To formulate, analyze, and solve mathematical models that represent real-world problems.</p>		
Learning Outcomes : After completion of this course, students will		
<p>I) Understand Operations Research Concepts.</p> <p>II) Know the importance of Operations Research tools and techniques.</p>		
Units: -	Syllabus – <i>Operations Research for Managers</i>	Hrs.
Unit No : 1	Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.	10
Unit No : 2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions	10
Unit No : 3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel’s Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business.	10
Unit No : 4	Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.	10
Unit No : 5	Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and	10

	limitations.	
Unit No : 6	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sharma J. K.	Operations Research – Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2 – National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 – National	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 – International	Michael Carter, Camille C Price, Ghaith Raba di	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 – International	Greg H. Parlier, Federico Liberatore, Marc Demange	Operations Research and Enterprise Systems	2019	Springer
6 – International	S.A. Cropper, Michael C. Jackson, Paul Keys	Operations Research and the Social Sciences	2012	Springer

Online Resources:

Online Resources No	Web site address
1	en.wikipedia.org
2	<a href="http://www.springer.com">www.springer.com</a>
3	<a href="http://www.pearson.com">www.pearson.com</a>
4	www.optimization-online.org

MOOCs:

Resources No	Web site address
1	mooc.org
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	303	Entrepreneurship Development and Innovation Management	
Type	Credits	Evaluation	Marks
CORE	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>i) To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process.</li> <li>ii) To provide background knowledge for understanding of innovation management.</li> <li>iii) To focus on the interconnection between entrepreneurial thinking and innovation.</li> <li>iv) To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth;</li> <li>v) To acquire the knowledge and skills needed to manage the development of innovations,</li> <li>vi) To enable the students to effectively and efficiently evaluate the potential of new business opportunities.</li> <li>vii) To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>i) Think critically and creatively about the nature of business opportunities, resources and industries</li> <li>ii) Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society.</li> <li>iii) Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process.</li> <li>iv) Evaluate the various sources of raising finance for startup ventures.</li> <li>v) Understand the fundamentals of developing and presenting business pitching to potential investors.</li> <li>vi) Describe the processes by which innovation is fostered, managed, and commercialized.</li> <li>vii) Students will become familiar with the impact of innovation on competitiveness of the industry</li> <li>viii) Develop a new way of thinking to capitalize on different opportunities in an organization or business venture</li> <li>ix) Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead</li> </ul>			



Unit No	Syllabus: Entrepreneurship Development and Innovation Management	Hours
1	Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges.	5
2	Innovation: Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and Innovation, Innovation and entrepreneurship.	7
3	Innovation management: Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation.	6
4	Creativity: What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.	7
5	Crafting Business Models And Lean Start-Ups: Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching	7
6	Organizing Business and Entrepreneurial Finance: Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship.	4

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Booksurge Publishing
2.National	R. Gopal, Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books

3.National	Shlomo Maital and D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox : why good businesses kill breakthroughs and how they can change.	2014	Massachusetts (2014)
5.International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Timmons, Jeffrey A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.International	Hisrich,R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill

**Journals:**

1	Journal of Business Venturing
2	Entrepreneurship Theory and Practice
3	Journal of Small Business Management
4	Academy of Management Review
5	Journal of Small Business and Entrepreneurship
6	Venture Capital
7	Small Business Economics
8	Family Business review

**Online Resources:**

Resource	Website Address
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No	
1	<a href="http://www.brikenbulbs.com">www.brikenbulbs.com</a>
2	<a href="http://www.en.wikipedia.org/wiki/business.plan">www.en.wikipedia.org/wiki/business.plan</a>
3	<a href="http://www.brainstorming.co.uk">www.brainstorming.co.uk</a>
4	<a href="http://www.mind-mapping.co.uk">www.mind-mapping.co.uk</a>
5	<a href="http://www.ecic.adelaide.edu.au">www.ecic.adelaide.edu.au</a>
6	<a href="http://www.mckinsey.com/">www.mckinsey.com/</a>
7	<a href="http://www.ideo.com">www.ideo.com</a>
8	<a href="http://www.business.gov.au">www.business.gov.au</a>
9	<a href="http://www.wdc-econdev.com">www.wdc-econdev.com</a>
10	<a href="https://hbr.org/2013/07/innovation-isnt-an-idea-proble">https://hbr.org/2013/07/innovation-isnt-an-idea-proble</a>

### MOOCs

Resources Name	Website Address
University of Florida	<a href="http://www.coursera.org">www.coursera.org</a>
University of London	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
Alison	<a href="https://alison.com/">https://alison.com/</a>
Khan Academy - free online courses and lessons	<a href="https://www.khanacademy.org/">https://www.khanacademy.org/</a>
Swayam	<a href="http://swayam.gov.in">swayam.gov.in</a>

Semester	CourseCode	CourseTitle	
III	304	<i>Summer Internship</i>	
Type	Credits	Evaluation	Marks
CORE	6	CES	UE:IE = 50:50

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	305	Change Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE 100

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i) To understand the fundamentals of change management and the process of planned change.</li> <li>ii) To understand the different approaches of bringing about change in organizations.</li> <li>iii) To understand the importance of culture as a change facilitator.</li> <li>iv) To understand the impact of change on HR Initiatives of the organization.</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>I) Understanding the change process in organizations and the factors hindering change.</li> <li>II) Understand the Organizational Development as a change process and have a knowledge of the various interventions.</li> <li>III) Appreciate the Organizational Work Processes and its implication for bringing about change in organizations.</li> <li>IV) Realize the significance of culture and leadership in managing change.</li> <li>V) Analyze problems emanating from the human side of the enterprise and apply HR initiatives to manage them.</li> </ul>		
Units: -	Syllabus – Change Management	Hrs.
Unit No : 1	Fundamentals of Change: Defining change Management, Forces for change; internal forces, external forces. Resistance to change; individual resistance to change, organizational resistance to change. Techniques to overcome resistance to change, Types of change, Strategies to manage change, Kurt Lewin’s Model of change.	03
Unit No : 2	Changing the Human Side of the Enterprise: Organizational Development; Definition, characteristics, process of Organizational Development, OD and Action –Research based model of change, Diagnostic Models; purpose of diagnostic models, Weisbord’s Six Box Model, Congruence Model, OD Interventions; definition and classification of OD interventions, Role of OD consultant, Ethical Issues in OD.	06
Unit No : 3	Organizational Change: Defining organizational change, targets of organizational change, Lewin’s	07

	Force –Field Theory of change, Evolutionary Change in organizations; TQM, Six Sigma, Flexible workers and Flexible Work Teams, Revolutionary Change in Organizations; Business Process Re-engineering, Restructuring, Innovation.	
Unit No : 4	Leading Change: Transformational and Transactional leadership, Visionary and Charismatic leadership, Creating Shared Vision, Leadership and change, Ingredients of leadership for creativity & Innovation, Challenges in leading for creativity & Innovation.	04
Unit No : 5	Change & HR Management: Role of HR professionals in managing change, Individual Issues in managing change; communication, employee training, creating a common value orientation, participative management. Group Issues in managing change; Team building, Self-Managed Teams, Cross Functional Teams, HRD initiatives and attitudinal change, attitude surveys, Overview of Performance Management, Performance Models, performance driven organizational change, Performance Matrix, managing change through Balanced Scorecard, HR Scorecard.	06
Unit No : 6	Culture and Change: Introduction, Concept of Organizational Culture, Dimensions of Culture, Types of Culture, Assessing Organizational Culture, Role of Culture in Managing Change, Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Organizational Politics; the link between Politics, Power and Conflict, Power and conflict in times of change. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	04

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dipak Kumar Bhattacharyya	Organizational Change and Development	2011	Oxford University Press in 2011
2 – National	Maheswari, B. L and D P Sinha.	Management of Change through HRD	1991	TMGH
3 – National	Gareth R Jones & Mary	Organizational	7 <sup>th</sup> Edition	Pearson

	Mathew	Theory ,Design and Change		
4-National	Nilanjan Sengupta, Mousumi.Bhattacharya &R.N.Sengupta	Managing Change in Organizations		PHI
5-National	Wendell L. French& Cecil H. Bell.	Organizational Development: Behavioural Science Interventions for Organization Improvement.	6 <sup>th</sup> Edition 1999	Pearson
6 – International	Andrew Pettigrew & Richard Whipp.	Change Management		Infinity Books
7 – International	Jean Helms Mills, Kelly Dye & Albert J.Mills.	Organizational Change		Routledge.
8 – International	AlfranchNahavandi,	The Art and science of Leadership,	7 <sup>th</sup> Edition,2018	Pearson.
9- International	Robert A Paton & James McCalman,	Change Management	3 Edition	Sage Publication.

Online Resources:

Online Resources No	Web site address
1	<a href="http://leanchange.org/blog">leanchange.org/blog</a>
2	<a href="https://blog.simonassociates.net/">https://blog.simonassociates.net/</a>
3	<a href="http://www.mindtools.com">www.mindtools.com</a>
4	<a href="http://www.questia.com">www.questia.com</a>

MOOCs:

Resources No	Web site address
1	ii) <a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.classcentral.com">www.classcentral.com</a>
3	<a href="http://alison.com">alison.com</a>
4	<a href="http://www.edx.org">www.edx.org</a>





# **MBA SEM III**

## **Open Courses**

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	306	DIGITAL MARKETING	
Type	Credits	Evaluation	Marks
Core	2	CES	IE 100

<b>Subject / Learning Objectives :</b> i) To introduce students to the fundamental concepts of Digital marketing ii) To make students aware about changing consumer behavior in the digital world iii) To give understanding of formulation digital marketing strategy iv) To introduce students with various digital marketing platforms v) To introduce students with digital marketing analytics vi) To introduce students with the concept of E-CRM		
<b>Learning Outcomes :</b> I) Students will able to understand the concepts of Digital marketing II) Students will able to know the consumer behavior in the digital world III) Students will able to plan digital marketing strategy IV) Students will able to understand significance of various digital marketing platforms for digital marketing V) Students will able to understand and use CRM in digital marketing		
Units: -	DIGITAL MARKETING	Hrs.
Unit No : 1	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards	5
Unit No : 2	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix.	5
Unit No : 3	Digital marketing Strategy : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.	5
Unit No : 4	Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media	5

	marketing	
Unit No : 5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.	5
Unit No : 6	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM	5

Student has to upgrade Knowledge by using below inputs:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	RPrasad	Digital Marketing			
2 – National	SameerKulkarni	Virtual Marketing			
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing			
4 – International	Arnold, etal	Web Marketing			
5 – International	Philip Kotler, Hermawan Kartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital			
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies		Wiley Publication	

Online Resources:

Online Resources No	Web site address
1	<a href="https://neilpatel.com/what-is-digital-marketing/">https://neilpatel.com/what-is-digital-marketing/</a>
2	<a href="https://www.digitalmarketer.com/digital-marketing/">https://www.digitalmarketer.com/digital-marketing/</a>

MOOCs:

Resources No	Web site address
1	<a href="https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses">https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses</a>
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MBA Sem III

CORPORATE TAXATION

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	307	Corporate Taxation	
Type	Credits	Evaluation	Marks
Open	2	CES	IE=100

Subject / Course Objectives :

- i) To introduce and orient the students with the definition and underlying provisions of Direct tax law and
- ii) To develop broad understanding of the tax laws and accepted practices.
- iii) To make them understood regarding practical aspects of tax planning as an important managerial decision making process.

Learning Outcomes :

- I) UNDERSTAND various basic concepts/ terminologies related Taxation
- II) Calculation of Income under differential head of income
- III) Understand Basic concepts for taxation of companies
- IV) DESIGN/ DEVELOP / CREATE tax saving plan.
- V) EXPLAIN how tax planning can be done
- VI) ILLUSTRATE how online filling of various forms and returns can be done

Units: -	Syllabus – CORPORATE TAXATION	Hrs.
Unit No : 1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax	10
Unit No : 2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.	10
Unit No : 3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of	10

	companies, Minimum alternate tax.	
Unit No : 4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.	10
Unit No : 5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.	10
Unit No : 6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures'		, Taxman Publications New Delhi.	
2 – National	AhujaGirish, Gupta Ravi,	, 'Simplified Approach to Corporate Tax planning and Management'		Bharat Law House Pvt. Ltd. New Delhi.	
3 – National	.) NitinVashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning',		Pearson Education	
4 – International	Alex Easson	Tax Incentives for Foreign Direct Investment		(Kluwer Law Internation).	
5 – International	Daniel Q. Posin	Corporate tax planning		(Little Brown & Company, London)	

6 – International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping		(Kluwer Law International).	
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Online Resources:

Online Resources No	Web site address
1	<a href="https://www.investopedia.com/terms/c/corporatetax.asp">https://www.investopedia.com/terms/c/corporatetax.asp</a>
2	<a href="https://cleartax.in/s/corporate-tax">https://cleartax.in/s/corporate-tax</a>
3	<a href="https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview">https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview</a>

MOOCs:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.classcentral.com">www.classcentral.com</a>
3	<a href="http://alison.com">alison.com</a>
4	<a href="http://www.edx.org">www.edx.org</a>



Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	308	Negotiation Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

### Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>v) Understanding the role of manager as counsellor</li> <li>vi) comparing the techniques of counseling</li> <li>vii) appraise the ethical, cultural and gender issues in counseling</li> <li>viii) understanding the process for negotiation</li> <li>ix) comprehending the role of HR manager in negotiation</li> <li>x) improving and applying the negotiation skills</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>I) Describe the role of counsellor</li> <li>II) applying the techniques of counseling</li> <li>III) Identify the ethical, cultural and gender issues in counseling</li> <li>IV) planning the negotiation meeting</li> <li>IV) developing the negotiation skills</li> <li>V) assess the role of HR manager as negotiator</li> </ul>		
Units: -	Syllabus : <i>Negotiation Management</i>	Hrs.
Unit No : 1	Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counseling- Need for Counseling	10
Unit No : 2	Development of Counselling Skill–Internal Frame of Reference– Attention and Interest–Managing resistance and making referrals– Active listening–Problem-solving–Coaching, demonstrating and rehearsing	10
Unit No : 3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers	10
Unit No : 4	Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process	10
Unit No : 5	Negotiating integrative agreements—HR Manager as Negotiator – Background to Negotiation– Development of Negotiation Skill— Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation	10
Unit No : 6	Current trends, issues and practices in Negotiation in Indian Industries	10

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual		Sage Publications Pvt. Ltd.	
2 – National	K. Singh	Counselling Skills for Managers		Prentice-Hall	
3 – National	F. Alan	Negotiation Skills and Strategies		Universities Press	
4 – International	Michael L Spangle, Myra Warren Isenhardt	Negotiation Communication for Diverse Settings		Regis University	
5 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling		Psychology Press	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.knowledgehut.com/tutorials/project-management/negotiation-skills">https://www.knowledgehut.com/tutorials/project-management/negotiation-skills</a>
2	<a href="https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-">https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-</a>

	<a href="#">skills/</a>
3	<a href="https://www.prweb.com/releases/2006/01/prweb329478.htm">https://www.prweb.com/releases/2006/01/prweb329478.htm</a>
4	<a href="https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share">https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share</a>
5	<a href="https://www.pdfdrive.com/counseling-books.html">https://www.pdfdrive.com/counseling-books.html</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

# **MBA SEM III**

## **SPECIALIZATION ELECTIVES**

Elective - Marketing Management: Course - Consumer Behavior.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK01	Consumer Behaviour	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

Subject / Course Objectives:		
<ul style="list-style-type: none"> <li>xi) To understand the importance Consumer Behavior in Marketing.</li> <li>xii) To study the individual determinants of Consumer Behavior.</li> <li>xiii) To realize the environmental influences on Consumer Behavior.</li> <li>xiv) To study the Buying decision making process and its types.</li> <li>xv) To study the Consumer Behavior in Indian context.</li> <li>xvi) To understand the role of B2B marketing.</li> </ul>		
Learning Outcomes:		
<ul style="list-style-type: none"> <li>i) To learn the knowledge of the Consumer Behavior in Marketing.</li> <li>ii) To identify the needs and wants of the customers.</li> <li>iii) To analyze the environmental influences on Consumers.</li> <li>iv) To know to the steps in Buying Behavior process.</li> <li>v) To realize the Consumer Behavior in Indian context.</li> <li>vi) To learn the Consumer Behavior in B2B marketing.</li> </ul>		
Name: -	Syllabus – <i>Consumer Behaviour</i>	Hrs.
Unit No: 1	Introduction to Consumer Behavior: Meaning of Customers and Consumers, Difference between Customers and Consumers, Types of Customers and Consumers. Definition and Meaning of Consumer Behavior, Different Buying Roles in Consumer Behavior, Importance of Consumer Behavior in Marketing.	5
Unit No: 2	Individual Determinants of Consumer Behavior: Consumer Needs- Meaning of Consumer Needs, Maslow’s Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept–Meaning of Personality, Nature of Personality. Self-concept – Meaning of Self-concept, Components of Self-concept. Perception Learning– Meaning of Perception, Elements of Perception. Learning - Meaning of Learning, Elements of Learning. Attitude and Attitude change–Meaning of Attitude, Characteristics of Attitude, Strategies for Attitude change.	8

Unit No: 3	Environmental Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior.	5
Unit No: 4	Consumer Buying Decision Making Process: Need recognition, Information Search, Evaluation of alternatives, Purchase decision, Post Purchase behavior. Consumer Behavior Models: Howard Seth Model, Engel-Blackwell-Miniard Model and Nicosia Model of Consumer Buying behavior.	5
Unit No: 5	Types of Buying Behavior: Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual Buying Behavior and Variety Seeking Buying Behavior. E-Buying Behavior. Consumer Research: Meaning of Consumer Research, Consumer Research Process, Methods of Consumer Research, Role of Consumer Research in Consumer Behavior. Diffusion and Adoption of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Importance of Adoption and Diffusion of Innovation in Consumer Behavior.	8
Unit No: 6	Introduction to B2B Marketing - Meaning of Business Marketing, Business Market Customers, Characteristics of Business Markets, Organizational Buying Behavior, Marketing Strategies for Business Markets, Organizational Markets in India.	05

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 <sup>nd</sup> Edition 2014	Sultan Chand & Sons, New Delhi.
2 – National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 <sup>nd</sup> Edition 2015	Himalaya Publishing House.
3 – National	Michael D. Hutt &	Business Marketing	12 <sup>th</sup>	South-Western

	Thomas W. Speh	Management: B2B	Edition 2016	Publication.
4 – International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 <sup>th</sup> Edition 2017	Cengage Learning.
5 – International	Leon G. Schiffman, Joseph Wisniewski & S. Ramesh Kumar	Consumer Behavior	12 <sup>th</sup> Edition 2018	Pearson.
6 – International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 <sup>th</sup> Edition 2001	McGraw Hill Inc.

Online Resources:

Online Resources No.	Web site address
1	<a href="https://onlinelibrary.wiley.com/journal/14791838">https://onlinelibrary.wiley.com/journal/14791838</a>
2	<a href="https://www.westburn-publishers.com/journals/customer-b...">https://www.westburn-publishers.com/journals/customer-b...</a>
3	<a href="https://www.tandfonline.com/doi/ful">https://www.tandfonline.com/doi/ful</a>
4	<a href="http://www.mheducation.com/hoghered/category.10366">www.mheducation.com/hoghered/category.10366</a>
5	<a href="https://books.google.co.in/books/consumer%20behaviour">https://books.google.co.in/books/consumer behaviour</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg20/preview">https://onlinecourses.swayam2.ac.in/imb19_mg20/preview</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc20_mg14/preview">https://onlinecourses.nptel.ac.in/noc20_mg14/preview</a>
3	<a href="https://www.mooc-list.com/tags/consumer-behaviour">https://www.mooc-list.com/tags/consumer-behaviour</a>
4	<a href="https://alison.com/humanities/psychology%20courses/consumer%20behaviour">https://alison.com/humanities/psychology courses/consumer behaviour</a>
5	<a href="https://www.tandfonline.com/doi/full">https://www.tandfonline.com/doi/full</a>

Elective - Marketing Management: Course – Services Marketing

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <p>xvii) To provide in-depth insight in managing and delivering of quality services</p> <p>xviii) To create awareness about the services sector, the challenges and opportunities therein.</p> <p>xix) To understand the need and importance of people, process and physical evidence in Services Marketing Mix.</p>		
<p>Learning Outcomes:</p> <p>After studying this course the learner would be able to</p> <p>i) Understand the challenges and opportunities involved in services sector.</p> <p>ii) Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.</p>		
Name: -	Syllabus – Services Marketing	Hrs.
Unit No: 1	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.	8
Unit No: 2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing	11
Unit No: 3	People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in	5



	services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as ‘co-producers’ of services; Self Service Technologies	
Unit No: 4	Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.	4
Unit No: 5	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL	10
Unit No: 6	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, Mary Jo Bitner and Ajay Pandit	Services Marketing	4 <sup>th</sup> Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 <sup>nd</sup> Edition	Pearson Education
4 – International	Chrostopher Lovlock, Jayanta Chaterjee	Services Marketing	7 <sup>th</sup> Edition	Pearson Education

Online Resources:

Online Resources No.	Web site address
1	<a href="https://onlinelibrary.wiley.com/journal/14791838">https://onlinelibrary.wiley.com/journal/14791838</a>
2	<a href="https://www.tandfonline.com/doi/ful">https://www.tandfonline.com/doi/ful</a>
3	<a href="http://www.mheducation.com/hoghered/category.10366">www.mheducation.com/hoghered/category.10366</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg20/preview">https://onlinecourses.swayam2.ac.in/imb19_mg20/preview</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc20_mg14/preview">https://onlinecourses.nptel.ac.in/noc20_mg14/preview</a>
3	<a href="https://www.tandfonline.com/doi/full">https://www.tandfonline.com/doi/full</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	FM01	<i>Investment Analysis and Portfolio Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

### Course Objectives:

#### Subject / Course Objectives :

- i) To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment.
- ii) To explain the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) To explain the concept and applications of fundamental analysis and technical analysis for stock investments.
- iv) To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.
- v) To explain the calculation of the risk and return for securities and for portfolios.
- vi) To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

#### Learning Outcomes :

At the end of the programme students will able to-

- i) Understand the risk and return relationship and various investment alternatives available in India.
- ii) Comprehend the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) Understand how to use fundamental analysis and technical analysis for stock investments.
- iv) Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations.
- v) Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios.
- vi) Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

Units: -	<i>Investment Analysis and Portfolio Management</i>	Hrs.
Unit No : 1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy	8
Unit No : 2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of	7

	MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India	
Unit No : 3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making	8
Unit No : 4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	7
Unit No : 5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application	8
Unit No : 6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility, Indifference Curve	7

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 <sup>th</sup> Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 <sup>th</sup> revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17th Edition.	S.Chand& Sons,

4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 <sup>th</sup> Edition	Cengage Learning
5 – International	<a href="#">E. Fischer Donald</a> , <a href="#">J. Jordan Ronald</a> , <a href="#">K. Pradhan Ashwini</a>	Security Analysis  Portfolio Management	2018, 7 <sup>th</sup> edition.	Pearson Education,
6 – International	<a href="#">Eugene F. Brigham, Michael C. Ehrhardt</a>	Financial Management :Theory and Practice	2017	Cengage Learning

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.moneycontrol.com">https://www.moneycontrol.com</a>
2	<a href="https://www.nseindia.com">https://www.nseindia.com</a>
3	<a href="https://www.sebi.gov.in">https://www.sebi.gov.in</a>
4	<a href="https://www.rbi.org.in">https://www.rbi.org.in</a>
5	<a href="https://www.investopedia.com">https://www.investopedia.com</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://swayam.gov.in">https://swayam.gov.in</a>
2	<a href="https://www.edx.org">https://www.edx.org</a>
3	<a href="https://alison.com/certificate-courses">https://alison.com/certificate-courses</a>

Dr. Ranpreet Kaur

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> <li>To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario.</li> <li>To make critical appraisal of the working of the specific financial Services in India.</li> <li>To brief the students about developments in financial services.</li> <li>To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.</li> </ol>		
<p>Learning Outcomes : After completion of this course, the student will be able to</p> <ol style="list-style-type: none"> <li>Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services.</li> <li>Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context.</li> <li>Understand the concept of Rural Banking, Microfinance in Indian Financial service.</li> <li>Evaluate and create strategies to promote financial products and services.</li> </ol>		
Units: -	Syllabus – Management of Financial Services	Hrs.
Unit No : 1	<p>Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments.</p> <p>Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .</p>	5
Unit No : 2	<p>Financial Market Operations: Recent Development of Indian Capital and Money Market , Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India.</p> <p>Money Market Operation: features and objective of money market,</p>	6

	Recent Developments, Composition of Money Market.  Stock Market Operations: Stock Exchange functions in India, Listing of securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE	
Unit No : 3	Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities, Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI. Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights &facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India	10
Unit No : 4	Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines-Methods of venture financing. Case studies of Venture capitalist companies	6
Unit No : 5	Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE.  Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	5
Unit No : 6	Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions- Role and function, Regulation of Rural Financial Services.  Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.	4

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6 <sup>th</sup> Edition 2010	Himalaya Publishing House
2 – National	M.Y.Khan	Financial Services,.	2010	Tata McGraw Hill
3-National	<u>Bharati V. Pathak</u>	The Indian Financial System: Markets, Institutions and Services	2010	Tata McGraw Hill
5 –National	Ramesh Babu	Indian Financial System	2011	
6 –National	G.S. Batra	Financial Service New Innovation	2015	ND publication
7–National	<u>Gurusamy</u>	Financial Services	2009	Tata McGraw-Hill Education, 2009

Journals :

1. Indian Journal of Finance.
2. ICFAI Journal of Applied Economics
3. ICFAI Journal of Emerging Market Finance
4. Journal of Financial Research

Online Resources:

Online Resources No	Web site address
1	corporatefinanceinstitute.com
2	<a href="https://www.pdfdrive.com/banking-and-indian-financial-systems">https://www.pdfdrive.com/banking-and-indian-financial-systems</a>
3	<a href="https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions">https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions</a>
4	<a href="https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-">https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-</a>
5	<a href="https://www.google.co.in/books/edition/The_Indian_Financial_System_Markets_Inst">https://www.google.co.in/books/edition/The Indian Financial System Markets Inst</a>

MOOCs:

Resources No	Web site address
1	<a href="#">FinTech and the Transformation in Financial Services (Coursera)</a>



2	<a href="http://ugcmoocs.inflibnet.ac.in/">http://ugcmoocs.inflibnet.ac.in/</a> Subject : Indian Financial Markets and Services (26)
3	<a href="https://www.edx.org/course/financial-development-and-financial-inclusion">https://www.edx.org/course/financial-development-and-financial-inclusion</a>
4	<a href="https://www.coursera.org/specializations/digital-transformation-financial-services">https://www.coursera.org/specializations/digital-transformation-financial-services</a>

Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Designation	Contact No
1	Mr.Gaurav Kothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. Suyog Amrutrao Professor and I/C Director – Dr.Babasaheb Ambedkar Marthwada University ,Sub Campus (Osmanabad )	91+ 9766350127
3.	Dr.Nanda Bhattad (Director -Disha Acadamay –FCA)	91+8805127099

Faculty from BV DU (Centers)

Sr.No	Name of the Experts & Designation
1	Dr.Sonali Dharmadhikar (Associate Professor-IMED,Pune)
2	Dr.Rodrigues (YMIM, Karad centre)
3	Dr.Anuradha Yesgunde (IMED,Pune)
4.	Prof.CA. S.R.Hiremath (BVAKIMSS,Solapur)

Prof.Shivganga C.Maindargi

BVAKIMSS-Solapur

Email-id: [shivgangam6@gmail.com](mailto:shivgangam6@gmail.com)

Contact No: 91-9960199696

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	HR01	Human Resource Planning and Development	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

### Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i) Understanding the process of Human resource planning</li> <li>ii) Appraise the techniques of HR planning</li> <li>iii) Formulating the HR procurement and deployment</li> <li>iv) Understanding the role of training and executive development</li> <li>v) comparing and applying various methods of training</li> <li>vi) Determining the training designs and evaluation</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>i) Describe the process of human resource planning</li> <li>ii) applying the techniques for human resource planning</li> <li>iii) Identify the human resource procurement and deployment</li> <li>iv) IV) Explain the role of training and development</li> <li>v) distinguish different methods of training and their applications</li> <li>vi) assess the design and outcome of training</li> </ul>		
Units: -	Syllabus : <i>Human Resource Planning and Development</i>	Hrs.
Unit No : 1	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning	10
Unit No : 2	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis	10
Unit No : 3	Recruitment plan ; career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design	10
Unit No : 4	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development	10
Unit No : 5	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing,	10

	management games, in basket exercise, sensitivity training, vestibule training, e-training.	
Unit No : 6	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	10

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand	
2 – National	Rolf, P., and Udai Pareek	Training for Development		Sage Publications Pvt. Ltd.	
3 – National	J.W. Walker	Human Resource Planning		Mc Graw Hill.	
4 – International	Noe, Raymond A., and Amitabh Deo Kodwani	Employee Training and Development		Tata McGraw Hill.	
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley	
6 – International	Paul Turner	HR Forecasting		CIPD	

		and Planning			
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### Online Resources:

Online Resources No	Web site address
1	<a href="http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf">http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf</a>
2	<a href="https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html">https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html</a>
3	<a href="https://www.pdfdrive.com/human-resource-planning-development-e38508079.html">https://www.pdfdrive.com/human-resource-planning-development-e38508079.html</a>
4	<a href="https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html">https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i. To understand the laws and rules pertaining to labor</li> <li>ii. To understand the various concepts and laws in Labour Welfare, health and safety</li> <li>iii. To understand the laws and rules pertaining to social security</li> <li>iv. To understand the laws related to discipline</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>i. Understanding various importance's of labour laws in effective business management.</li> <li>ii. Understanding the legislation related to Labour Welfare, health and safety.</li> <li>iii. Understand various statutory provisions related with industrial relations and labour welfare.</li> <li>iv. Analyze issues and challenges of applying provisions as per legislations in the industry</li> <li>v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction.</li> </ul>		
Units: -	Syllabus <i>Labour Laws-I</i>	Hrs.
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.	8
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties	8
3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act	8

4	<p>Social Security</p> <p>1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952</p> <p>2. The Employee State Insurance Act, 1948</p> <p>3. The Workmen Compensation Act 1923</p> <p>4. The Bombay Labour Welfare Act</p> <p>The role of ILO in promoting social security, Contribution of ILO to Labour Welfare</p>	7
5	<p>The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946</p> <p>Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act,</p>	7
6	<p>The Maternity Benefit Act</p> <p>Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"</p>	7

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	J.K.Bareja,	Industrial Laws, Galgotia and Sons
	P.R.N.Sinha	Industrial relations, Trade unions and Labour legislation, Pearson Edu
2 – National	Paul Blyton, Peter Turnbull,	Dynamics of employee relations, Macmillan
3 – National	V.P.Micheal,	Industrial relations in India and Workers Involvement
4 – National	C.B.Memoria,	Dynamics of Industrial Relations
5 – National	Agalgatti B B	- Labour Welfare and Industrial Hygiene , Nirali Prakashan

Online Resources:

Online Resources No	Web site address

1	<a href="https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm">https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm</a>
2	<a href="https://guides.loc.gov/employment-and-labor-law/online-resources">https://guides.loc.gov/employment-and-labor-law/online-resources</a>
3	<a href="https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409">https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409</a>
4	<a href="https://labour.gov.in/">https://labour.gov.in/</a>
5	<a href="https://ec.europa.eu/social/main.jsp?catId=157">https://ec.europa.eu/social/main.jsp?catId=157</a>

MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T">https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T</a>
2	<a href="https://swayam.gov.in/explorer?category=Law">https://swayam.gov.in/explorer?category=Law</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM01	Quality Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. ii) Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. iii) Stressing upon the importance of the quality principles on the business performance.		
Learning Outcomes :		
1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. 2. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. 3. Critically appraise the organizational, communication and teamwork requirements for effective quality management 4. Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans		
Units: -	Syllabus – Quality Management	Hrs.
Unit No : 1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality	10
Unit No : 2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.	10
Unit No : 3	Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p-chart,np-chart, c-chart. Construction & use of the control charts.	10
Unit No : 4	Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.	10
Unit No : 5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.	10
Unit No : 6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS	10



16949, Kaizen.	
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National					
2 – National	Sundarrajan	Total Quality Management 3rd Edition		PEARSON INDIA	
3 – National	P. I. Jain	Quality Control & Total Quality Management		Tata McGraw-Hill Education	
4 – International	John Bank	The essence of Total Quality Management		Prentice Hall	
5 – International	N. Logothetis	Managing for Total Quality		Prentice Hall; International Ed Edition	
6 – International	Dale H Bester field	Quality Control		Pearson Education	

Online Resources:

Online Resources No	Web site address
1	<a href="http://www.iso.org">www.iso.org</a>
2	<a href="http://www.bis.gov.in">www.bis.gov.in</a>
3	<a href="https://asq.org/quality-resources/total-quality-management">https://asq.org/quality-resources/total-quality-management</a>

MOOCs:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>
Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021	

Semester	Course Code	Course Title	
III	PM02	Business Process reengineering	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i) To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.</li> <li>ii) To introduce BPR as a change management tool.</li> <li>iii) To explore and master the fundamental principles of BPR.</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>I) DEFINE the key terms associated with Business Process Reengineering.</li> <li>II) EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.</li> <li>III) APPLYING APPLY modeling tools for simple business processes</li> <li>IV) FORMULATE a working plan to establish a Business Process Reengineering team</li> <li>V) EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.</li> <li>VI) IMAGINE ways to improve business or non-business processes.</li> </ul>		
Units: -	Syllabus <i>Business Process reengineering</i>	Hrs.
Unit No : 1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Overview of business process reengineering, Business processes improvement	10
Unit No : 2	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement	10
Unit No : 3	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in	10

	business process.	
Unit No : 4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering	10
Unit No : 5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation	10
Unit No : 6	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	- Radhakrishnan, Balasubramanian	Business Process Reengineering		, PHI, Eastern Economy Edition, 2008	
2 – National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering		MGH.	
3 – National	- Dey,	Business Process Reengineering and Change		Biztantra.	

		Management			
4 – International	Harmon, P , Elsevier/Morgan	Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals,		Kaufmann Publishers.	
5 – International	Walford, R.B.,	Business Process Implementation for IT Professionals and Managers,		Artech House.	
6 – International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,		Harper Business	

Online Resources No	Web site address
1	<a href="https://en.wikipedia.org/wiki/Business_process_re-engineering">https://en.wikipedia.org/wiki/Business_process_re-engineering</a>
2	<a href="https://searchcio.techtarget.com/definition/business-process-reengineering">https://searchcio.techtarget.com/definition/business-process-reengineering</a>
3	<a href="https://www.minit.io/blog/business-process-reengineering-examples#accept">https://www.minit.io/blog/business-process-reengineering-examples#accept</a>
4	<a href="https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/">https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/</a>
5	<a href="https://www.sweetprocess.com/business-process-reengineering/#chapter-8">https://www.sweetprocess.com/business-process-reengineering/#chapter-8</a>

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	IE:UE:50:50

### Course Objectives:

#### Subject / Course Objectives :

- i) Explain what systems are and how they are developed.
- ii) Identify and describe the phases of the systems development life cycle.
- iii) Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner.
- iv) Develop and evaluate system requirements.
- v) Work effectively in a team environment.
- vi) Describe the role and responsibilities of the systems analyst in the development and management of systems.

#### Learning Outcomes :

- i) Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems.
- ii) Use tools and techniques for process and data modeling.
- iii) Describe the role and responsibilities of the participants in information systems<sup>o</sup> development.
- iv) Develop a feasibility analysis of a proposed system.
- v) Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal.
- vi) Explain the common ways projects fail and how to avoid these failures.
- vii) Implement various project management tools.

Units: -	Syllabus – System Analysis and Design	Hrs.
Unit No : 1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system	10
Unit No : 2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis	10
Unit No : 3	3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD	10
Unit No : 4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.	10
Unit No : 5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management	10
Unit No : 6	Practical and case studies	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Awad	System Analysis and Design			
2 – National	Senn	System Analysis and Design:			
3 – National	Roger S. Pressman	. Software Engineering a Practioner's Approach			
4 – International					
5 – International					
6 – International					

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm">https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm</a>
2	<a href="https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388">https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388</a>

**MOOCs:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>xx) Describe the general framework for IT risks and control.</li> <li>xxi) Identify the unique elements of computer environment and discuss how they affect the audit process.</li> <li>xxii) Describe the security aspect and audit issues related to computer security.</li> <li>xxiii) To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems.</li> <li>xxiv) Understand the audit objectives and procedures used to test data management controls.</li> <li>xxv) Discuss the stages in the SDLC</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>I) Understand the difference between Security Metrics and Audits.</li> <li>II) Knowledge on Vulnerability Management</li> <li>III) Know the Information Security Audit Tasks, Reports and Post Auditing Actions</li> <li>IV) Understand Information Security Assessments</li> <li>V) Examine the multiple layers of IS security in organizations.</li> <li>VI) Analyze the risk management approach to information assets' security with respect to operational and organizational goals.</li> <li>VII) Evaluate physical and logical security controls, and the automated approaches in IS security.</li> </ul>		
Units: -	Syllabus – <i>Information System Security &amp; Audit</i>	Hrs.
Unit No : 1	What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities( Executive management, Auditors, IT and Information security and General users) Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or	10

	through the computer	
Unit No : 2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.	10
Unit No : 3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds	10
Unit No : 4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and postimplementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages ( in both phases)	10
Unit No : 5	5 Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact	10
Unit No : 6	6 Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges	10



Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Doug Dayton, Daug Dayton	“Information Technology Audit Handbook”,	(1997),	Prentice Hall, ISBN: 0136143148	
2 – National	Ron Weber	Information Systems Control and Audit”,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317-0472-1	
3 – National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470-00989-5 Willey publication	
4 – International	Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999)	“Information Technology Control and Audit”		Auerbach Pub, ISBN: 0849399947	
5 – International	James A. Hall	. “Information Systems Auditing and Assurance,”		South Western College Publishing, 1999.	
6 – International	Michael E. Whitman and Herbert J. Mattord	Principles of Information Security,”		“Thomson Course Technology, 3rd Ed., 2008.	

Online Resources No	Web site address
1	<a href="https://core.ac.uk/download/pdf/6673169.pdf">https://core.ac.uk/download/pdf/6673169.pdf</a>

2	<a href="https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm">https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm</a>
3	<a href="https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework">https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework</a>
4	<a href="https://en.wikipedia.org/wiki/Information_security_audit">https://en.wikipedia.org/wiki/Information_security_audit</a>
5	<a href="https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html">https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html</a>

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB01	<i>Regulatory Aspects of International Business</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>• To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business.</li> <li>• To give background of legal framework of Cross border trade.</li> <li>• To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>▪ The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes.</li> <li>▪ The course will help students to know the various legal compliances and documentations in the cross border trade.</li> </ul>		
Units: -	Syllabus – <i>Regulatory Aspects of International Business</i>	Hrs.
Unit No : 1	International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects	10
Unit No : 2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	10
Unit No : 3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	10
Unit No : 4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board	10
Unit No : 5	Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS	10
Unit No : 6	International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books	Name of the Author	Publishers
International	ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits	International Chamber of Commerce
International	Global Business Regulation by <a href="#">John Braithwaite</a>	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International Business (Aspen College) by <a href="#">Eric L. Richards</a>	Wolters Kluwer Law & Business (February 27, 2014)
International	International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri from Macmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications,Govt.of India
National	Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication	

Online Resources:

Online Resources	Web site address
1	<a href="http://www.ipindia.nic.in/">http://www.ipindia.nic.in/</a>
2	<a href="https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf">https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf</a>
3	<a href="https://dgft.gov.in/CP/">https://dgft.gov.in/CP/</a>
4	<a href="https://www.fieo.org/">https://www.fieo.org/</a>
5	<a href="https://www.trademap.org/">https://www.trademap.org/</a>
6	<a href="https://msme.gov.in/know-about-msme">https://msme.gov.in/know-about-msme</a>
7.	<a href="https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/ThYsJqiKj8EC?hl=en&amp;gbpv=1&amp;dq=regulatory+aspects+of+international++business+books+indian+author&amp;printsec=frontcover">https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/ThYsJqiKj8EC?hl=en&amp;gbpv=1&amp;dq=regulatory+aspects+of+international++business+books+indian+author&amp;printsec=frontcover</a>

MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/learn/international-trade">https://www.edx.org/learn/international-trade</a>
2	<a href="https://www.openlearning.com/courses/GFML3073/">https://www.openlearning.com/courses/GFML3073/</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
III	IB02	<i>Export Import Policies Procedures and Documentation</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>• To make students aware about the cross border trade procedures and practices in International Logistics</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>▪ The course will provide a clarity on the Import-Export cycle.</li> <li>▪ The course will help students to know the various compliances and documentations in the Import Export Process</li> <li>▪ The course will help students to know the logistic process and various agencies involved the export –import process.</li> </ul>		
Units: -	Syllabus – <i>Export Import Policies Procedures and Documentation</i>	Hrs.
Unit No : 1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import	10
Unit No : 2	World’s Foreign Trade Scenario and Trade Composition, India’s Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.	10
Unit No : 3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.	10
Unit No : 4	Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading	10
Unit No : 5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.	10
Unit No : 6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator,	10

	<p>Containerization – Types and Dimensions, Linear Shipping Services</p> <p><u>Project</u> –Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.</p>	
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Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2-National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher's, New Delhi
3-National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House, Mumbai
4-National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.ipindia.nic.in/">http://www.ipindia.nic.in/</a>
2	<a href="https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf">https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf</a>
3	<a href="https://dgft.gov.in/CP/">https://dgft.gov.in/CP/</a>
4	<a href="https://www.fieo.org/">https://www.fieo.org/</a>
5	<a href="https://www.trademap.org/">https://www.trademap.org/</a>
6	<a href="https://msme.gov.in/know-about-msme">https://msme.gov.in/know-about-msme</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://niryatbandhu.iift.ac.in/exim/">http://niryatbandhu.iift.ac.in/exim/</a>
2	<a href="https://www.edx.org/learn/international-trade">https://www.edx.org/learn/international-trade</a>
3	<a href="https://www.openlearning.com/courses/GFML3073/">https://www.openlearning.com/courses/GFML3073/</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment ii) To familiarize the students with the basic concepts of Rural Marketing, iii) To make the students aware of nature of the Rural Consumer iv) To give insights of marketing of agricultural inputs and produce.		
Learning Outcomes :		
I) Understand the importance of Rural Markets II) Sensitize to the needs and behavior of consumers and channels III) Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making IV) Understand the Rural Market Segmentation and Rural Products V) Expose the students to Rural Market Distribution and services		
Units: -	Syllabus – <i>Rural Marketing</i>	Hrs.
Unit No : 1	Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India	10
Unit No : 2	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption.	10
Unit No : 3	3 Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning	10
Unit No : 4	Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.	10
Unit No : 5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy	10

Unit No : 6	Cases related to the topics covered under earlier units.	10
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan,	“Rural Marketing” – Text and Cases		, Pearson education.	
2 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	, “Cases in rural marketing an integrated approach”.		Pearson education.	
3 – National	Robert Chambers	“Rural Development: Putting the last first		Pearson education.	
4 – International					
5 – International					
6 – International					

Online Resources:

Online Resources No	Web site address
1	
2	
3	
4	
5	

MOOCs:

Resources No	Web site address
1	mooc.org



2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM02	<i>Supply Chain Management in Agribusiness</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
I) Understand the principles of supply chain management and its importance in business management.		
II) Know the emerging practices, challenges and trends in supply chains.		
III) Understand the Supply Chain Strategy		
IV) Understand the Logistics Management in Supply Chains		
V) Understand the Information Technology for Supply Chain Management		
Learning Outcomes :		
I) Understand the principles of supply chain management and its importance in business management.		
II) Know the emerging practices, challenges and trends in supply chains.		
III) Understand the Supply Chain Strategy		
IV) Understand the Logistics Management in Supply Chains		
V) Understand the Information Technology for Supply Chain Management		
Units: -	Syllabus <i>Supply Chain Management in Agribusiness</i>	Hrs.
Unit No : 1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	10
Unit No : 2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	10
Unit No : 3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed	10

	Inventory.	
Unit No : 4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10
Unit No : 5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10
Unit No : 6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops,	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Altekar RV. 2006.	Supply Chain Management: Concepts and Cases		. Prentice Hall of India.	
2 – National	Monczka R, Trent R• & Handfield R.	. Purchasing and Supply Chain Management.		2002 Thomson Asia	
3 – National	. van Weele AJ. 2000.	Purchasing and Supply Chain Management Analysis ,Planning and• Practice		Vikas Publ. House	
4 – International	Fawcett, S., Ellram, L. and Ogden, J. (2007):	Supply Chain Management – From Vision to Implementation.		Pearson Prentice Hall, Upper Saddle River, NJ, USA.	
5 –	Fischer, C.	Agri-food		CAB	

International	and Hartmann, M. (2010):	Chain Relationships..		International, UK and US.	
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. Online Resources:

Online Resources No	Web site address
1	<a href="https://www.academia.edu/40734182/Principles_of_Agribusiness_Management">https://www.academia.edu/40734182/Principles_of_Agribusiness_Management</a>
2	<a href="https://en.wikipedia.org/wiki/Agribusiness">https://en.wikipedia.org/wiki/Agribusiness</a>
3	<a href="https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf">https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf</a>
4	<a href="http://eagri.org/eagri50/AECO341/index.html">http://eagri.org/eagri50/AECO341/index.html</a>

MOOCs:

Resources No	Web site address
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To familiarize the students with evolution and growth of Retailing, expectations of customers and		
ii) To study the importance of retailing in the current business scenario.		
Learning Outcomes :		
I) Enable the students to gain knowledge on concepts, formats and managerial practices of retailing		
II) Enable the students to gain skills on analysis and decision making in retailing management		
III) Understand to the Product Categories, Types and Formats		
IV) Understand to the Retail Strategy		
V) Understand to the Store Operation and Services		
Units: -	Syllabus – <i>Introduction to Retailing</i>	Hrs.
Unit No : 1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.	10
Unit No : 2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,	10
Unit No : 3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.	10
Unit No : 4	4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.	10
Unit No : 5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing	10
Unit No : 6	Case Studies in Retail Management	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference	Name of	Title of the	Year Edition	Publisher	
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Books (Publisher)	the Author	Book		Company	
1 – National	Swapana Pradhan-	Retailing Management			
2 – National	Dravid Gilbert	- Retail Marketing			
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing			
4 – International	A. J. Lamba	The Art of Retailing			
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach			
6 – International					

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#### Online Resources:

Online Resources No	Web site address
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#### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks

Core Elective	3	CES	UE:IE = 50:50
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Course Objectives:

Subject / Course Objectives : To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.		
Learning Outcomes :		
<p>I) Understand the retail sector and the range of retail occupations.            II) describe the characteristics of the local retail environment            III) identify different retail occupations and the related skills, attributes and behaviours.            IV) state factors that influence customer expectations.            V) explain how a Point of Sale is used in retail.</p>		
Units: -	Syllabus Retail Management and Franchising	Hrs.
Unit No : 1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non store retailing.	10
Unit No : 2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.	5
Unit No : 3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.	7
Unit No : 4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.	7
Unit No : 5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.	8
Unit No : 6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.	8

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference	Name of	Title of the	Year Edition	Publisher	
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Books (Publisher)	the Author	Book		Company	
1 – International	David Gilbert	Retail Marketing Management		Pearson Education	
2 –International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning	
3 –International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education	
4 –National	Agarwal, Bansal, Yadav & Kumar	Retail Management, Pragati Prakashan		W.K. Road, Merut.	
5-International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press	
6-International	John Stanley	Just About Everything a Retail Manager Needs to Know		Gray & Nash	
7-National	<a href="#">Swapna Pradhan</a>	Retailing Management	2011	Tata McGraw-Hill Education	

Online Resources:

Online Resources No	Web site address
1	<a href="https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/">https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/</a>
2	<a href="https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/">https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/</a>
3	<a href="https://www.primaseller.com/knowledge-base/retail-">https://www.primaseller.com/knowledge-base/retail-</a>



	store-management/
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MOOCs:

Resources No	Web site address
1	<a href="https://www.shortcoursesportal.com/disciplines/244/retail-management.html">https://www.shortcoursesportal.com/disciplines/244/retail-management.html</a>
2	<a href="https://onlinecourses.swyam2.ac.in/cec19_mg40/preview">https://onlinecourses.swyam2.ac.in/cec19_mg40/preview</a>

Elective - Project Management: Course - Project Risk Management.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR01	Project Risk Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p><b>Subject / Course Objectives:</b></p> <p>xxvi) To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register</p> <p>xxvii) To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure</p> <p>xxviii) To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools</p> <p>xxix) To understand how to Utilize Technique to Design your Risk Response Strategies</p> <p>xxx) To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff</p>		
<p><b>Learning Outcomes:</b></p> <p>vii) Develop skills to help you enhance your skills on project risk management.</p> <p>viii) Help in identifying and measuring risks in project development and implementation,</p> <p>ix) Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations..</p>		
Name: -	Syllabus – Project Risk Management	Hrs.
Unit No: 1	<p><b>Introduction to Risk Management</b></p> <p>Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register</p>	5
Unit No: 2	<p><b>Risk Management Planning</b></p> <p>Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan</p>	8
Unit No: 3	<p><b>Identify Risks</b></p> <p>Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in</p>	5

	Software Project	
Unit No: 4	<b>Risk Analysis</b> Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis	5
Unit No: 5	<b>Planning Risk Responses</b> Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning	8
Unit No: 6	<b>Monitoring and Controlling Risks</b> Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues	05

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 – International	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Ltd
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

Online Resources:

Online	Web site address
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Resources No.	
1	<a href="https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb">https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb</a>
2	<a href="https://www.edureka.co/blog/project-risk-management/">https://www.edureka.co/blog/project-risk-management/</a>
3	<a href="https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html">https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html</a>
4	<a href="https://projectriskcoach.com/identify-project-risks/">https://projectriskcoach.com/identify-project-risks/</a>
5	<a href="https://www.greycampus.com/opencampus/project-management-professional/risk-categories">https://www.greycampus.com/opencampus/project-management-professional/risk-categories</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/cec21_ge06/preview">https://onlinecourses.swayam2.ac.in/cec21_ge06/preview</a>
2	<a href="https://onlinecourses.swayam2.ac.in/nou21_ag10/preview">https://onlinecourses.swayam2.ac.in/nou21_ag10/preview</a>
3	<a href="https://onlinecourses.swayam2.ac.in/cec21_ge06/preview">https://onlinecourses.swayam2.ac.in/cec21_ge06/preview</a>

Elective - Project Management: Course – Microsoft Project 2010

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR02	Microsoft Project 2010	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To understand best in class templates</li> <li>ii) To schedule tasks effectively.</li> <li>iii) To collaborate with project partners with ease.</li> <li>iv) To understand how to get updates and stay current</li> </ul>		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>i) Understand the Microsoft Project 2010 Interface</li> <li>ii) Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists</li> <li>iii) Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review</li> </ul>		
Name	Syllabus – Microsoft Project 2010	Hrs.
Unit No: 1	<b>Best Practice Guidelines and Checklists on Project Scheduling</b> Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8
Unit No: 2	<b>Resolving Resource Workload Over Allocation</b> Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling	11
Unit No: 3	<b>Optimizing for Scope, Time, Cost and Resource</b> Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources	5
Unit No: 4	<b>Managing Multiple Projects</b> Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects	4
Unit No: 5	<b>Customizing and Sharing Objects</b> Customizing Project Objects, Sharing Objects between Projects, Using Project Templates	10
Unit No: 6	<b>Analyzing Projects</b> Analyzing Project Progress, Measuring Performance using Earned Value	07

	Analysis, Responding to Changes in your Project	
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 <sup>st</sup> Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 <sup>st</sup> Edition	Sybex

Online Resources:

Online Resources No.	Web site address
1	<a href="http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf">http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf</a>
2	<a href="http://www.asciutto.com/project2010/Project2010_eBook.pdf">http://www.asciutto.com/project2010/Project2010_eBook.pdf</a>
3	<a href="https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf">https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/">https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/</a>
2	<a href="https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718">https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718</a>
3	<a href="https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba">https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba</a>

# **MBA SEM IV**

## **Core Courses**

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	3	UE and IE	UE:IE = 50:50

**Course Objectives:**

Subject / Course Objectives :		
<ol style="list-style-type: none"> <li>To understand the concepts of project planning and organization, budgeting and control, and project life cycles.</li> <li>To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.</li> <li>To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.</li> <li>To become familiar with Microsoft Project in performing simple project management tasks.</li> </ol>		
Learning Outcomes :		
<ol style="list-style-type: none"> <li>Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities.</li> <li>Identify resources required for a project and to produce a work plan and resources schedule.</li> <li>Evaluate project for quality concept.</li> <li>Use of project management tools for project management.</li> </ol>		
Units	Syllabus – Project Management	Hrs.
Unit No : 1	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.	10
Unit No : 2	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management	10
Unit No : 3	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts	10
Unit No : 4	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk	10



	mitigation.	
Unit No : 5	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document	10
Unit No : 6	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National					
2 – National					
3 – National	John M Nicholas	Project Management For Business And Technology		Prentice Hall Of India Pvt Ltd	
4 – International	Clifford F Gray, Erik W Larson	“Project Management : The Managerial Process		Tata Mcgraw - Hill Publishing Co Ltd .	
5 – International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach		John Wiley and Sons	
6 – International					

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://en.wikipedia.org/wiki/Project_Management_Institute">https://en.wikipedia.org/wiki/Project_Management_Institute</a>
2	<a href="https://www.projectengineer.net/the-10-pmbok-knowledge-areas/">https://www.projectengineer.net/the-10-pmbok-knowledge-areas/</a>
3	<a href="https://en.wikipedia.org/wiki/Project_management">https://en.wikipedia.org/wiki/Project_management</a>
4	<a href="https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/">https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/</a>
5	<a href="https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/">https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/</a>

**MOOCs:**

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

### Course Objectives:

<b>Subject / Course Objectives :</b>		
<ul style="list-style-type: none"> <li>Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment.</li> <li>Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard.</li> <li>Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle.</li> </ul>		
<b>Learning Outcomes :</b>		
<ul style="list-style-type: none"> <li>Understand the natural environment and its relationships with human activities.</li> <li>Characterize and examine human affects at the environment.</li> <li>Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios</li> <li>Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global levels.</li> <li>Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects</li> </ul>		
Units-	Environment and Disaster Management	Hrs.
<b>Unit No : 1</b>	<b>The Environment and Ecosystem:</b> Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).	4
<b>Unit No : 2</b>	<b>Environment as Science:</b> Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education.	4
<b>Unit No : 3</b>	<b>Biodiversity and its conservation:</b> Definition, genetic, species and ecosystem diversity.	4

	Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.	
<b>Unit No : 4</b>	<b>Definition and types of disaster:</b> Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.	4
<b>Unit No : 5</b>	Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion / Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA, HIV / AIDS, Life Style Diseases.	4
<b>Unit No : 6</b>	Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster	4

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. Alok Satsangi	Environment Management and Disaster Management	2014	Green Leaf Publication	
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.	
3 – National	Dr.	Environmental	2019	Agrobios (India)	

	Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Studies & Disaster Management			
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication	
5 – International	Majid Husain	Environment And Ecology: Biodiversity, Climate Change And Disaster Management	2016	Access Publishing	
6 – International	Thomas H. Tietenberg ,Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing	

### Online Resources:

Online Resources No	Web site address
1	<a href="http://environment-and-ecology-by-anil-kumar-d60361115.html">environment-and-ecology-by-anil-kumar-d60361115.html</a>
2	<a href="http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf">http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf</a>
3	<a href="http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0">http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0</a>
4	<a href="https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction">https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction</a>
5	<a href="https://www.omicsonline.org/environmental-journals.php">https://www.omicsonline.org/environmental-journals.php</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/course/natural-disasters">https://www.edx.org/course/natural-disasters</a>
2	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>
3	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
4	<a href="https://nptel.ac.in/">https://nptel.ac.in/</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	403	E-Business Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

### Course Objectives:

Subject / Course Objectives :		
<ol style="list-style-type: none"> <li>1. Understand the E-Commerce and E- business infrastructure and trends</li> <li>2. Analyze different types of portal technologies and deployment methodologies commonly used in the industry.</li> <li>3. Analyze the effectiveness of network computing and cloud computing policies in a multi-location organization.</li> <li>4. Analyze real business cases regarding their e-business strategies and transformation processes and choices.</li> <li>5. Integrate theoretical frameworks with business strategies.</li> </ol>		
Learning Outcomes :		
<ol style="list-style-type: none"> <li>1. After completion of this course, students will be able to understand the basic concepts and technologies used in the field of management information systems.</li> <li>2. Understand the processes of developing and implementing information Systems. Be aware of the ethical, social, and security issues of information systems.</li> <li>3. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management.</li> <li>4. Develop an understanding of how various information systems work together to accomplish the information objectives of an organization.</li> </ol>		
Units	Syllabus – E-Business Management	Hrs.
Unit No : 1	<b>Introduction to E-Business and E-Commerce:-</b> Define the e-Commerce and e-Business, Define e-Commerce Types of EC transactions. Define e-Business Models. Internet Marketing and e-Tailing. Elements of e-Business Models. Explain the benefits and limitations of e-Commerce.	10
Unit No : 2	<b>E-Marketplaces:</b> Structures, Mechanisms, Economics, & impacts:- Define e-Marketplace and Describe their Functions. Explain e-Marketplace types and their features. Describe the various types of auctions and list their characteristics. Discuss the benefits, limitations and	10

	impacts of auctions. E-Commerce in the wireless environment. Competition in the DE and impact on industry	
Unit No : 3	<b>E-Business applications, E-Procurement and E- Payment Systems:-</b> Integration and e-Business suits. ERP, e-SCM, CRM, E-Payment. E-Procurement definition, processes, methods and benefits. Discuss the categories and users of smart cards. Describe payment methods in B2B EC	10
Unit No : 4	<b>The Impact of E-Business on Different Fields and Industries:-</b> E-Tourism · Employment and Job Market Online Real Estate. Online Publishing and e-Books. Banking and Personal Finance Online. On-Demand Delivery Systems and E-Grocers. Online Delivery of Digital Products.	10
Unit No : 5	<b>E-Learning and Online Education:-</b> Define electronic learning. Discuss the benefits and drawbacks of e-Learning. The e-Learning Industry. Discuss e-Content development and tools. Describe the major technologies used in e-Learning. Discuss the different approaches for e-Learning delivery. How e-Learning can be evaluated. <b>E-Government:-</b> Definition of e-Governments · Implementation. E-Government Services. Challenges and Opportunities. E-Government Benefits, Case Study	10
Unit No : 6	<b>Launching Online Business and E-Commerce Projects:-</b> Understand the requirements for starting an online business from different perspectives. Describe the funding options available to startup businesses. Understand the processes associated with managing Web site development. Know the techniques of search engine optimization. Evaluate Web sites on design criteria.	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Ravi Kalakota,	Frontiers of e-commerce		Pearson.
2 – National	Elias. M. Awad,	Electronic Commerce		Prentice-Hall of India Pvt Ltd.
3 – International	Horton and Horton,	e-Learning Tools and Technologies		Wiley Publishing
4 –	Dave	Electronic	2006	Prentice Hall

International	Chaffey	Business and Electronic Commerce Management		
5 – International	Turban, E. et al.,	Electronic Commerce: A Managerial Perspective	2008	Prentice Hall

### Online Resources:

Online Resources No	Web site address
1	<a href="https://en.wikipedia.org/wiki/Project_Management_Institute">https://en.wikipedia.org/wiki/Project_Management_Institute</a>
2	<a href="https://www.projectengineer.net/the-10-pmbok-knowledge-areas/">https://www.projectengineer.net/the-10-pmbok-knowledge-areas/</a>
3	<a href="https://en.wikipedia.org/wiki/Project_management">https://en.wikipedia.org/wiki/Project_management</a>
4	<a href="https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/">https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/</a>
5	<p><a href="https://www.webcreate.io/ecommerce-website-buildercomparison/?edgetrackerid=100253676826902&amp;utm_medium=cpc&amp;utm_campaign=eCommerce&amp;utm_source=google&amp;utm_term=searchpareto&amp;utm_content=text&amp;gclid=EAIaIQobChMIwffjmNX63AIVz73tCh0qGw8LEAMYAyAAEgI_aPD_BwE">https://www.webcreate.io/ecommerce-website-buildercomparison/?edgetrackerid=100253676826902&amp;utm_medium=cpc&amp;utm_campaign=eCommerce&amp;utm_source=google&amp;utm_term=searchpareto&amp;utm_content=text&amp;gclid=EAIaIQobChMIwffjmNX63AIVz73tCh0qGw8LEAMYAyAAEgI_aPD_BwE</a></p> <p>2. <a href="https://builtwith.com/ecommerce">https://builtwith.com/ecommerce</a></p> <p>3. <a href="https://www.shopify.com/blog/11863377-30-beautiful-and-creative-ecommercewebsite-designs">https://www.shopify.com/blog/11863377-30-beautiful-and-creative-ecommercewebsite-designs</a></p> <p>4. <a href="https://www.awwwards.com/websites/e-commerce/">https://www.awwwards.com/websites/e-commerce/</a></p> <p>5. <a href="https://ecommerce-platforms.com/articles/ecommerce-store-design">https://ecommerce-platforms.com/articles/ecommerce-store-design</a></p>



**MOOCs:**

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	<a href="http://www.edx.com">www.edx.com</a>
3	<a href="http://www.coursera.com">www.coursera.com</a>

# **MBA SEM IV**

## **Open Courses**

<b>Programme: MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	404	<i>Introduction to Data Science</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	CES	IE: 100

Course Objectives :
<ol style="list-style-type: none"> <li>1. Understanding the Role of Data Science in business.</li> <li>2. Understanding the basic concept of data management and data mining techniques</li> <li>3. To understand the basic concept of machine learning</li> <li>4. To understand the application of business analysis.</li> </ol>
Learning Outcomes:
<p>Upon the successful completion of this course, the student will be able to:</p> <p>CO1. Understand the basics of business analysis and Data Science Knowledge (K2)</p> <p>CO2. Understand data management and handling and Data Science Project Life Cycle</p> <p>CO3. Understand the data mining concept and its techniques Applying (K4)</p>

<b>Unit</b>	<b>Contents</b>	<b>Sessions</b>
<b>1</b>	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	06
<b>2</b>	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.	08
<b>3</b>	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.	06
<b>4</b>	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association	08

5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	06
6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	08

### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher
1 – National	Bhimasankaram Pochiraju, SridharSeshadri,	Essentials of Business Analytics: An Introduction to the methodology and		Springer
2 – National	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A	1st Edition,	
3 – National	Laura Igual Santi Seguí,	Introduction to Data Science		Springer
4 – International	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education India
5 – International	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

### Online Resources:

Online	Web site address
1	
2	

### MOOC:

Resources No	Web site address
1	www.alison.com

2	Swayam
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Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	405	Artificial Intelligence For Managers	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

### Course Objectives:

Subject / Course Objectives:		
<ul style="list-style-type: none"> <li>i. the fundamental technical terms and concepts around machine learning necessary to apply these methods to building artificial intelligence systems for business.</li> <li>ii. Identify and describe problems that are amenable to solution by AI methods.</li> <li>iii. Understand key terms and components involved in machine learning approaches</li> <li>iv. TO understand the use of AI in business</li> </ul>		
Learning Outcomes:		
<ul style="list-style-type: none"> <li>I) Understand various AI concepts</li> <li>II) Solve the problems using neural networks techniques</li> </ul>		
Units	Syllabus – Artificial Intelligence For Managers	Hrs.
Unit No: 1	Artificial Intelligence: Role of AI in engineering, AI in daily life, Intelligence and Artificial Intelligence, Different task domains of AI, Programming methods, Limitations of AI Intelligent Agent: Agent, Performance Evaluation, task environment of agent, Agent classification, Agent architecture Components of AI, History of AI, Salient Points, Knowledge and Knowledge Based Systems, AI in Future, Applications. [Reference 1]	5
Unit No: 2	Problems, problem spaces and search: Define the problem as a state space search, Production systems, Problem characteristics, Production system characteristic, Issues in design of search Program	6

	Search Techniques: DFS, BFS, Hill Climbing	
Unit No: 3	Knowledge Representation: Need to represent knowledge, Knowledge representation with mapping scheme, Properties of good knowledge-based system, Knowledge representation issues, AND-OR graph, Types of knowledge	5
Unit No: 4	<b>Knowledge-Based Systems:</b> Structure of an Expert System, Expert Systems in different Areas, Expert System Shells, Comparison of Expert Systems, Comparative View, Ingredients of Knowledge-Based Systems, Web-based Expert Systems. [Reference 1]	9
Unit No: 5	Natural Language Processing- need of NLP, natural Language understanding, Basic NLP techniques, Natural language generation, Applications of NLP [Reference 3]	6
Unit No: 6	AI for Management an overview, what is the value of firms in AI world, Evolving role of general managers in the age of AI, role managers in new economy, AI and leadership development of the future, AI and marketing science and sustainable profit growth, how human- computer super minds develop business strategies. [ Reference 6]	5

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 –National	R. B. Mishra	Artificial Intelligence		IEEE PHI
2 – National	Deepak Khemani	First Course in Artificial Intelligence	2013	Mc graw Hill Publication
3 – National	Anandita Das Bhattacharjee	Artificial Intelligence & Soft Computing for Beginners		SPD Shroff Publication
4 – International	S.Russel, P.Norvig	Artificial Intelligence: A Modern Approach	2002	Pearson Education
5 – International	E.Rich and K.Knight	Artificial Intelligence	2002	TMH
6 – International	Jordi Canals Franz Heukamp	The Future of Management in an AI World: Redefining Purpose and		IESE Business Collection

		Strategy in the Fourth Industrial Revolution		
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**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html">https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html</a>
2	<a href="https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/">https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://nptel.ac.in/courses/106/106/106106126/">https://nptel.ac.in/courses/106/106/106106126/</a>
2	<a href="https://www.coursera.org/learn/business-implications-ai">https://www.coursera.org/learn/business-implications-ai</a>
3	<a href="https://www.edx.org/course/ai-for-leaders">https://www.edx.org/course/ai-for-leaders</a>
4	<a href="https://www.udacity.com/course/ai-for-business-leaders--nd054">https://www.udacity.com/course/ai-for-business-leaders--nd054</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
Semester	Course Code	Course Title	
<b>IV</b>	<b>406</b>	<b>Rural Entrepreneurship</b>	
Type	Credits	Evaluation	Marks
<b>OPEN</b>	<b>2</b>	<b>CES</b>	<b>IE = 100</b>
<b>Course Objectives:</b>			
i) To give an overview of the concept of entrepreneurs and entrepreneurship ii) To acquaint the students with the concept of Rural Industrialization iii) To develop an entrepreneurial mindset to generate a sustainable livelihood in rural area. iv) To help students understand the problems of Marketing of Rural Industries. v) To examine the performance of various government schemes, programs and institutional support in fostering rural entrepreneurship			
<b>Learning Outcomes :</b>			
i) Develop understanding about Entrepreneurship in Rural Context ii) Develop entrepreneurial skills in the rural youth iii) Explore and identify rural potential for a business idea iv) Address the challenges identified with rural entrepreneurship v) Engage in the management of the rural entrepreneurship			

Units	Syllabus: Rural Entrepreneurship	Hours
<b>1</b>	<b>Concept of Entrepreneurship:</b> <ul style="list-style-type: none"> <li>• Concept, definition, need and role of entrepreneurship.</li> <li>• Types and functions of entrepreneurs, role and importance of entrepreneurs in rural development.</li> <li>• Women Entrepreneurship Development</li> <li>• Indian entrepreneurial cultural.</li> </ul>	<b>5</b>
<b>2</b>	<b>Rural Development:</b> <ul style="list-style-type: none"> <li>• Meaning, definition and concept of Rural Development</li> <li>• Features of rural economy</li> <li>• Role of rural industrialization in uplifting village and national economy.</li> </ul>	<b>5</b>



	<ul style="list-style-type: none"> <li>• Causes of rural backwardness</li> <li>• Socio-cultural barriers in rural development and rural entrepreneurship</li> </ul>	
<b>3</b>	<b>Venturing In Rural Entrepreneurship:</b> <ul style="list-style-type: none"> <li>• Concept of Rural Entrepreneur.</li> <li>• Problems and prospects of rural entrepreneur.</li> <li>• Product selection process, screening and evaluation of ideas, developing a Business Plan</li> <li>• Marketing Strategy And Information System for rural industries</li> </ul>	<b>5</b>
<b>4</b>	Organizations: Khadi and Village Industries Commission (KVIC) National Small scale Industries Corporation (NSIC) District Industries Centre (DIC) Small Industry Development Corporation (SIDCO) Small Industries Service Institutes (SISI) Consultancy Organizations, Financial Organizations	<b>5</b>
<b>5</b>	Government Policy and Programmes for Entrepreneurship Development in Rural India: Types of micro finance and insurance schemes operative in India. Government Schemes for rural development: Trysem, IRDP, ACID (Agriculture credit intensive development scheme), DRI (Differential rate of Interest scheme of banks, Insurance schemes.	<b>5</b>
<b>6</b>	Globalization and Rural Industrial Promotion: Imports and Exports - Strategies - Policies Implications Visit to any Entrepreneurial supportive organization. Case Studies in Rural Entrepreneurship.	

#### Reference Books:

<b>Sr. No.</b>	<b>Name of the Author</b>	<b>Title of the Book</b>	<b>Year Edition</b>	<b>Publisher Company</b>
1.National	A.K. Sood	Evaluation of rural entrepreneurship development programs in Himachal Pradesh, Evaluation study series, no. 4	2009	NABARD HP regional office, Shimla.
2. National	N.Lalitha	Rural Development in India: Emerging Issues and Trends	2004	Dominant Publishers , Delhi,
3.National	Veerashekhara	Institutional Finance for Rural Development,	1997	Rawat Publications, Jaipur and

				New Delhi
4.National	Laxmi Devi	Encyclopedia of rural Development	1996	Anmol Publications Pvt. Ltd. New Delhi.
5.National	Katar Singh	Rural Development, principles, polices and Management,	1986	Sage Publication, New Delhi.
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Konecnik Ruzzier, Maja, Hisrich, Robert D.	Marketing for Entrepreneurs and SMEs: A Global Perspective	2013	Edward Elgar Publishing Limited
8.International	Alsos, GA, S. Carter, E. Ljunggren, and F. Welter (Ed.).	The Handbook of Research on Entrepreneurship in Agriculture & Rural Development.	2011	Edward Elgar Publishing Limited
<b>Journals:</b>				
1	R. Ahmad, Wan F. W. Yusoff, H. M. Noor, A. K. Ramin	Preliminary study on Rural entrepreneurship development program in Malaysia”	2012	Journal of Global Entrepreneurship, vol. 2(1), pp. 23-26
2	J.S. Saini J. S., Bhatia B. S	Impact of Entrepreneurship Development Programs	1996	journal of Entrepreneurship, vol. 5(1), pp. 65-80
3	Anand Bansal	“How is entrepreneurship good for economic development?”	2012	The IUP journal of entrepreneurship development, vol. 9(2), June 2012, pp. 7-22

#### Online Resources:

Resource No	Website Address
1	<a href="https://journal-jger.springeropen.com/articles/10.1186/s40497-019-0162-6">https://journal-jger.springeropen.com/articles/10.1186/s40497-019-0162-6</a>
2	<a href="https://journals.sagepub.com/home/irm">https://journals.sagepub.com/home/irm</a>

3	<a href="https://rrjournals.com/conference-proceeding/rural-entrepreneurship-in-terms-of-rural-entrepreneurial-motivations/">https://rrjournals.com/conference-proceeding/rural-entrepreneurship-in-terms-of-rural-entrepreneurial-motivations/</a>
4	<a href="https://www.sciencedirect.com/science/article/abs/pii/S0743016718304509">https://www.sciencedirect.com/science/article/abs/pii/S0743016718304509</a>
5	<a href="https://www.intechopen.com/books/entrepreneurship-trends-and-challenges/the-digitalisation-of-rural-entrepreneurship">https://www.intechopen.com/books/entrepreneurship-trends-and-challenges/the-digitalisation-of-rural-entrepreneurship</a>

### MOOCs

Resources Name	Website Address
IIM ,Bangalore	<a href="https://www.edx.org/learn/agribusiness">https://www.edx.org/learn/agribusiness</a>
University of Florida	<a href="http://www.coursera.org">www.coursera.org</a>
University of London	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
Alison	<a href="https://alison.com/">https://alison.com/</a>
Khan Academy - free online courses and lessons	<a href="https://www.khanacademy.org/">https://www.khanacademy.org/</a>
Swayam	<a href="http://swayam.gov.in">swayam.gov.in</a>

# **MBA SEM IV**

## **SPECIALIZATION ELECTIVES**

**Elective - Marketing Management: Course - Sales & Distribution Management & B2B**

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK03	Sales and Distribution Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

**Course Objectives:**

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>xxxi) To understand the Importance of Sales Management.</li> <li>xxxii) To know the Emerging Trends in Sales Management.</li> <li>xxxiii) To learn the Sales Planning and Budgeting.</li> <li>xxxiv) To know Sales Territories and Quotas.</li> <li>xxxv) To study Controlling of Salesforce Performance.</li> <li>xxxvi) To learn Logistics and Supply Chain Management.</li> </ul>		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>I) To know the Role and Skills of Modern Sales Managers.</li> <li>II) To set Sales Objectives and design the Sales Strategies.</li> <li>III) To learn the various Methods of Sales Forecasting.</li> <li>IV) To know the procedure of preparing Sales Budget.</li> <li>V) To learn the process for designing Sales Territories.</li> <li>VI) To learn the methods of setting Sales Quota.</li> </ul>		
Units	Syllabus – Sales & Distribution Management & B2B	Hrs.
Unit No: 1	<p><b>Introduction to Sales Management:</b>                      Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging</p>	5

	Trends in Sales Management.	
Unit No: 2	<b>Sales Planning and Budgeting:</b> Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process.	6
Unit No: 3	<b>Sales Territories and Quotas:</b> Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas.	6
Unit No: 4	<b>Sales Organization and Salesforce:</b> Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.	6
Unit No: 5	<b>Distribution Management:</b> Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. <b>Retailing:</b> Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. <b>Wholesaling:</b> Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.	9
Unit No: 6	<b>Logistics and Supply Chain Management:</b> Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management.	4

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	K. Shridhar Bhat	Sales and Distribution Management	1 <sup>st</sup> Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L.Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 <sup>rd</sup> Edition 2018	Trinity Press
3 – National	Satish S.	Sales and Distribution	1 <sup>st</sup> Edition	Book Enclave.

	Uplonkar	Management	2019	
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 <sup>nd</sup> Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar & Vasant Cavale	Sales and Distribution Management Text & Cases	3 <sup>rd</sup> Edition 2017	McGraw Hill Education
6 – International	Richard Still, Edward Cundiff, Norman Govoni & Sandeep Puri	Sales and Distribution Management	6 <sup>th</sup> Edition 2017	Pearson.

### Online Resources:

Online Resources No.	Web site address
1	<a href="http://www.marketing91.com">www.marketing91.com</a> › sales-management
2	<a href="http://www.researchgate.net">www.researchgate.net</a> › journal › 0885-3134 Journal
3	<a href="http://www.iaset.us">www.iaset.us</a> › index.php › international-journal-of-sal.
4	<a href="https://academic-accelerator.com/Impact-factor-if">https://academic-accelerator.com/Impact-factor-if</a> › Journal
5	<a href="http://www.tandfonline.com">www.tandfonline.com</a> › loi › rps20

### MOOCs:

Resources No.	Web site address
1	<a href="http://www.mooc-list.com">www.mooc-list.com</a> › tags › sales-management
2	<a href="https://alison.com">https://alison.com</a> › Business › Sales Courses
3	<a href="https://alison.com/course/diploma-in-sales-management">https://alison.com/course/diploma-in-sales-management</a>
4	<a href="https://alison.com/course/introduction-to-sales-management">https://alison.com/course/introduction-to-sales-management</a>
5	<a href="http://www.edx.org">www.edx.org</a> › learn › sales

<b>Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	MK04	Integrated Marketing Communications	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE =50:50

**Course Objectives:**

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To provide an in-depth understanding of integrated marketing communications concepts</li> <li>ii) To understand the importance of integrated marketing communication strategies in the contemporary market</li> </ul>
<p>Learning Outcomes:</p> <p>After studying this course the learner would be able to</p> <ul style="list-style-type: none"> <li>i) Apply the key terms, definitions, and concepts used in integrated marketing communications.</li> <li>ii) Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign.</li> </ul>



<p>iii) Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization.</p> <p>iv) Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.</p>		
Units	Syllabus – Integrated Marketing Communications	Hrs.
Unit No: 1	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy	08
Unit No: 2	Advertising- Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers	11
Unit No: 3	Media mix: Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook , Instagram, Twitter etc. Media mix planning and scheduling	08
Unit No: 4	Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling	04
Unit No: 5	Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing	07
Unit No: 6	Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing	07

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Chunawalla & Sethia	Foundations of Advertising	2008	Himalaya Publications
2 – National	George E. Belch, Michael A. Belch and Keyur Purani	Advertising and Promotions	2013 9 <sup>th</sup> Edition	McGraw Hill Education (India)
4 – International	Lawrence Ang	Principles of Integrated Marketing Communications	2014	Cambridge University Press

**Online Resources:**

Online Resources No.	Web site address
1	<a href="https://onlinelibrary.wiley.com/journal/14791838">https://onlinelibrary.wiley.com/journal/14791838</a>
2	<a href="https://www.tandfonline.com/doi/ful">https://www.tandfonline.com/doi/ful</a>
3	<a href="http://www.mheducation.com/hoghered/category.10366">www.mheducation.com/hoghered/category.10366</a>

**MOOCs:**

Resources No.	Web site address
1	www. Swayam.org
2	www. Coursera.com

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	FM03	Corporate Finance	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

Subject / Course Objectives :

- I. To orient the students regarding application of Corporate Finance
- II. To orient the students to understand basic concepts of Financial Planning and Liquidity Management
- III. To orient the students to understand the concept of Corporate Restructuring & forms of Business combination
- IV. To orient the concept of International Business Combination Forms and structure.

### **Learning Outcomes :**

- I. To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management
- II. To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context
- III. Students can able to apply common frameworks and tools related to mergers and acquisitions.
- IV. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts.

UNITS	Syllabus – Corporate Finance	Hrs.
1	<p><b>Corporate Finance</b>  Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.</p>	5
2	<p><b>Financial Planning</b>  Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning,</p> <p><b>Capitalization:</b> Meaning, Over-Capitalization and Under capitalization-Meaning, Causes and Remedial Measures.</p>	6
3	<p><b>Liquidity Management:</b>  Inventory Control Management-inventory control system , Factors determining level of Inventory, Techniques of Inventory control.</p> <p><b>Receivable Management</b></p>	7
4	<p><b>Corporate Restructuring</b>  Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring  <b>Joint venture</b> – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO.  <b>Demerger-</b> Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers.</p>	12
5	<p><b>Mergers and Acquisition:</b>  Meaning ,Types of Mergers, motives behind the M &amp; A, advantages and disadvantages of M &amp; A, Process of merger integration,</p> <p><b>Methods of financing mergers,</b> calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers &amp; Acquisitions.  The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 &amp; 2013.</p> <p><b>Accounting for Mergers &amp; Acquisitions</b>  Accounting methods for Mergers &amp; Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions.</p> <p>Prominent Cases of Mergers and Acquisitions - examples of M &amp; A in the Indian and International contexts.</p>	12
6	<p><b>International M &amp; A</b> –Introduction of international M &amp; A activity, the opportunities and threats, role of M &amp; A in international trade growth.</p>	8

	Impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.	
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Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2 – National	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3 – National	<u>Richard A. Brealey</u>	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4- National	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5- National	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication

6-International	A.P.Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7-International	William R Snow	Mergers & Acquisitions for Dummies –A willey brand	2008	John Willey&sons Inc

### Online Resources:

Online Resources No	Web site address
1	<a href="https://onlinelibrary.wiley.com/">https://onlinelibrary.wiley.com/</a> - Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide, Second Edition
2	<a href="https://www.ebooks.com/Mergers,AcquisitionsandCorporateRestructuring">https://www.ebooks.com/Mergers, Acquisitions and Corporate Restructuring</a>
3	<a href="https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions">https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions</a>

### MOOCs:

Resources No	Web site address
1	<a href="http://ugcmoocs.inflibnet.ac.in">http://ugcmoocs.inflibnet.ac.in</a>
2	<a href="https://nptel.ac.in">https://nptel.ac.in</a>
3	<a href="https://swayam.gov.in">https://swayam.gov.in</a>
4	<a href="https://coursera">https://coursera</a> .

### Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Designation	Contact No
1	Mr.Gaurav Kothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. Suyog Amrutrao Professor – Dr.Babasaheb Ambedkar Marthwada University ,Sub Campus (Osmanabad )	91+ 9766350127
3.	Dr.Nanda Bhattad (Director -Disha Acadamay –FCA)	91+8805127099

### Faculty from BV DU (Centers)

Sr.No	Name of the Experts & Designation
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1	Dr.Sonali Dharmadhikar (Associate Professor-IMED,Pune)
2	Dr.Rodrigues (YMIM, Karad Centre)
3	Dr.Anuradha Yesgunde (IMED,Pune)
4.	Prof.CA. S.R.Hiremath (BVAKIMSS),Solapur

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM04	International Financial Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

### Course Objectives:

Subject / Course Objectives :

- i) To understand the core concepts of International Finance and Domestic Finance.
- ii) To study the International Flow of Funds and International Monetary System.
- iii) To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management.
- iv) The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions.
- v) To gain the conceptual clarity of the theoretical aspects of international trade and finance.
- vi) To identify the processes, risks and instruments used in the financing of international trade.

Learning Outcomes :

- i) Gain understanding of core concepts of International Finance and Domestic Finance.
- ii) Knowledge of International Flow of Funds and International Monetary System.
- iii) Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.
- iv) Understanding of International Capital Budgeting and International Taxation.

v) Knowledge of details of International Trade Settlement. vi) Familiarize with the mechanism of International Trade Finance.		
Units	Syllabus – International Financial Management	Hrs.
Unit No : 1	<b>Introduction:</b> Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.	06
Unit No : 2	<b>International Flow of Funds and International Monetary System:</b> Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.	07
Unit No : 3	<b>Foreign Exchange Market and Foreign Exchange Risk Management:</b> Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.	11
Unit No : 4	<b>International Capital Budgeting and International Taxation:</b> Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.	10
Unit No : 5	<b>International Trade Settlement:</b> Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading.	7
Unit No : 6	<b>International Trade Finance:</b> Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	7

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**



Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	Vyuptakesh Sharan	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun, Bruce G. Resnick	International Financial Management	2017	Tata McGraw-Hill

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.investopedia.com/">https://www.investopedia.com/</a>
2	<a href="http://www.icmai.in">www.icmai.in</a>
3	<a href="https://www.yourarticlelibrary.com">https://www.yourarticlelibrary.com</a>
4	<a href="http://www.youtube.com">www.youtube.com</a>
5	<a href="https://www.freebookcentre.net/">https://www.freebookcentre.net/</a>

#### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/global-financial-markets-instruments">https://www.coursera.org/learn/global-financial-markets-instruments</a>
2	<a href="https://www.coursera.org/specializations/global-challenges-business">https://www.coursera.org/specializations/global-challenges-business</a>
3	<a href="https://nptel.ac.in/courses/110/105/110105057/">https://nptel.ac.in/courses/110/105/110105057/</a>
4	<a href="https://nptel.ac.in/courses/110/105/110105031/">https://nptel.ac.in/courses/110/105/110105031/</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	HR03	<i>Compensation and benefits management</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i) To understand the concept of compensation</li> <li>ii) To explain the components of labour cost.</li> <li>iii) To define executive compensation with various plans.</li> <li>iv) To discuss wage policies and concepts related to labour market</li> <li>v) To elaborate issues related to reward management and global compensation</li> <li>vi) To understand the rules for taxation and concept of tax friendly package.</li> </ul>		
Learning Outcomes : After completion of course, student will able to		
<ul style="list-style-type: none"> <li>i) Explain concepts related to compensation</li> <li>ii) Explain components of labour cost.</li> <li>iii) Contribute in designing executive compensation</li> <li>iv) Describe issues related to wage policies and labour market.</li> <li>v) Handle the issues related to reward management and global compensation</li> </ul> <p style="margin-left: 40px;">Explain rules of taxation and design tax friendly package</p>		
Units	Syllabus – <i>Compensation and benefits management</i>	Hrs.

Unit No : 1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers	8
Unit No : 2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.	8
Unit No : 3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay.	7
Unit No : 4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.	8
Unit No : 5	Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation.	5
Unit No : 6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.	09

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing	
National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.	

National	B.D.Singh	Compensation & Reward Management	2007	Excel Books	
International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association	

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.iedunote.com/compensation-management">https://www.iedunote.com/compensation-management</a>
2	<a href="https://exccomp.org/Basics/Basic/What-Is-Executive-Compensation">https://exccomp.org/Basics/Basic/What-Is-Executive-Compensation</a>
3	<a href="https://theinvestorsbook.com/labour-turnover.html">https://theinvestorsbook.com/labour-turnover.html</a>
4	<a href="https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx</a>
5	<a href="https://www.worldatwork.org/workspan/articles/global-compensation-considerations">https://www.worldatwork.org/workspan/articles/global-compensation-considerations</a>
6	<a href="https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx">https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/compensation-management">https://www.coursera.org/learn/compensation-management</a>
2	<a href="https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits">https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits</a>
3	<a href="https://www.classcentral.com/course/managing-employee-compensation-5510">https://www.classcentral.com/course/managing-employee-compensation-5510</a>

**Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021**

<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	HRO4	Competency Mapping and Performance Management	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

**Course Objectives:**

- To understand managerial competencies in changing business environment and the resultant challenges.
- To establish links between managerial competencies for effective work performance.
- To introduce the concept of performance management and its importance in organizations.
- To enable students, knowledge of managing performances for greater success.
- To provide information about the latest development and trends in the practices of performance management.

**Learning Outcomes :**

- Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.
- Understand the different types of Performance Planning strategies and develop various development plans for the employees.

	<ul style="list-style-type: none"> <li>• Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees.</li> <li>• Recognize how Competency Mapping works and affects at different levels of the organizations.</li> <li>• Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors.</li> <li>• Identify job ready competencies and how to detect them in a probable candidate.</li> <li>• Design and develop Competency Models for a particular job-role.</li> </ul>	
Units	Syllabus – Competency Mapping and Performance Management	Hrs.
Unit No : 1	<b>Concept of Competencies:</b> Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.	10
Unit No : 2	<b>Competency Mapping for effective HRM Development: Concept of Competency Mapping</b> - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development.	10
Unit No : 3	<b>Introduction to Performance Management:</b> Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.	08
Unit No : 4	<b>Performance Management Planning and Development:</b> Introduction: Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document	12
Unit No : 5	<b>Competency Appraisal and Performance Management:</b> Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, develop suitable training programs for competency management.	12
Unit No : 6	<b>Management Competencies and Performance Development in Organizations:</b> Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.	08

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference	Name of the	Title of the	Year Edition	Publisher	
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Books (Publisher)	Author	Book		Company	
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center			
2 – National					
3 – National					
4 – International	Spencer and Spencer	Competency at Work	-	Wiley Publication	
5 – International	<a href="#">David D. Dubois</a> , <a href="#">Deborah Jo King Stern</a> , <a href="#">Linda K. Kemp</a>	Competency –Based Human Resource Management			
6 – International	Michael Armstrong & Angela Baron	Performance Management		Jaico Publication	

### Online Resources:

Online Resources No	Web site address
1	<a href="mailto:aictefreecourses@gmail.com">aictefreecourses@gmail.com</a>
2	<a href="https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i">https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i</a>
3	<a href="https://bdigital.ufp.pt/handle/10284/357">https://bdigital.ufp.pt/handle/10284/357</a>

### MOOCs:

Resources No	Web site address
1	Coursera -Managing Employee Performance, <a href="http://www.coursera.org">www.coursera.org</a>
2	Alission- Performance Management and strategic planning

<b>Course : MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	IB03	<i>International Marketing</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> <li>i. Apply the key terms, definitions, and concepts used in marketing with an international perspective.</li> <li>ii. Compare the value of developing global awareness vs. a local perspective in marketing.</li> <li>iii. Evaluate different cultural, political, and legal environments influencing international trade.</li> <li>iv. Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.</li> </ol>
<p>Learning Outcomes :</p> <ol style="list-style-type: none"> <li>i. Explain the impact of global and regional influences on products and services for consumers and businesses.</li> <li>ii. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).</li> <li>iii. Develop creative international market entry strategies.</li> <li>iv. Understand the importance of the Internet for global business.</li> <li>v. Explain the differences in negotiating with marketing partners from different countries</li> </ol>



and the implications for the marketing strategies (4Ps).		
Units	<i>Syllabus: International Marketing</i>	.
Unit No : 1	International Marketing- Concept, Importance, International Marketing Research and Information System,	
Unit No : 2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing	
Unit No : 3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological	
Unit No : 4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition	
Unit No : 5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.	
Unit No : 6	Case Studies in International Retailing Management	

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Swapana Pradhan- Retailing Management 2. David Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Swapana Pradhan-	- Retailing Management			
2 – National	A. J. Lamba-	The Art of Retailing			
4 – International	David Gilbert	- Retail Marketing			
5 – International	. George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing			
6 – International	Barry Berman, Joel	A Strategic Approach			

	R Evans- Retail Management				
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<b>Course : MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	IB04	<i>Global Business Strategies</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	CES	UE:IE = 50:50

### **Course Objectives:**

#### **Subject / Course Objectives :**

- i) **Knowledge:** Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.
- ii) **Global Perspective:** Awareness of the different thinking and viewpoints of diverse cultures.
- iii) **Awareness of the global business environment and its impacts on businesses.**
- iv) **Practical Application:** Use of excel tools in real world scenarios.

#### **Learning Outcomes :**

- i) Explain the concepts in international business with respect to foreign trade/international business
- ii) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- iii) Analyse the principle of international business and strategies adopted by firms to expand globally
- iv) . Integrate concept in international business concepts with functioning of global trade

Units : -	Syllabus – <i>Global Business Strategies</i>	.
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma 'Is demand always Export' Technology impact on Export Strategy	
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result	
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership	
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]	
2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.	
3 – National	Chakrawarthy B and Permutter H (1995)	Strategic Planning for Global Business			
4 – International	M Porter (1990)	Competitive Advantage of		)New York Free Press	

		Nation			
5 – International	Engelwood Cliffs,	. The Strategy Process		M J Prentice Hall	
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press	

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.global-strategy.net/what-is-global-strategy/">https://www.global-strategy.net/what-is-global-strategy/</a>
2	<a href="https://www.researchgate.net/publication/322789850_International_Business_Strategy">https://www.researchgate.net/publication/322789850_International_Business_Strategy</a>

### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	PM03	<i>Logistics &amp; Supply Chain Management</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> <li>i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM).</li> <li>ii) To acquire the working knowledge.</li> <li>iii) To understand the JIT and SCM concepts and applicability to industrial examples.</li> <li>iv) To know the concept of 5R in achieving Customer satisfaction/ delight.</li> </ul>
<p>Learning Outcomes : After completion of this course, students will</p> <ul style="list-style-type: none"> <li>I) Develop a sound understanding of the important role of supply chain management in today's business environment.</li> <li>II) Become familiar with current supply chain management trends.</li> <li>III) learn logistics concepts and basic activities.</li> <li>IV) Know the types of transportation systems.</li> <li>V) Know the third, fourth party logistics.</li> </ul>

Units	Syllabus – Logistics & Supply Chain Management	Hrs.
Unit No : 1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain	10
Unit No : 2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.	10
Unit No : 3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics.	10
Unit No : 4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10
Unit No : 5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness .	10
Unit No : 6	Current Trends in Logistics and SCM: Current developments/ practices-MRP, MRPII. 3PL,4PL, use of IT.	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi&Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management-Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International	2003	<u>Springer US</u>

		Logistics: Global Supply Chain Management		
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

### Online Resources:

Online Resources No	Web site address
1	<a href="http://www.poms.org">www.poms.org</a>
2	<a href="http://www.searchmanufacturingerp.techtarget.com">www.searchmanufacturingerp.techtarget.com</a>
3	<a href="http://www.inderscience.com">www.inderscience.com</a>
4	<a href="http://www.logisticsmgmt.com">www.logisticsmgmt.com</a>
5	<a href="http://www.ionlogistics.eu">www.ionlogistics.eu</a>

### MOOCs:

Resources No	Web site address
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	PM04	World Class Manufacturing Practices	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> <li>i) To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.</li> <li>ii) To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.</li> <li>iii) To get acquainted with the use of IT, ERP and MRP systems</li> </ul>
<p>Learning Outcomes :</p> <ul style="list-style-type: none"> <li>I) Demonstrate the relevance and basics of World Class Manufacturing.</li> <li>II) Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing.</li> <li>III) Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing.</li> <li>IV) Understand recent trends in manufacturing to meet the current and future business challenges.</li> </ul>



V) Compare the existing industries with WCM industries.		
Units	Syllabus – World Class Manufacturing Practices	Hrs.
Unit No : 1	<b>Introduction to World Class Manufacturing (WCM):</b> World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	10
Unit No : 2	<b>Planning for Manufacturing System:</b> Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	10
Unit No : 3	<b>Materials Planning:</b> Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).	10
Unit No : 4	<b>Just in Time (JIT):</b> Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	10
Unit No : 5	<b>World Class Manufacturing development Tools:</b> Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.	10
Unit No : 6	<b>Recent Trends in World Class Manufacturing:</b> Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C Saxena, Ashish Kumar	WORLD-CLASS MANUFACTURING- A STRATEGIC PERSPECTIVE	2018	Infinity press
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 – International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5 –	Carlo		2016	Springer

International	Baroncelli&NoelaBallero (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean		International Publishing
6 – International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.wcm.fcagroup.com/">https://www.wcm.fcagroup.com/</a>
2	<a href="http://www.iso.org">www.iso.org</a>

### MOOCs:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>
4	<a href="http://www.alison.com">www.alison.com</a>

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT03	RDBMS with Oracle	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

**Course Objectives :**

- vii) To understand and learn how to work with an Oracle database.
- viii) To understand the Structured Query Language and be able to use it in conjunction with Oracle database.
- ix) To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.

**Learning Outcomes :**

At the end of this course, student should be able to:

- i) Simple Query using sample datasets
- ii) Complex queries using SQL.
- iii) Writing PL/SQL blocks

Units	Syllabus – <i>RDBMS with Oracle</i>	Hrs.
Unit No : 1	<b>Introduction to oracle RDBMS:</b> DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History,	04

	Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL *Plus, SQL Form, SQL Reports.	
Unit No : 2	<b>SQL and Components of SQL</b> Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint	09
Unit No : 3	<b>Operators, Functions and Joins</b> Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.	08
Unit No : 4	<b>Database Objects</b> Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.	06
Unit No : 5	<b>Introduction to PL/SQL programming</b> Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Goto Statement.	9
Unit No : 6	<b>Advanced Programming Techniques of PL/SQL</b> <b>Cursors:</b> Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, <b>Triggers:</b> Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers	9

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	P.S.Deshpande	SQL for oracle 9i	3 <sup>rd</sup> Edition	Dreamtech Press	
2 –International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 <sup>rd</sup> Edition	BPB Publication	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.w3schools.com/sql/">https://www.w3schools.com/sql/</a>
2	<a href="https://www.tutorialspoint.com/sql/index.htm">https://www.tutorialspoint.com/sql/index.htm</a>
3	<a href="https://www.javatpoint.com/sql-tutorial">https://www.javatpoint.com/sql-tutorial</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/intro-sql">https://www.coursera.org/learn/intro-sql</a>
2	<a href="https://www.coursera.org/projects/introduction-to-relational-database-and-sql">https://www.coursera.org/projects/introduction-to-relational-database-and-sql</a>
3	<a href="https://www.coursera.org/projects/intermediate-rdb-sql">https://www.coursera.org/projects/intermediate-rdb-sql</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	IT04	<i>Enterprise Business Applications</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	03	CES	UE:IE = 50:50

**Course Objectives:**

**Subject / Course Objectives: .**

1. To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP.
2. Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
3. Identify the important business functions provided by typical business software such as enterprise resource planning and customer relationship management .
4. Describe basic concepts of erp systems for manufacturing or service companies
5. To study and understand the ERP life cycle.

6. 6. To learn the different tools used in ERP.

**Learning Outcomes :**

1. Understand the basic concepts of ERP.
2. Identify different technologies used in ERP.
3. Understand and apply the concepts of ERP Manufacturing Perspective and ERP Modules.
4. Discuss the benefits of ERP
5. Understand and implement the ERP life cycle.
6. Apply different tools used in ERP.

Units	Syllabus – <i>Enterprise Business Applications</i>	Hrs.
Unit No : 1	<b>Introduction (Enterprise Resource Planning)</b> : Evolution of ERP-MRP and MRP II. Introduction to ERP. Basic ERP concepts. Benefits of ERP.	10
Unit No : 2	<b>ERP and Related Technologies</b> : Business Intelligence, E-commerce & e-Business, Business Process Reengineering, Data Warehousing & Data Mining, On Line Analytical Processing(OLAP), Product Life cycle Management, Supply Chain Management, Customer Relationship Management	10
Unit No : 3	<b>ERP Implementation:</b> ERP Implementation Life Cycle, Pre-implementation tasks, Requirements Definition, Implementation Methodologies, Process Definition, Dealing with Employee Resistance, Training & Education, Data Migration, Project Implementation & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation.	10
Unit No : 4	<b>Business Modules of an ERP Package: Finance, Manufacturing (Production) , Human Resources, Plant Maintenance,</b>	10
Unit No : 5	<b>Materials Management, Quality Management, Marketing , Sales , Distribution and Service.</b>	10
Unit No : 6	ERP Market: (Company and Product Features) SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, SSA Global, Lawson Software.  Enterprise Application Integration, ERP and Total Quality Management, Future Directions and Trends in ERP.	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

<b>Reference Books (Publisher)</b>	<b>Name of the Author</b>	<b>Title of the Book</b>	<b>Year Addition</b>	<b>Publisher Company</b>	
1 – National	Alexis neon	ERP Demystified		Mcgrawhill	
2 – National	V.K. Garg &N.K. Venkita Krishnan 3.	ERP Ware: ERP Implementation Framework			
3 – National	V.K. Garg &N.K. Venkita Krishnan	ERP Concepts & Planning			
4 – International	P.T.Joseph,	E-Commerce A Managerial Perspective		Prentice Hall of India	
5 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education	
6 – International	<a href="https://www.kvimis.co.in/sites/...co.../Gary%20P.Schneider%20Electronic%20Commerce.pdf">https://www.kvimis.co.in/sites/...co.../Gary%20P.Schneider%20Electronic%20Commerce.pdf</a>				

**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf">http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf</a>



2	<a href="https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf">https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf</a>
3	<a href="https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf">https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf</a>
4	<a href="http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf">http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/cec20_mg25/preview">https://onlinecourses.swayam2.ac.in/cec20_mg25/preview</a>
2	<a href="https://www.coursera.org/courses?query=e-commerce">https://www.coursera.org/courses?query=e-commerce</a>
3	<a href="https://www.udemy.com/courses/business/e-commerce">https://www.udemy.com/courses/business/e-commerce</a>
4	<a href="https://www.edx.org/learn/ecommerce">https://www.edx.org/learn/ecommerce</a>
5	<a href="https://www.classcentral.com/subject/ecommerce">https://www.classcentral.com/subject/ecommerce</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	IB04	<i>Global Business Strategies</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> <li>v) Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.</li> <li>vi) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.</li> <li>vii) Awareness of the global business environment and its impacts on businesses.</li> <li>viii) . Practical Application: Use of excel tools in real world scenarios.</li> </ul>
<p>Learning Outcomes :</p> <ul style="list-style-type: none"> <li>v) Explain the concepts in international business with respect to foreign trade/international business</li> <li>vi) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects</li> <li>vii) Analyse the principle of international business and strategies adopted by firms to expand globally</li> <li>viii) . Integrate concept in international business concepts with functioning of global</li> </ul>

trade		
Units	Syllabus – <i>Global Business Strategies</i>	Hrs.
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy	10
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result	10
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership	10
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	10
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	10
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]	
2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.	
3 – National	Chakrawarthy B and Permutter H (1995)	Strategic Planning for Global Business			

4 – International	M Porter (1990)	Competitive Advantage of Nation		)New York Free Press	
5 – International	Engelwood Cliffs,	. The Strategy Process		M J Prentice Hall	
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press	

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.global-strategy.net/what-is-global-strategy/">https://www.global-strategy.net/what-is-global-strategy/</a>
2	<a href="https://www.researchgate.net/publication/322789850_International_Business_Strategy">https://www.researchgate.net/publication/322789850_International_Business_Strategy</a>

### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	AM03	<i>Use of Information Technology in Agribusiness Management</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

#### Subject / Course Objectives :

- Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact.
- Learn about digital tools enhancing on-farm productivity.
- Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services.
- Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowdsourcing, and big data analytics.

#### Learning Outcomes :

- i) Data analysis in Agribusiness
- ii) ICT in Agriculture
- iii) GIS and Remote Sensing application in Agriculture
- iv) Monitoring and Evaluation in Agriculture

Units	<i>Syllabus: Use of Information Technology in Agribusiness Management</i>	Hrs.
Unit No : 1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.	10
Unit No : 2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System	10
Unit No : 3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities	10
Unit No : 4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM	10
Unit No : 5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	10
Unit No : 6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Turban, McLean, Wetherbe 2003	Information technology for Management,		John Wiley & Son	
2 – National	S.	Computer		Himalaya	

	Sudalaimuthu, S. Anthony Raj. 2008, — ll,	Application in Business		Publishing House	
3 – National	Jaiswal & Mittal, (2010),	. Management Information Systems,		5Oxford University Press	
4 – International	. O’Brien, J.A. (2004	Management Information Systems: Managing IT in the Business Enterprise		).. (6th edition) Prentice Hall	
5 – International	. Lucas, H. C. Jr. (2004).	4Information Technology For Management. (7th ed		New Delhi: TMH	
6 – International					

### Online Resources:

Online Resources No	Web site address
1	<a href="http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663">http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663</a>
2	<a href="https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/">https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/</a>
3	<a href="https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf">https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf</a>
4	<a href="https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture">https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture</a>

### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	AM04	<i>Cooperatives Management</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

Subject / Course Objectives :		
<ol style="list-style-type: none"> <li>1. The objective of the course is to provide the conceptual and practical understanding of cooperative management.</li> <li>2. The course will be helpful to provide the knowledge of functions, rules &amp; regulations and the benefits of the cooperative management</li> </ol>		
Learning Outcomes :		
<ol style="list-style-type: none"> <li>i) Communicate Concept and Characteristics of Cooperatives, •</li> <li>ii) Explain Functional and Management aspects of Cooperatives •</li> <li>iii) Organize a cooperative institution based upon grassroots level after analyzing market condition</li> </ol>		
Units : -	Syllabus – <i>Cooperatives Management</i>	Hrs.
Unit No : 1	Cooperation ideology-origin growth and development Principles of Agriculture Cooperation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives.	10



Unit No : 2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD	10
Unit No : 3	Formation and Management in Agriculture Cooperative Societies; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming in India	10
Unit No : 4	Cooperative Processing; Management of Cooperative Sugar Factories; Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.	10
Unit No : 5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems	10
Unit No : 6	Indian Cooperatives in this era of Globalisation	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	B.S. Mathur	Cooperation in India		Sahitya Bhawan, Agra	
2 – National	Kamat	, G.S. Cooperative Management,		HPH	
3 – National	. Bedi R.D.	Theory, History and Practical of Cooperation			
4 – International	. Fay, C.R.	Cooperation in India and Abroad			
5 – International	Raj Krutia	Cooperative Farming some Critical Reflection			
6 – International	Rais Ahmad	Cooperative Development and Management		Mittal Pub. House	

		Text and Cases,			
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**Online Resources:**

Online Resources No	Web site address
1	<a href="http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf">http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf</a>
2	<a href="https://en.wikipedia.org/wiki/Cooperative_learning">https://en.wikipedia.org/wiki/Cooperative_learning</a>
3	
4	
5	

**MOOCs:**

Resources No	Web site address
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

<b>Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	R03	<i>Merchandising , Display &amp; Advertising</i>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50

### **Course Objectives:**

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> <li>I. To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.</li> <li>II. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner.</li> <li>III. Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment.</li> <li>IV. Understand the fundamentals of basic financial problems, and use good reason in financial decision making.</li> </ol>
<p>Learning Outcomes :</p> <ol style="list-style-type: none"> <li>I. Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix.</li> <li>II. Prepare and execute displays for exhibitions and promotional events using the visual</li> </ol>

	dynamics of light as a design element.	
III.	Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design.	
IV.	Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication.	
Units	<i>Syllabus: Merchandising , Display &amp; Advertising</i>	Hrs.
Unit No : 1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan	10
Unit No : 2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.	10
Unit No : 3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.	10
Unit No : 4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.	10
Unit No : 5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.	10
Unit No : 6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	David Gilbert	Retail Marketing Management		, Pearson Education	
2 – National	Agarwal, Bansal, Yadav & Kumar	Retail Management,		Pragati Prakashan, W.K. Road, Merut.	
3 – National	Meenal	, Channel		Himalaya	

	Dhotre	management & Retail Marketing,		Publishing House, Mumbai.	
4 – International	Andrew J. Newman & Peter Cullen,	Retailing Environment & operations		Change learning	
5 – International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education	
6 – International	Barry Barman & Joel R. Evans	Retail management,		Prentice Hall of India Pvt. Ltd.	

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://reflektion.com/resource/merchandising-types-and-examples">https://reflektion.com/resource/merchandising-types-and-examples</a>
2	<a href="https://www.yotpo.com/blog/online-merchandising/">https://www.yotpo.com/blog/online-merchandising/</a>
3	<a href="https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/">https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/</a>
4	<a href="https://www.tickto.com/digital-displays-retail-store-tomorrow/">https://www.tickto.com/digital-displays-retail-store-tomorrow/</a>

#### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R04	Supply Chain Management in Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

### Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> <li>i) Familiarize the students with organized retail and, the value it creates.</li> <li>ii) The strategic and operational decision-making processes in the organized retail.</li> <li>iii) Relate the supply chain activities which create the value in the organized retail industry</li> </ul>		
Learning Outcomes :		
<ul style="list-style-type: none"> <li>i) Understand the functions of retail business and various retail formats and retail channels.</li> <li>ii) Understand the difference between Retail and Manufacturing Supply Chain</li> <li>iii) Understand, key drivers of retail supply chain and how to select a retail store location?</li> <li>iv) Analyze Retail Market and Financial Strategy including product pricing.</li> <li>v) Integrate the various Supply Chain partners and how to collaborate with them?</li> </ul>		
Units	Syllabus : <i>Supply Chain Management in Retailing</i>	Hrs.
Unit No : 1	Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.	10
Unit No :	Planning Demand and Supply in Supply Chain: Supply Chain integration,	10

2	Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.	
Unit No : 3	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.	10
Unit No : 4	Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.	10
Unit No : 5	Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing- Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.	10
Unit No : 6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, EBusiness and Supply Chain Management, Building strategic partnerships and trust within a supply chain	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management- Strategy, Planning and Operation,		Pearson Education.	
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,		ICFAI University Press	
3 – National	Rahul V.Altekar,	Supply Chain Management, Concepts and Cases,		Prentice Hall India, New Delhi.	
4 – International	John Mentzer,	Supply Chain Management, Response Books,		Sage Publication, New Delhi	

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/">https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/</a>
2	<a href="https://www.vendhq.com/blog/supply-chain-management/">https://www.vendhq.com/blog/supply-chain-management/</a>
3	<a href="https://www.slideshare.net/RahulJha6/retail-supply-chain-management">https://www.slideshare.net/RahulJha6/retail-supply-chain-management</a>

### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective - Project Management: Course – Advance Project Management

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR03	Advance Project Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To understand the overall aspects of project management</li> <li>ii) To view at the project from a holistic view</li> <li>iii) To identify costs and control them while implementing project</li> <li>iv) To understand quality aspects in project</li> </ul>		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>i) To know the details of project budgeting and costing</li> <li>ii) To learn various aspects of project monitoring and implementation</li> <li>iii) To understand how to manage project quality and project audit</li> <li>iv) To understand the aspects related to Human resource in Project Management</li> </ul>		
Name	Syllabus – Advance Project Management	Hrs.
Unit No: 1	<p><b>Baseline Cost Structure</b> Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc.</p>	8



	<b>Project Procurement process:</b> Plan procurement , Conduct procurement, Control procurement and Close.	
Unit No: 2	<b>Project budgeting &amp; activity costing</b> Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents	11
Unit No: 3	<b>Project Monitoring</b> General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis	5
Unit No: 4	<b>Project Quality Management</b> Project Quality Management Plan , identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents	4
Unit No: 5	<b>Project Audit</b> Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assets updates	10
Unit No: 6	<b>Project Human Resource Management</b> Develop human resource plan with the help of Activity resource requirements, Enterprise environmental factors, Organizational processes Acquire project team - Project staff assignments, Resource calendars, Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance Manage project team - tracking team member performance, resolving issues, providing feedback and managing a team to optimize project performance. <b>Communication Management:</b> Organizing for Communication, Feedback communication. Reporting system.	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company

1 – International	Kenneth Rose	Project Quality Management  Why, What and How	2nd Edition	J. Ross Publishing
2 – International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 – International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM)  Principles, Methods, and Applications	1st Edition,  2021	CRC Press
4 – International	Martina Huemann	Human Resource Management in the Project-Oriented Organization  Towards a Viable System for Project Personnel	1st Edition, 2016	Taylor & Francis

Online Resources:

Online Resources No.	Web site address
1	<a href="https://www.guru99.com/learn-financial-planning-project-management.html">https://www.guru99.com/learn-financial-planning-project-management.html</a>
2	<a href="https://www.ispatguru.com/project-monitoring/">https://www.ispatguru.com/project-monitoring/</a>
3	<a href="https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well">https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well</a>
4	<a href="https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps">https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps</a>
5	<a href="https://www.projectmanagementqualification.com/blog/2019/10/21/project-monitoring-control/">https://www.projectmanagementqualification.com/blog/2019/10/21/project-monitoring-control/</a>
6	<a href="https://www.projectmanager.com/project-management">https://www.projectmanager.com/project-management</a>
7	<a href="https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026">https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp">https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp</a>
2	<a href="https://www.my-mooc.com/en/categorie/project-management">https://www.my-mooc.com/en/categorie/project-management</a>
3	<a href="https://www.coursera.org/learn/uva-darden-project-management">https://www.coursera.org/learn/uva-darden-project-management</a>

Elective - Project Management: Course – Scanning Business Environment for Project

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR04	Scanning Business Environment for Project	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To understand the business environment impacts project management</li> <li>ii) To understand how to scan internal business environment and to work on strengths and weaknesses</li> <li>iii) To understand how to scan external business environment to identify opportunities and threats</li> <li>iv) To understand the intricacies for preparing for unforeseen events.</li> </ul>		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>i) To know how to scan business environment</li> <li>ii) To understand the impact of changes in business environment</li> <li>iii) To identify, evaluate and deliver project benefits and value in the complex business environment</li> <li>iv) To understand the impact of project on Organization culture through organizational change.</li> </ul>		
Name	Syllabus – Scanning Business Environment for Project	Hrs.
Unit No: 1	<p><b>Environmental Scanning for Implementing project</b>                      Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes</p>	8
Unit No: 2	<p><b>Evaluating Internal Business Environment</b>                      Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees</p>	11
Unit No: 3	<p><b>Evaluating External business environment</b>                      Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in external business environment, Identify options for scope/backlog changes</p>	5
Unit No: 4	<p><b>Plan and manage project compliance</b>                      Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the</p>	4

	project is in compliance	
Unit No: 5	<b>Evaluate and deliver project benefits and value</b> Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress	10
Unit No: 6	<b>Support organizational change</b> Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 – International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson
3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass

Online Resources:

Online Resources No.	Web site address
1	<a href="https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/">https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/</a>

2	<a href="https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/">https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/</a>
3	<a href="https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects">https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects</a>
4	<a href="https://www.knowledgehut.com/blog/project-management/projects-in-business-environments">https://www.knowledgehut.com/blog/project-management/projects-in-business-environments</a>
5	<a href="http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf">http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf</a>

MOOCs:

Resources No.	Web site address
1	<a href="https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn">https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn</a>
2	<a href="https://www.udemy.com/course/project-management-course-udemy/">https://www.udemy.com/course/project-management-course-udemy/</a>
3	<a href="https://www.coursera.org/learn/global-business-environment">https://www.coursera.org/learn/global-business-environment</a>