COMPLETE SCHEME AND SYLLABUS FOR FOUR SEMESTERS

Approved by Academic Council

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA)

2013-2015

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

**MBA**

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

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Name of Subject</th>
<th>Number of Hours/ week</th>
<th>Marks</th>
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<td>Lecture (L)</td>
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<td>M-101</td>
<td>Fundamentals of Management</td>
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<td>M-102</td>
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<td>M-103</td>
<td>Business Mathematics &amp; Statistics</td>
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<td>Managerial Economics</td>
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## Second Semester MBA

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<td>M-202</td>
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<td>M-203</td>
<td>Financial Management</td>
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<td>M-204</td>
<td>Marketing Management</td>
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<td>M-205</td>
<td>Operations and Supply Management</td>
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<td>M-206</td>
<td>Research Methods in Management</td>
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<td>M-207</td>
<td>New Enterprise and Innovation Management (NE&amp;IM)</td>
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<td>M-208</td>
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<td>M-209</td>
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*M-209 Seminar on Contemporary issues. The faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the Director/ Principal /Head Of Department of the institute. There will be regular internal assessment and regular class room interactions as per the number of hours allotted to it. The average number of pages in the report shall be 40 and should be hand written in your own handwriting.

### 8 weeks summer training project
Objective:
The objective of this paper is to familiarize the student with basic management concepts and processes in the organisation. It will enable students to evaluate and analyze a firm’s management philosophy, to understand the impact of this philosophy on the organization and operation of the business.

Section A

Module I: Basic concepts of management:  (4 Hours)
Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency

Module II: Contribution of Management Thinkers:  (6 Hours)
Kautilya, Taylor, Fayol, Peter Drucker and C.K. Prahlad.

Module III: Functions of Management:  (6 Hours)
Planning: Essentials of Planning and Managing by Objectives; Strategies, Policies and Planning Premises; Decision making.

Module IV: Organizing  (6 Hours)
The Nature of organizing, Entrepreneuring, and Reengineering; Organizational Structure, Departmentation; Line/staff authority, empowerment, and decentralization; Effective organizing and organization culture;

Module V: Staffing  (4 Hours)
Human resource Management and Selection; Performance Appraisal and Career Strategy; managing change through Manager and Organization Development.

Module VI: Leading  (6 Hours)
Human Factors and Motivation; Leadership: Committees, Terms, and Group Decision making; Communication.

Module VII: Controlling  (6 Hours)
The system and process of controlling; Control Techniques and Information Technology; Productivity, Operations Management and Total Quality Management.

Module VIII: Management practices of:

Section B

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

Practical Component
• Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied above and justifying why such structures are chosen by those organizations.

• Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities.

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

Recommended Books:


List of Journals/Periodicals/Magazines/Newspapers

Objective:

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

Section –A

Module I: Concept of Organizational Behavior (8 Hours)
Models of Organizational Behavior, Emerging issues in organizational behavior.

Module II: Perception and Attribution (8 Hours)

Module III: Attitude (6 Hours)
Concept, and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Module IV: Personality (6 Hours)
Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Concept and Theories of Learning.

Module V: Motivation (6 Hours)
Concepts and Their Application, Principles, Content & Process Theories, Employee Recognition, Involvement, Morale.

Module VI: Dynamics (6 Hours)

Module VII: Organizational Power and Politics (10 Hours)
Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict.

Module VIII: Organizational Culture: (6 Hours)
Concept, Characteristics & Importance of Culture. Understanding Work Stress and Its Consequences, Causes of Stress, Managing Stress and change.

Section B

At Least one Case Study from each Module

Questions will be case/inferences/application based
Practical Component

- Preparing the leadership profiles of any 5 business leaders and studying their behaviours with respects to the trait, behavioural and contingency theories studied.

- Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

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

Recommended Books:


List of Journals/Periodicals/Magazines/Newspapers

- Harvard Business Review, Decision, Vikalpa, etc.
Objective:
The objective of the course is to enable the student to familiarize with the Knowledge and Skills necessary to solve a variety of arithmetic & statistical issues in management problems that are commonly found in business situations.

Section A

Module I: Matrices and Determinants (6 Hours)
Definition of a matrix, types of matrices, algebra of matrices, Transpose, Adjoint, elementary and Inverse of a matrix.

Module II: (4 Hours)

Module III: Role of statistics (6 Hours)
Numerical descriptive measures of central tendency and dispersion and their implications, Mean, Mode, Median, Variance and standard deviation.

Module IV: Correlation (4 Hours)
Coefficient of Variation. Covariance and coefficient of correlation. Visual explorations using software like Microsoft Excel/MINITAB

Module V: Regression (6 Hours)
Types of Regression models, determination of simple linear regression equation using least square method, coefficient of determination, Overview of Partial and Multiple regressions.

Module VI: Index Numbers (5 Hours)
Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: Fixed base and Chain base methods. Fisher ideal index number. Proportion, percentage, Interval, Ratio and Interest.

Module VII: Probability (5 Hours)
Basic probability concepts, conditional probability, marginal probability and its uses in business decision-making; Bayes’ theorem and its applications.

Module VIII: Probability Distributions (6 Hours)
Concept and application of Binomial, Poisson, Exponential and Normal distributions

Section B

At least one Case Study from each Module
Note: 50% of the questions will be Numerical /application oriented.
Recommended Books:

M-104
MANAGERIAL ECONOMICS

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<th>MBA Semester-I</th>
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Objective:

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

Section-A

**Module I: Introduction to Managerial Economics** (4 Hours)

**Module II: Fundamental Concepts** (4 Hours)

**Module III: Demand and Supply Analysis** (10 Hours)
Note: Illustrative numerical examples to be used to explain the concepts.

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

**Module V: Production and Utility analysis** (8 Hours)

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

**Module VII: National Income and Index No** (4 hours)
Consumer Pricing Index (CPI), WSI, and Combination composition and calculation

**Module VIII: Profits** (6 Hours)

Section-B
At least One Case study from each module

Questions will be case/inferences/application based

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

Recommended Books:
1  Damodaran. Managerial Economics. Oxford University Press.
2  Petersen, H. Craig., Lewis and Jain. Managerial Economics. Pearson Education.

List of Journals/Periodicals/Magazines/Newspapers
- Margin- The Journal of Applied Economic Research
- South Asia Economic Journal
- Global Business Review
- Asian Journal of Management Cases
- Global Journal of Emerging Market Economics
- Economist, Economical and Political Weekly, Economic Times, Business Standard, etc
M-105
ACCOUNTING FOR MANAGEMENT

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Objective:

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

Section -A

Module I: Introduction to Accounting (4 Hours)
Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations.

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

Module III: Financial Statements (6 Hours)
Concept and application, Income statement, statement of change in financial position.

Module IV: Analysis of Financial Statements (6 Hours)
Comparative, common size and trend analysis, Ratio Analysis, Cash flow Statement as per AS3, Analyzing Balance sheet using spread sheet.

Module V: Accounting Standards and Introduction to IFRS (6 Hours)
IFRS and proposed changes in Indian Accounting Standards.

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

Module VII: Emerging issues in Financial Accounting (4 Hours)
Introduction, Price level Change, Zero based Budgets, Responsible Accounting.

Module VIII: Valuation (6 Hours)
Valuation of goodwill, Inventory, Depreciations.

Section B

At least One Case Study from each module
Note: 50% of the Questions will be Numerical & Cases/Inferences based.

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using
different techniques and presenting the same in the class.
- Analyzing the companies’ cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software’s (Preferably Tally)
- Analysis of Balance Sheet using Excel

Recommended Books:


List of Journals/Periodicals/Magazines/Newspapers

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

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
Objective:
This course is designed to make the students familiar with the basic concept of computer and its application. This will help students to understand the role of information systems and technology with current business and management application.

Section A

Module I: Basic of Computers (4 Hours)
Introduction and definition of computer; functional components of a computer system—(Input unit, CPU, Memory and output unit)

Module II: Software (4 Hours)
Introduction; broad classification of software; Systems software – Operating systems: Windows, MS-Office: MSWord, MS Excel, MS PowerPoint, MS Access and MS Project

Module III: Business value of telecommunication networks (4 Hours)

Module IV: Information Systems (IS) (8 Hours)

Module VI: Developing MIS Systems (6 Hours)

Module VI: e-Business and e-Commerce (4 Hours)

Module VII: Applications (4 Hours)
IT in business: functional business systems - cross-functional enterprise systems - Enterprise resource planning (ERP) - Customer relationship management (CRM) and Supply chain management (SCM).

Module VIII: Management challenges (4 Hours)
Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.
Section B

At least One Case study from each Module
Questions will be inferences/application based

Recommended Books:


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

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.
Objective:
The objective of this course is to acquaint the students to the emerging trends in business environment. Also to understand the government policies and current issues in Indian perspective.

Section A

Module I: Business Environment (8 Hours)
Nature, Concept and Significance, Types of environment: economic and non economic environment and their interaction, Environment scanning and its process, Interaction between internal and external environments, Emergence of Market Driven Economies, Essential of competitive economies.

Module II: Assessment of Liberalization, Privatization and Globalization (LPG) (6 Hours)
Assessment of LPG in India with respect to Financial, Automobile and FMCG

Module III: Emergence of Micro, Small and Medium (MSME) enterprises and Role of Institutions (8 Hours)
Micro, Small and Medium enterprises in India, Critical evaluation of latest economic policies of India: Monetary policy, Fiscal policy, Industrial policy, Export-Import policy, and their impact on business environment, Role of SIDBI and other institutions

Module IV: Assessment of Fiscal, Monetary Policy and Price Stability for last Five years (8 Hours)
Introduction to FEMA, consumer protection act, the changing dimensions of these laws and their impact on business. Stock exchange, Commodity exchanges in India, the role of SEBI.

Module V: Competition commission (6 Hours)
Assessment of Regulatory Business Environment, Change from control to regulation-changing role of RBI, IRDA, Pension, Board of Financial Supervision

Module VI: Agriculture and Business (6 Hours)

Module VII: Case Study of Indian Industries (8 Hours)
Recent Mergers and Acquisitions by Indian Industries

Module VIII: Balance of payment and Balance of Trade (6 Hours)
Exchange rate and competitiveness, foreign capital flows and foreign collaboration, FDI in India.

Section B

At least one Case Study from each Module
Questions will be case/inferences/application based

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

Module I: Introduction (3 Hours)
Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C’s of communication.

Module II: Employment Communication (4 Hours)
Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

Module III: Oral Communication (3 Hours)
What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Module IV: Written Communication (3 Hours)
Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

Module V: Business Letters and Reports (4 Hours)
Introduction to business letters, Types of business letter, Layout of business letter, writing memos, circular, what is a report purpose, kinds and objectives of reports, writing reports

Module VI: Case Method of Learning (3 Hours)
Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos’ and don’ts for case preparation

Module VII: Presentation Skills (4 Hours)
What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

Module VIII: Group Communication (4 Hours)
Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Section-B
At least one Case study from each Module
Questions will be case/inferences/application based

**Recommended Books:**


**List of Journals/Periodicals/Magazines/Newspapers**

Bulletin of the Association for Business Communication,
Business Communication Quarterly,
Journal of Business Communication,
Communication World, Strategic Communication Management, Journal of Business and Technical Communication;
London, Journal of Organizational Culture, Communication and Conflict;
Cullowhee, Journalism and Mass Communication Quarterly;
Columbia, Management Communication Quarterly;
MCQ; Thousand Oaks, Strategic Communication Management;
Chicago, Technical Communication Quarterly; St. Paul,
Harvard Business Review,
Journal of Creative Communications,
Business India / Business Today / Business World, University News,
Journal of Business Communication, Business Communications Quarterly
Objective:
This Lab work is designed to make the students of management familiar with the basic concept of working various applications on computer.

Lab Sessions relating to
- MS Word
- Developing business presentation with MS-PowerPoint
- MS Access
- MS Project

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel
- Draw all types of Diagrams and Graphs
- Construction of one way and two way tables
- Arithmetic Mean
- Geometric Mean
- Harmonic Mean
- Median, Mode
- Quartiles, Deciles, Percentiles
- Minimum, Maximum, Range
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance,
  - Coefficient of Variance
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient
- Regression coefficient - Slope ($b$ in $y = a + bx$)
- Regression Constant - Intercept ($a$ in $y = a + bx$)

Design your own web page and web page of your college
Objective:
This Lab is designed to make the students of management familiar with the basic fundamentals and importance of communication for managers. This laboratory shall prepare students to learn and acquire necessary communication skills for transacting business and management activities.

Sessions and Assignments during lab

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

Section A

Module I: Introduction (6 Hours)
Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

Module II: Pre-recruitment functions of HRM (4 Hours)
Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III: Recruitment, selection and appointment (6 Hours)

Module IV: Training and development (4 Hours)
Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

Module V: Employee Remuneration (4 Hours)

Module VI: Performance management (6 Hours)

Module VII: Strategies of employee retention and emerging trend in HRM (6 Hours)

Module VIII: Career and succession planning (6 Hours)
Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.
Section B

At least one Case/Problems from each module

Questions will be case/inferences/application based

Practical Component:

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

Recommended Books:


List of Journals/Periodicals/Magazines/Newspapers

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

Section A

Module I: Introduction

Module II: Cost Sheet and Composition
Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

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

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

Module V: New Techniques of Costing
Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

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

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

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

Section B

At least one Case study/Problem from each module
Note: 60% of the Questions will be Numerical/Cases/Inferences based.
Questions will be case/inferences/application based
Practical components:
Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Recommended Books:

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

Section A

Module I: Financial management (4 Hours)

Module II: Sources of Financing (4 Hours)
Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.

Module III: Time value of money (7 Hours)
Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Module IV: Investment decisions (7 Hours)
Investment evaluation techniques-Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.

Module V: Cost of Capital (6 Hours)
Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module VI: Financial Decisions (4 Hours)

Module VII: Reward and dividend policy (6 Hours)
Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy-Factors affecting the dividend policy - dividend policies- stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.

Module VIII: Emerging Issues (4 Hours)
Section B

At least one Case/Problems from each module
Note: 50% of the questions will be numerical.

Questions will be case/inferences/application based

Practical Components:

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

Recommended Books:

6. Kothary, Rajesh and Duta, Contemporary Financial Management, Macmillan

List of Journals/Periodicals/Magazines/Newspapers

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

Section A

Module I: Introduction (8 Hours)
Concept and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling.

Module II: Marketing Environment (8 Hours)

Module III: Market Segmentation (6 Hours)
Segmenting the Market, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Module IV: Market Targeting (8 Hours)

Module V: Consumer Behaviour (4 Hours)
Concept, Theories and Pattern.

Module VI: Marketing Decision (8 Hours)

Module VII: Pricing and Channel Decisions (8 Hours)

Module VIII: Promotion (8 Hours)

Section B

At Least one Case Study from each Module
Questions will be case/inferences/application based
• Study four P’s of various brands
• Study distribution strategies of various sectors and companies
• Study segmentation, targeting and positioning strategies, creating a new product and testing the same
• Study the product life cycle of various products/brands with strategies adopted at various levels, identifying factors influencing buying decisions in consumer and business markets
• Study the integrated marketing communication of various brands viza- viz their competitors
• Study value chain and logistics of companies
• Study global marketing strategies for global brands

Recommended Books:


List of Journals/Periodicals/Magazines/Newspapers

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Etc.,
Objective:
The Course is designed to acquaint the students with a set of skills and tools to improve Productivity to get competitive advantage.

Section A

Module I: Strategy (4 Hours)

Module II: Products and Services (4 Hours)

Module III: Break even analysis and Facility Planning (4 Hours)
Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi facility location Techniques. Facility layout: basic production of layout formats, assembly lines, cells, project layouts, retail service layout, office layouts.

Module IV: Six Sigma Quality, Process Capability and SPC (4 Hours)

Module V: Supply Chain Design (6 Hours)

Module VI: Planning and Controlling Supply Chain (6 Hours)
Module VII: Inventory and Maintenance Management (6 Hours)
Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance), Basic concept of Reliability.

Module VIII: Scheduling (4 Hours)

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

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

Recommended Books:

List of Journals/Periodicals/Magazines/Newspapers
Productivity Journal, Indian Management, Business India, Supply Chain, etc.
Objective:
The objective of the course is to enable the students to understand the concept and process of Business research in business environment along with the use of various tools and techniques.

Section A

Module I: Introduction  (6 Hours)
Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Module II: Process of Research  (4 Hours)

Module III: Collection of Data  (6 Hours)
Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

Module IV: Analysis of Data  (6 Hours)
Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Non parametric & Parametric tests

Module V: Estimation Theory and Hypothesis Testing  (6 Hours)
Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test.

Module VI: Techniques of association of Attributes & Testing  (6 Hours)
Application and Analysis of Variance (ANOVA). Non parametric tests

Module VII: Research Report Preparation  (4 Hours)

Module VIII: Bibliography and Annexure in the Report  (4 Hours)
Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Section B

At least one Cases and Problems from each module
Questions will be case/inferences/application based
Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software’s like SPSS, Minitab, IBM Analytics, etc., Preparing the Research Report.

**Recommended Books:**

**List of Journals/Periodicals/Magazines/Newspapers**

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

Section A

Module I: Entrepreneurship (4 Hours)

Module II: Starting the venture (4 Hours)
Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility.

Module III: Business Plan

Module IV: Functional plans (4 Hours)
Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.

Module V: Sources of finance (4 Hours)
Sources of external finance, short term as well as long term, Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franching.

Module VI: Start Up (4 Hours)
Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.

Module VII: Managing growing venture (4 Hours)
Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration and selling business.

**Module VIII: Innovation Management**  
(4 Hours)  
Innovation management an introduction, organizational setups that facilitate innovations. Management of research and development. Strategic alliances and network. Incubators and Accelerators

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

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

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

**Recommended Books:**


**List of Journals/Periodicals/Magazines/Newspapers**

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

Section A

Module I: Introduction (4 Hours)

Module II: Linear Programming (6 Hours)

Module III: Transportation and Assignment (6 Hours)
Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, problems on minimization & maximization.

Module IV: Decision Theory (4 Hours)
Decision theory- decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems.

Module V: Game Theory (6 Hours)
Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

Module VI: Simulation (4 Hours)
Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages

Module VII: Replacement Theory (6 Hours)
Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem.

Module VIII: and Network Analysis (6 Hours)
PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.

Section B

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

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

Recommended Books:
M-209: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

<table>
<thead>
<tr>
<th>Course/Paper : M-209</th>
<th>MBA Semester-II</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 00</td>
<td>Internal Marks: 60</td>
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<tr>
<td>Total No of Laboratory Hrs: 28</td>
<td>External Marks: 40</td>
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<tr>
<td>No. of Laboratory Hrs/week:02</td>
<td>Exam Time: 3 Hrs</td>
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</table>

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

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

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

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

Use of Tally
Finance, Risk Management Software, Other Accounting Software
Use of OR packages such as TORA, LINGO and LINDO to solve various decision making problems
MASTER OF BUSINESS ADMINISTRATION

MBA Semester Scheme

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

MBA

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

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Name of Subject</th>
<th>Number of Hours/ week</th>
<th>Marks</th>
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<td>Lecture (L)</td>
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<tr>
<td>M-101</td>
<td>Fundamentals of Management</td>
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<tr>
<td>M-102</td>
<td>Organizational Behavior</td>
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<td>M-103</td>
<td>Business Mathematics &amp; Statistics</td>
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<tr>
<td>M-104</td>
<td>Managerial Economics</td>
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<tr>
<td>M-105</td>
<td>Accounting For Management</td>
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<tr>
<td>M-106</td>
<td>IT for Managers</td>
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<td>M-107</td>
<td>Business Environment</td>
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<tr>
<td>M-108</td>
<td>Communication for Management</td>
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<td>M-109</td>
<td>Information and Communication</td>
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<td>M-110</td>
<td>Techniques Lab</td>
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<td>Total</td>
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</table>

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

#The distribution of internal assessment marks will be:
(a) Periodical tests (Subject to minimum of two tests for each course): 10 Marks
(b) Assignments/ Case analysis: 05
(c) Seminar & Discussion: 10
(d) Class Participation and attendance: 05
Total: 30 Marks

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

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Name of Subject</th>
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<td>M-202</td>
<td>Cost Accounting for Management</td>
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<td>M-203</td>
<td>Financial Management</td>
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<td>M-204</td>
<td>Marketing Management</td>
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<td>M-205</td>
<td>Operations and Supply Management</td>
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<td>M-206</td>
<td>Research Methods in Management</td>
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<tr>
<td>M-207</td>
<td>New Enterprise and Innovation Management (NE&amp;IM)</td>
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<td>M-208</td>
<td>Operations Research</td>
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<td>M-209</td>
<td>Seminar on Contemporary Issues*</td>
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<tr>
<td>M-210</td>
<td>Computer Applications Lab</td>
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</tbody>
</table>

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

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

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

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

8 weeks of Summer Training Project

BOS of Management Studies
# Third Semester MBA

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Name of Subject</th>
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<td>M-301</td>
<td>Business Policy &amp; Strategic Management</td>
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<td>M-302</td>
<td>Summer Training Project Report*</td>
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<td>Capacity Building Lab</td>
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<td>M-304</td>
<td>Major Optional Subject lab-1**</td>
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</table>

## Compulsory Subjects

## Optional Subjects

Dual Specialization is proposed: Six Subjects (Three from each group) The student will get specialized in two Majors. For example a Finance major & Marketing major student will have to opt any three from M-310, 311, 312 & 313 and any three from M-320, 321, 322, 323)

<table>
<thead>
<tr>
<th></th>
<th>Lecture (L)</th>
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<th>Laboratory (P)</th>
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<td>0</td>
<td>30/12</td>
<td>70/28</td>
<td>100</td>
</tr>
</tbody>
</table>

Total 15 7 8 390 610 1000

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

** The purpose of this lab is to give exposure to students, various computer software relevant to subjects being taught in III semester of Dual Majors such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc. For example if a student has opted for first major as Finance and second major as Marketing then in course M-304 the lab work would comprise of software related to Finance and Marketing courses being taught in III semester and in next semester in course M-405 the lab work would be from courses of Finance and Marketing taught in IV semester.
<table>
<thead>
<tr>
<th>Code No.</th>
<th>Name of Subject</th>
<th>Number of Hours/ week</th>
<th>Marks</th>
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<tr>
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<td>Compulsory Subjects</td>
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<tr>
<td>M-401</td>
<td>Business Ethics &amp; Corporate Governance (BE&amp;CG)</td>
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<td>M-402</td>
<td>Project Management</td>
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<td>M-403</td>
<td>Business laws</td>
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<td>M-404</td>
<td>Project Work</td>
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<td>M-405</td>
<td>Major Optional Subject lab-2</td>
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</tbody>
</table>

Optional Subjects

<p>| Dual Specialization: |
| Four subject (two from each group). For example Finance major &amp; Marketing major student will have to opt any two from M-410, 411, 412, 413 and any two from M-420, 421, 422, 423.## |</p>
<table>
<thead>
<tr>
<th>Lecture (L)</th>
<th>Tutorial (T)</th>
<th>Laboratory (P)</th>
<th>Internal/ Minimum Pass Marks</th>
<th>External/ Minimum Pass Marks</th>
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<td>390</td>
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</table>

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

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

### The specialization once selected in third semester would continue in fourth semester also.
# List of Optional Groups for MBA (Third & Fourth Semester)

## Group A [FINANCE]

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>M-310</td>
<td>Security Analysis &amp; Portfolio Management</td>
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<tr>
<td>M-311</td>
<td>International Financial Management</td>
</tr>
<tr>
<td>M-312</td>
<td>Management of Financial Services</td>
</tr>
<tr>
<td>M-313</td>
<td>Corporate Taxation</td>
</tr>
<tr>
<td>M-410</td>
<td>Financial Derivatives</td>
</tr>
<tr>
<td>M-411</td>
<td>Banking &amp; Insurance</td>
</tr>
<tr>
<td>M-412</td>
<td>Treasury and Credit Risk Management</td>
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## Group B [MARKETING]

<table>
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<tr>
<th>Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>M-320</td>
<td>Integrated Marketing Communication</td>
</tr>
<tr>
<td>M-321</td>
<td>Retail Management</td>
</tr>
<tr>
<td>M-322</td>
<td>Sales Distribution and Logistics Management</td>
</tr>
<tr>
<td>M-323</td>
<td>Product &amp; Brand Management</td>
</tr>
<tr>
<td>M-324</td>
<td>Business to Business marketing</td>
</tr>
<tr>
<td>M-325</td>
<td>Strategic Marketing</td>
</tr>
<tr>
<td>M-326</td>
<td>Managing Corporate Relations</td>
</tr>
<tr>
<td>M-420</td>
<td>Consumer Behavior &amp; Market Research</td>
</tr>
<tr>
<td>M-421</td>
<td>Marketing of Services</td>
</tr>
<tr>
<td>M-422</td>
<td>International marketing management</td>
</tr>
<tr>
<td>M-423</td>
<td>Rural Marketing</td>
</tr>
<tr>
<td>M-424</td>
<td>Direct marketing</td>
</tr>
<tr>
<td>M-425</td>
<td>Internet Marketing</td>
</tr>
<tr>
<td>M-426</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>M-427</td>
<td>Marketing of Innovation</td>
</tr>
</tbody>
</table>

## Group C [HUMAN RESOURCE MANAGEMENT]

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>M-330</td>
<td>Training &amp; Organizational Development</td>
</tr>
<tr>
<td>M-331</td>
<td>Strategic Human Resource Management</td>
</tr>
<tr>
<td>M-332</td>
<td>Leadership Skills &amp; Change Management</td>
</tr>
<tr>
<td>M-333</td>
<td>Human Resource Planning</td>
</tr>
<tr>
<td>M-334</td>
<td>Compensation Management</td>
</tr>
<tr>
<td>M-335</td>
<td>Recruitment and Selection</td>
</tr>
<tr>
<td>M-336</td>
<td>Personality Development and business Etiquette</td>
</tr>
<tr>
<td>M-337</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>M-430</td>
<td>Employment Laws</td>
</tr>
<tr>
<td>M-431</td>
<td>Performance Management &amp; Retention Strategies</td>
</tr>
<tr>
<td>M-432</td>
<td>Stress Management</td>
</tr>
<tr>
<td>M-433</td>
<td>International Human Resource Management</td>
</tr>
<tr>
<td>M-434</td>
<td>Management of Conflict and Collaboration</td>
</tr>
<tr>
<td>M-435</td>
<td>Transactional Analysis</td>
</tr>
<tr>
<td>M-436</td>
<td>Development of Management</td>
</tr>
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## Group D [PRODUCTION AND OPERATION MANAGEMENT]

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>M-340</td>
<td>Materials Management</td>
</tr>
<tr>
<td>M-341</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>M-342</td>
<td>Production Planning &amp; Control</td>
</tr>
<tr>
<td>M-343</td>
<td>Management of Business Process Outsourcing (BPO) Organization</td>
</tr>
<tr>
<td>M-440</td>
<td>Logistics &amp; Supply Chain Management</td>
</tr>
<tr>
<td>M-441</td>
<td>Technology Management</td>
</tr>
<tr>
<td>M-442</td>
<td>Manufacturing Policy and Implementation</td>
</tr>
<tr>
<td>M-443</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>M-444</td>
<td>Operations Management in Services</td>
</tr>
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## Group E [INFORMATION TECHNOLOGY MANAGEMENT]

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>M-350</td>
<td>Business Process Re-engineering</td>
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BOS of Management Studies
<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-351</td>
<td>System Analysis and Design</td>
</tr>
<tr>
<td>M-352</td>
<td>Strategic Management of Information Technology</td>
</tr>
<tr>
<td>M-353</td>
<td>Data Base Management</td>
</tr>
<tr>
<td>M-354</td>
<td>Client Server Application Management</td>
</tr>
<tr>
<td>M-450</td>
<td>Management Support System</td>
</tr>
<tr>
<td>M-451</td>
<td>E-Business</td>
</tr>
<tr>
<td>M-452</td>
<td>Security and Cyber Law</td>
</tr>
<tr>
<td>M-453</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>M-454</td>
<td>Multi-Media management</td>
</tr>
</tbody>
</table>

BOS of Management Studies
# M-301
## Business Policy & Strategic Management

<table>
<thead>
<tr>
<th>Course/Paper: M-301</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

# Contact Hrs comprises of Lecture and Tutorial Hrs

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

## Section-A

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

**At Least one Case Study from each module**

Questions will be case/inferences/application based

#### Practical Component

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

#### Recommended Books (Please Use Latest Edition of the books)

**Text Books:**


**Suggested Readings:**


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

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers, IIM Ahemadabad
- IIMB Management Review (IMR).
- Management Review
- Managing Core Competence of the Organization by Srivastava, Shirish C.,


- From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring 2001, Issue 2


- The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall 1987, Vol. 30 Issue 1

- The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall 1993, Vol. 36 Issue 1

- Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer 1988, Issue 3


M-302
SUMMER TRAINING PROJECT (STP) REPORT

**Course/Paper : M-302**

<table>
<thead>
<tr>
<th>Total No of Contact Hrs: 28</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Marks: 60</td>
<td>External Marks: 40</td>
</tr>
<tr>
<td>No. of Laboratory Hrs/week:02</td>
<td></td>
</tr>
</tbody>
</table>

**OBJECTIVES:**

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

**General Guidelines:**

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

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

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

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

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

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

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

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

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

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

STP can be carried out in:
- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector

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

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

The report should be well documented and supported by –
1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.
The completion of the STP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the STP work. The student shall submit one hard copy (Hand written) of the training report within three weeks of start of III Sem. The same copy shall be returned to the student by the Institute after the External Viva-Voce. The students are required to fill a log book in which she/he shall write the daily works accomplished with date wise and shall submit the same along with the training report.

See the Appendix B for further guidelines to be followed.
Annexure A

SUMMER TRAINING APPRAISAL

Student’s Name:
Programme:

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

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

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

Assessor’s Overall rating
Assessor’s Name:
Designation:
Organization name and address:
Email id:
Contact No:
RAJASTHAN TECHNICAL UNIVERSITY, KOTA

SUMMER TRAINING PROJECT
(Instructions & Guidelines)

BOS of Management Studies
CONTENTS

Foreword

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

Enclosures:

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

IMPORTANT:

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

FOREWORD

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

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

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

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

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

SUMMER TRAINING PROJECT

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

EXPECTATIONS

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

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

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

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

SELECTION OF THE SITE

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

TRAINING REPORT

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

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

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

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

**Back Matter**
- Appendices
- References
- Bibliography

**HOW TO BEGIN WRITING**

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

**Step 1: Preliminary Planning**

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

**Step 2: Collecting Material**

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

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

**Step 3: Making an Outline**

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

**Step 4: Writing a Rough Draft**

When the trainee has collected and sorted the material and completed the outline, this initial writing step will produce the first version of the report. It will however, be seen only as a piece of connected prose derived from the mass of notes and other material. It will lack quality, both technical and rhetorical that is why it is called a rough draft. But it is a trial version of the written report.
Often the trainee faces the difficulty in writing the first draft. The only solution is "start writing at once whatever you have reviewed through collected material and the outline." Therefore, the first advice is to start writing immediately. The second is to write fast putting your thoughts on paper before you forget them. This means you should not stop to make corrections or beautify sentences. You should only record the ideas as they come, giving no thought at the time to correct spelling, grammar, and sentences structure and paragraphing. Once the material is on paper, it can easily be corrected.

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

**Step 5: Revision and Rewriting**

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

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

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

2. Read the second time for logic. Ask whether the topics follow a meaningful sequence and whether the conclusions are valid.

3. Read the third time for language mechanisms. Be critical of every sentence, check grammar, spelling, punctuation, sentence structure and sentence variety. Ask whether the draft lacks unity and coherence.

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

**Step 6: Final Draft**

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

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

Follow these six steps to prepare your report and get the satisfaction of having authored and produced a work of which originality you can claim. Any short cut methods, copying from the reports of predecessors and just repeating what others have earlier written, clearly show the lack of enthusiasm and initiative on the part of the trainees. Such reports, at the time of evaluation, fail to draw any attention and are rated as under-average...
or average reports. On the other hand, if the report displays the trainee’s first handwork, his initiative, his enthusiasm and real effort in making that report, it is rated as a work of merit. Such a report will always create a good impression at any instance when it is submitted for scrutiny.

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

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

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

**Project Work during Training**

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

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

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

BEFORE THE TRAINING

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

DURING THE TRAINING

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

AFTER THE TRAINING

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

GENERAL GUIDELINES FOR TRAINING:

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

Broad Areas-

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

The guidelines for above-mentioned broad areas are as below:
1. Inputs: Raw Materials, details of raw materials pertaining to various products including quantity, specifications, sources of supply, vendor location, geographical availability, procurement cost, etc.


3. End Products and Specification: List of final products, market growth of products, product demand and supply, competitors, customers for products

4. Organizational Structure: Organization chart for the whole organization showing various levels of authority, span of control at each level, type of arrangement at each level in terms of line, line and staff and functional details etc.


6. Sales and Marketing strategies: Various sales and marketing strategies employed by the organization must be studied.


8. Materials Management System: Procedure adopted in stores for receipt of raw materials, goods and components, various forms and documents used for movement of materials and issue authorization, stores organization; centralized or decentralized, codification methods used for different materials, system of replenishment for inventory items, controls like ABC analysis, procedure for indenting spares etc.

9. Quality Control System: Methods used for controlling quality of raw materials, process and manufactured items, SQC application, testing machines used, implementation of ISO 9000.

10. Management Information System: Documents/reports used for information system at operational, tactical and strategic levels, communication network at various levels, organization of coordination meetings and decisions taken.

11. Utilities and Waste Management: List of utilities and auxiliary services needed, information about waste generated, methods of reducing waste, environment pollution problems created ash disposal, and effluent treatment system.


13. Human Resource Management: Recruitment policy, retention policy to reduce turnover rate, employees benefits etc.
(Specimen of the certificate to be submitted with the training report)

CERTIFICATE

Ref.No.:

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

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

Place:
Date:

Signature
(Official seal)

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

SUBMITTED BY

NAME : ____________________________

(In Capital Letters)
College Roll No.: ____________________________
Class & Branch : ____________________________
Session : ____________________________
Training Period : ____________________________

SUBMITTED TO

Professor & Head,
Department of Training & Placement

Name of the college
SUMMER TRAINING PROJECT EVALUATION FORM

Name of Student_________________________ College Roll No. ________________
Branch ___________________________ Class _____________________________

Name of Organization________________________________________________________
Address____________________________________________________________
Place _______ Pin _________ Phone _____________ Fax No. _______________

Duration of Training Period from ____ to ______ No. of Working Days ______

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

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

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

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

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

   ________________________________________________________________
   ________________________________________________________________

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

   High (          ) Moderate (       )        Low (          )

5) Any other comments / suggestions

   ________________________________________________________________
   ________________________________________________________________

Dated: .........................

Signature of the Student

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

1. Name of the Industry ______________________________________________________

2. Concerned Group__________________________________________________________

3. Turn Over (in terms of Capital) _______________ (in terms of Product)

4. Work Force: Managerial & Management Staff : ___________
   Supervisory & Technical Staff _______ Labour ______________

5. Description of Product Range: _____________________________________________

6. Description of Process: ____________________________________________________

7. Area of Training: __________________________________________________________

8. Contact details of the person responsible for Summer Training Project:
   a. Name of contact person : ________________________________________________
   b. Designation : __________________________________________________________
   c. Communication address : ________________________________________________
   d. Phone No. with STD code : ______________________________________________
   e. Mobile No. : ____________________________________________________________
   f. Email Address : _________________________________________________________

Name of the Student ________________________ College Roll No. ________________

Class ____________ B.E. ___  Branch ____________________________________________

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

Dated:________________________

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

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

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

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

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

<table>
<thead>
<tr>
<th>S.No</th>
<th>Knowledge/Traits/ skills desired</th>
<th>Input Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Handling telephonic interview</td>
<td>Handling telephonic calls</td>
</tr>
<tr>
<td>2</td>
<td>GK , Current Affairs</td>
<td>Psychometry, Aptitude Reading habit of business dailies followed by periodic testing</td>
</tr>
<tr>
<td>3</td>
<td>GD Skills</td>
<td>Regular GD sessions on issues of topical interest</td>
</tr>
<tr>
<td>4</td>
<td>CV preparation Filling up of application forms</td>
<td>Guidance on CV preparation, etc,</td>
</tr>
<tr>
<td>No.</td>
<td>Subject</td>
<td>Training Program</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>5</td>
<td>English Language facility Communication</td>
<td>Full-fledged training on Written, Oral &amp; Presentation Training in the Language Lab of the Institution.</td>
</tr>
<tr>
<td>6</td>
<td>Maths, Aptitude &amp; Problem solving</td>
<td>Training and coaching</td>
</tr>
<tr>
<td>7</td>
<td>Interview skills</td>
<td>Mock interviews</td>
</tr>
<tr>
<td>8</td>
<td>Etiquette/Manners/Behaviour</td>
<td>Workshops</td>
</tr>
<tr>
<td>9</td>
<td>Self-confidence / Personality development</td>
<td>Counselling / Mentoring</td>
</tr>
<tr>
<td>10</td>
<td>Inter-personal skills (Team work &amp; Leadership)</td>
<td>GDs / Group Projects / Debates</td>
</tr>
<tr>
<td>11</td>
<td>Industry awareness</td>
<td>Exposure to business reality</td>
</tr>
<tr>
<td>12</td>
<td>Technical / Domain knowledge</td>
<td>Adapted methodology during class sessions</td>
</tr>
<tr>
<td>13</td>
<td>Networking</td>
<td>Alumni activities</td>
</tr>
<tr>
<td>14</td>
<td>Strategizing for one’s own career</td>
<td>Career planning &amp; Goal setting Expectation management</td>
</tr>
<tr>
<td>15</td>
<td>Time Management</td>
<td>Exercises</td>
</tr>
<tr>
<td>16</td>
<td>Pre-interview preparation</td>
<td>Refresher training</td>
</tr>
</tbody>
</table>

**Suggested Readings:**

1. The Seven Habits of Highly Effective People - Stephen R. Covey.
2. Who Moved My Cheese - Dr. Spenser Johnson.
3. Seven Spiritual Laws of Success - Deepak Chopra.
4. I’m OK are OK – Erric Seghal
5. Emotional Intelligence - David Goleman
7. *Good To Great* - Jim Collins


9. Only the Paranoid Survive - Andrew Grove

10. All the books in the “Chicken Soup for the Soul” series.

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


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

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


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

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

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

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


21. Think & Grow Rich, Napolean Hill.


23. The millionaire next door, Thomas J. Stanley

24. The Richest man in Babylon, George Samuel Clause

25. The Science of getting rich, Wallace Wattles

26. The Intelligent Investor, Benjamin Graham

27. The 4-hour work week, Timothy Ferriss

28. The greatest salesman in the world, O G Mandino
29. The millionaire mind, Thomas J Stanely

30. The magic of thinking big, David Joseph Schwartz

31. The 48 laws of power, Robert Greene.
Course/Paper : M-304 and M-405  
MBA Semester-III and IV  
No. of Practical Hrs/week: 03  
Internal Marks: 60  
Total No of Practical Hrs: 42  
External Marks: 40  
No. of Tutorial Hrs/week:00  
Exam Time: 3 Hrs

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

A. Finance Lab

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


**D. Operations Lab**

**Product Lifecycle Management**

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

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

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

**Supply Chain Management Software**

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

Many supply chain management systems include forecasting, which helps companies manage the fluctuations in supply and demand by use complex algorithms and consumption analysis to evaluate buyer histories. Supply chain optimization software
can be an invaluable tool in maximizing production efficiency and planning for the future.

**Inventory Management Software**

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

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

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

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

**Project Management Software**

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

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

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

The primary goal is to increase company efficiency by making the entire project cycle visible to all team members. Each team member is given their own login,
allowing them to customize their view, report progress on their own projects, and monitor the progress of others. Most employees find themselves to be more efficient in this environment, it allows people to identify problems before/as they arise, and it eliminates any question as to the current status of any outstanding tasks. It also provides a single access point for all company-related information, eliminating lost memoranda or documents.

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

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

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

**E. Information Technology Lab**

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

ERP, Business Intelligence / Data analytic software using SAS or R, E-views, big data analytics
M-401
Business Ethics & Corporate Governance (BE&CG)

<table>
<thead>
<tr>
<th>Course/Paper : M-401</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 28</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:00</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

Section-A

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

Section-B

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

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

Recommended Books (Use latest edition)

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

Suggested readings:
1. Manuel G. Velasquez, Business Ethics concept and cases, PHI
2. S K Chakraborty, Quality of Worklife, Tata McGraw Hill
5. Keshav Prasad, Corporate Governance, Prentice Hall Learning, 2009
7. Prof. P. S. Bajaj & Dr. Raj. Agarwal, Business Ethics: An Indian Perspectives, Wiley India Editor, 2010
8. Roverta G. Monks, Nill Minow, Corporate Governance, Wiley India Editor, 2010
10. Das, Corporate Governance in India, Prentice Hall Learning, 2009

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

- Journal of Business Ethics
- IVEY Business Journal
- Vikalpa – A Journal for Decision Makers
- IIMB Management Review (IMR)
- Corporate Governance and Business Ethics, Springer
- Journal of Human Values published by Indian Institute of Management, Kolkata.
- IBA Journal of Management & Leadership published by Indus Business Academy, Bangalore.
Objective

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

Section-A

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

Module VII
Project Risk management
Project Risk Management: risk identification, risk quantification
Measuring risk; Contingency planning; scheduling resources; reducing project duration;

Module VIII
Project Performance analysis and closure
Project performance evaluation: Concept of earned value', Schedule & cost Variance S' curves for project completion and cost comparison;
Materials reconciliation ; Materials take out and balance returns; Documentation completion: documentation index ;
As built preparation : as built submission; equipment drawing submission;
Financial transactions completion; final bills submission ;
bills clearance Site clearance; Punch list preparation and clear ,project handing over to stake holders ( internal or external ); project final closure:

5

6

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

Practical Component
Case study related to project formulation & execution of chemical / petrochemical / automobile / building construction and / or event management
- Example /case for project responsibility matrix
- Example / case for project appraisal
- Example / case for scope management
- Example / case for project Networking
- Example / case for project quality management
- Example / case for project risk management
- Example /case for project performance and closure
- Assigning specific situations to the students for developing a project plan and presenting the same in the class.
- Feasibility analysis of a live project to be undertaken by the students.
- Students to visit any two financial institutions and study the project appraisal criteria adopted by them.
### Recommended Books

**Text Books:**

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

**Suggested Readings:**

1. Project management (core text book) – Samual J. Mantel, Scott M. Shafer
2. Project management & control – Singh & Narendra
3. Pert & CPM – Dr BC Punmia, KK Khendelwal- Laxmi publication
4. Project management – Desai, Vasant
5. Project Management – K P Sharma- National publishing house- Dehli
6. Project Management – M R Agrawal
7. Fundamentals of Project Management - James P Lewis, Heritage
10. MS project 2010 - by CAD Desk

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

M-403
Business Laws

<table>
<thead>
<tr>
<th>Course/Paper : M-403</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objective

- To provide with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.
- To understand fundamental legal issues pertaining to business world to enhance ability to lead and delegate.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module II</td>
<td><strong>Partnership Act, 1932:</strong> Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, and Dissolution of firms.</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Sales of Goods Act, 1930:</strong> Essentials of valid sales, Conditions and Warranties, Transfer of Property, Rights of Unpaid Seller, Performance of Contract of sale.</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Negotiable Instrument Act, 1881:</strong> Kinds of negotiable instruments, Promissory Note, Bill of Exchange, Cheques, Crossed Cheques, Penalties in case of dishonour of Cheques.</td>
<td>6</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Consumer Protection Act, 1986:</strong> Basic concepts, Rights of Consumers, Redressal Machinery under the act, Procedure for complaints under the act, Relief available to consumers.</td>
<td>5</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>The Information Technology Act, 2000:</strong> Definitions, Digital Signature, Electronic Governance, Attribution,</td>
<td>5</td>
</tr>
</tbody>
</table>
Acknowledgment and Dispatch of Electronic Records, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and adjudication, Offences.

<table>
<thead>
<tr>
<th>Module</th>
<th>Environmental protection act, carbon credit, prevention and waste management</th>
</tr>
</thead>
</table>

**Section-B**

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

**Practical Component**

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

**Recommended Books**

**Text Books:**


**Suggested Readings:**


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

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

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

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

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

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

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

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

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

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

INTRODUCTION:
Project work is an integral part of the academic curriculum of RTU MBA. It is an initiative to bridge the gap between knowledge and its application through a series
of interventions that will enable students of RTU MBA program to gain insights and exposure to the industry.

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

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

General Guidelines:

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

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

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

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

E. Schedule to be followed before commencement of Project

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


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

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

**Composition of the Project committee**
1. Director/HOD
2. Domain expert from the department
3. Internal Guide

**F. Schedule to be followed during Project**
G. Evaluation:

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

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

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

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

H. Submission of report:

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

I. Publication of research findings:

Students are expected to present their research findings in seminars / conferences / technical fests or publish their research work in journals in association with their
internal guide. Appropriate weightage should be given to this in the internal evaluation of the project report.

**Contents of the Project Report**

Cover page
A certificate from the Organization (Scanned copy of the certificate)
A certificate from the guide, HOD and Head of the Institution (Scanned copy of the certificate) indicating the bonafide performance of Project by the student.
Declaration (Scanned copy of the declaration) – An undertaking by the student to the effect that the work is independently carried out by him/her.
Acknowledgement
Table of contents
List of Tables and Graphs

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Aspects</th>
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<tbody>
<tr>
<td>1</td>
<td>First presentation</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Second presentation</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Third presentation</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>Introduction and Methodology</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Industry and Company profile</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Theoretical Background of the Study</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>Data Analysis and interpretation</td>
<td>20</td>
</tr>
<tr>
<td>8</td>
<td>suggestions and Conclusion</td>
<td>20</td>
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<tr>
<td></td>
<td>Total</td>
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</table>

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

<table>
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<tr>
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<tbody>
<tr>
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<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>Communication Skills</td>
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<tr>
<td>3</td>
<td>Subject Knowledge</td>
<td>15</td>
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<tr>
<td>4</td>
<td>Objective of the study/Methodology</td>
<td>15</td>
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<tr>
<td>5</td>
<td>Analysis using Statistical tools and Statistical Packages</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>Findings and appropriate suggestions</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>80</td>
</tr>
</tbody>
</table>

**Formats for Project Report and Evaluation**

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce
Project Work report on  
(Title of the Report)  

BY  

(Student Name)  

(Roll No)  

Submitted to  

RAJASTHAN TECHNICAL UNIVERSITY  

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

MASTER OF BUSINESS ADMINISTRATION  

Under the guidance of  

INTERNAL GUIDE  
(Name)  
(Designation)  

EXTERNAL GUIDE  
(Name)  
(Designation)  

(Institute Logo)  

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

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

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

Signature of Internal Guide                        Signature of HOD

Signature of Principal
DECLARATION

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

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

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

Place: ___________________________ Signature of the student
Date: ___________________________
This shall be the sequence of various pages in the report

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

TABLE OF CONTENTS

Executive Summary
Definitions and Notations
List of Tables
List of Figures and Charts
Chapter 1. Introduction........................................... (Page Number)
Chapter 2. Industry and Company profile......................... (Page Number)
Chapter 3. Theoretical Background of the Study ............. (Page Number)
Chapter 4. Data Analysis and interpretation................... (Page Number)
Chapter 5. Summary of Results and Findings .................. (Page Number)
Chapter 6. Suggestions ......................................... (Page Number)
Chapter 7. Conclusions and Directions for further work..... (Page Number)
Bibliography
Annexure

LIST OF TABLES

<table>
<thead>
<tr>
<th>Table No</th>
<th>Particulars</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 4.1</td>
<td>Table showing ABC Analysis</td>
<td></td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Table showing FSN Analysis</td>
<td></td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Table showing EOQ</td>
<td></td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Table showing Stock of Raw Materials</td>
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LIST OF FIGURES AND CHARTS

<table>
<thead>
<tr>
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<th>Particulars</th>
<th>Page Numbers</th>
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<tr>
<td>Chart 4.1 Or Figure 4.1</td>
<td>Graph showing ABC Analysis</td>
<td></td>
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<tr>
<td>Chart 4.2</td>
<td>Graph showing FSN Analysis</td>
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<tr>
<td>Chart 4.3</td>
<td>Graph showing EOQ</td>
<td></td>
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<tr>
<td>Chart 4.4</td>
<td>Graph showing Stock of Raw Materials</td>
<td></td>
</tr>
<tr>
<td>Chart 4.5</td>
<td>Graph showing Raw Materials Turn Over Ratio</td>
<td></td>
</tr>
</tbody>
</table>

BIBLIOGRAPHY

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

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

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

The report must not be more than 40 pages.
### Group A [FINANCE]

<table>
<thead>
<tr>
<th>III Semester Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-310 Security Analysis &amp; Portfolio Management</td>
</tr>
<tr>
<td>M-311 International Financial Management</td>
</tr>
<tr>
<td>M-312 Management of Financial Services</td>
</tr>
<tr>
<td>M-313 Corporate Taxation</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>IV Semester Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-410 Financial Derivatives</td>
</tr>
<tr>
<td>M-411 Banking &amp; Insurance</td>
</tr>
<tr>
<td>M-412 Treasury and Credit Risk Management</td>
</tr>
</tbody>
</table>
Objectives: The focus of Security Analysis is on how others analyze your company’s securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company’s securities in comparison with other’s on the security market. The course is designed with a view: To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Section-A

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

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

Practical Component

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

Recommended Books

**Text Book(s):**


**Suggested Readings:**

2. Kevin, S., Security Analysis and portfolio Management, PHI Learning

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

Journal of Security Analysis and Portfolio Management.
M-311
International Financial Management

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

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

Section-A

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

| Module VIII | Global Financial Markets: Recent developments and challenges. Global foreign Exchange Markets: characteristics & recent trends | 5 Hours |

Section-B

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

Practical Component

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

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

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

Recommended Books

Text Book(s):


Suggested Readings:

7. Eitemen , Stonhill and Moffett, Multinational Business Finances, Pearson

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

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

### Course/Paper: M-312

<table>
<thead>
<tr>
<th>Course/Paper: M-312</th>
<th>MBA Semester-III</th>
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<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

### Objectives

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

### Section-A

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

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

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

**Recommended Books:**

<table>
<thead>
<tr>
<th><strong>Text Book(s):</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Suggested Readings:</strong></th>
</tr>
</thead>
</table>

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

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

- Business Standard
- The Economic Times
- The Chartered Accountant
- The Chartered Secretary
- Financial Express
- Chartered Financial Analyst
- Business World
- Business Today
<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td><strong>Introduction to Direct Taxes:</strong> Income tax, Exempted income. Head of income, Salary, House property, Business &amp; profession, capital gain &amp; other sources.</td>
<td>6</td>
</tr>
<tr>
<td>Module II</td>
<td>Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Introduction to Indirect taxes:</strong> Central sales taxes, service tax, Excise duty and CENVAT. VAT– Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Corporate income Tax:</strong> Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses.</td>
<td>5</td>
</tr>
<tr>
<td>Module VI</td>
<td>Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees’ remuneration, Tax appeals, revision and review.</td>
<td>5</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>Wealth Tax:</strong> Charge &amp; scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal &amp; revision.</td>
<td>6</td>
</tr>
<tr>
<td>Module VIII</td>
<td>Central Excise Act, 1994 &amp; Excise planning. Customs Act and Customs duties planning.</td>
<td>5</td>
</tr>
</tbody>
</table>
Section-B

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

Practical Component

Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a Tax Practitioner or Chartered Accountant.
Students should do
- Computation of total income and tax for individual (Salary only),
- Computation of service tax, Exercise duty and VAT,
- Tax planning for individual & Corporate houses.
- Tax Planning for employees remuneration, Computation of net wealth and wealth tax.
- Computation of central excise and custom duty

Recommended Books:

Text Book(s):
1. Dr. Vinod K Singhania & Dr Monica Singhania, Corporate Tax Planning and Business tax Procedures, Taxmann Publication, Latest Edition

Suggested Readings:
1. Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice, Taxmann, Latest Edition
4. Lakhotia, R. N., Corporate Tax Planning
5. Pooter, Monroe & Steward, Tax Planning with Precedents

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

Financial Derivatives

Course/Paper : M-410

MBA Semester-IV

<table>
<thead>
<tr>
<th>No. of Lecture Hrs/week: 3</th>
<th>Internal Marks: 30</th>
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<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives

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

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Derivative Markets and Instruments : Introduction, Types of Derivatives in India</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td>Derivative Markets: Emerging trends. Elementary principles of derivative pricing. Regulation of derivatives trading in India.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td>Forward Market and contracts: concept, The structure of global forward markets, types of forward contracts: Equity forwards, bond and interest rate forward contracts, currency forward contracts .pricing of commodity forwards.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td>Futures Markets and contracts: concept, public standardized Transactions. The clearing house, Daily Settlement and Performance Guarantee Regulation.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td>Future Trading, The clearing house margins and price limits, Delivery and cash Settlement, Futures Exchanges, Type of Futures contracts.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td>Swap Markets and contracts: characteristics of swap contracts, Termination of swap. The structure of Global Swap Markets, Types of swaps: currency swaps, Interest rate swaps, Equity Swaps, commodity and other Types of swaps.</td>
<td>7 Hours</td>
</tr>
</tbody>
</table>
Module VIII  
7 Hours

**Section-B**

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

**Practical Component**

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

**Recommended Books:**

**Text Book(s):**  

**Suggested Readings:**  
3. John, C. Hull, Options, Futures and other Derivative Securities, PHI Learning  
4. Keith, Reqhead, Financial Derivates an Introduction to Futures, forwards, options and SWAPs, PHI Learning  
11. CFA Institute, Derivates and Alterative Investment.

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

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

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE, SEBI, FMC, RBI Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management
**M-411**

**BANKING & INSURANCE**

<table>
<thead>
<tr>
<th>Course/Paper : M-411</th>
<th>MBA Semester: IV</th>
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<tr>
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</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives**

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

**Section-A**

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

**Section-B**

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

**Practical Component**

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

**Recommended Books:**

**Text Book(s)**
1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.

**Suggested Readings:**

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
### M-412

**Credit and Risk Management**

<table>
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<th>Course/Paper : M-412</th>
<th>MBA Semester: IV</th>
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<tbody>
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<td>No. of Tutorial Hrs/week: 01</td>
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</table>

### Objectives

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

### Section-A

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

### Section-B

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

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

### Text Book(s)

2. S. Arunajatesan & T R Viswanathan, Risk Management and Insurance Macmillan Latest

### Reference Books

5. Gupta, P. K., Insurance and Risk Management, Himalaya Publishing House
11. Vijayaraghvan, G, Bank credit Management (Text and cases), Himalaya Publishing House.

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

- Insurance and Risk Management, ICFAI Publication
- Insurance Journal
- Risk and Derivatives
## Group B [MARKETING]

### III Semester Electives

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>M-320</td>
<td>Integrated Marketing Communication</td>
</tr>
<tr>
<td>M-321</td>
<td>Retail Management</td>
</tr>
<tr>
<td>M-322</td>
<td>Sales and Distribution Management</td>
</tr>
<tr>
<td>M-323</td>
<td>Product &amp; Brand Management</td>
</tr>
<tr>
<td>M-324</td>
<td>Business to Business marketing</td>
</tr>
<tr>
<td>M-325</td>
<td>Strategic Marketing</td>
</tr>
<tr>
<td>M-326</td>
<td>Managing Corporate Relations</td>
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### IV Semester Electives

<table>
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<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>M-420</td>
<td>Consumer Behavior &amp; Market Research</td>
</tr>
<tr>
<td>M-421</td>
<td>Marketing of Services</td>
</tr>
<tr>
<td>M-422</td>
<td>International marketing management</td>
</tr>
<tr>
<td>M-423</td>
<td>Rural Marketing</td>
</tr>
<tr>
<td>M-424</td>
<td>Direct marketing</td>
</tr>
<tr>
<td>M-425</td>
<td>Internet Marketing</td>
</tr>
<tr>
<td>M-426</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>M-427</td>
<td>marketing of Innovation</td>
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</table>
## M-320 Integrated Marketing Communication

<table>
<thead>
<tr>
<th>No. of Lecture Hrs/week: 02</th>
<th>MBA Semester-III</th>
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</thead>
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<tr>
<td>Total No of Contact Hrs: 42</td>
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<td>External Marks: 70</td>
</tr>
<tr>
<td></td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td><strong>Introduction:</strong> Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools, Models of consumer responses.</td>
<td>5 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Advertising:</strong> Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.</td>
<td>5 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Advertising Budgeting and Advertising agency:</strong> Advertising budgeting methods, Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client-agency relationship.</td>
<td>5 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Creative Strategy:</strong> Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, copy principles for print advertising and broadcast copy, Advertising art-Layout-Functions and Types.</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>
### Module V
**Media planning & Scheduling:**
Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix - print, Broadcast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Developing and Implementing Media strategies, Media Scheduling.

<table>
<thead>
<tr>
<th>Module V</th>
<th>Media planning &amp; Scheduling:</th>
<th>6 Hours</th>
</tr>
</thead>
</table>

### Module VI
**Sales-Promotion, Direct Marketing, Personal Selling:** Sales-promotion objectives, Consumer-oriented sales promotion tools, Trade-oriented sales promotion tools, Designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process.

<table>
<thead>
<tr>
<th>Module VI</th>
<th>Sales-Promotion, Direct Marketing, Personal Selling:</th>
<th>6 Hours</th>
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### Module VII
**Event, Public Relations, Interactive Marketing**
Key elements of Events and Sponsorship, Concepts of promotion and pricing in events. Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing - Meaning, Components.

<table>
<thead>
<tr>
<th>Module VII</th>
<th>Event, Public Relations, Interactive Marketing</th>
<th>4 Hours</th>
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</thead>
</table>

### Module VIII
**Monitoring, Evaluation and control:**
Measuring the effectiveness of the Promotional Program Evaluating the social, ethical and economic aspects of advertising and promotion.

<table>
<thead>
<tr>
<th>Module VIII</th>
<th>Monitoring, Evaluation and control:</th>
<th>5 Hours</th>
</tr>
</thead>
</table>

### Section-B

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

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

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

**Recommended Books (Latest Edition)**

**Text Books:**

**Suggested Readings:**

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

M-321
Retail Management & Franchising

<table>
<thead>
<tr>
<th>Course/Paper : M-321</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
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<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives**

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

**Section-A**

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

Module VIII
Franchising:
Introduction to Franchising in India, Types of Franchising Agreements, Strengths and Weaknesses of Franchising, Key Franchising Agreements in India.

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

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

Recommended Books

Text Books:

Suggested Readings:
8. P.K. Agarwal, N.C. Bansal, Rajan Yadav, Manoj Kumar, Retail Management,
<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
</table>
Course/Paper : M-322  
MBA Semester-III

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

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

Practical Component

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

Recommended Books (Latest Edition)
Text Books:

Suggested Readings:
6. Bowersox, Strategic Marketing Channel Management

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

### M-323

**Product & Brand Management**

<table>
<thead>
<tr>
<th>Course/Paper : M-323</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

#### Objectives

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

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module III</td>
<td>Brand Management: Concept of a brand, Types of brands, Strategic Brand Management Process. Brand Building Blocks</td>
<td>4</td>
</tr>
<tr>
<td>Module IV</td>
<td>Identifying and Establishing Brand Positioning and Values: Concept of Brand Positioning, Choosing Points-of-Difference and Points-of-Parity, Positioning Strategies, Repositioning strategies.</td>
<td>4</td>
</tr>
</tbody>
</table>
### Module VI
**Understanding Brand Equity:**
- Brand Equity – Definition and Significance, Brand Equity Models, Building brand equity, Brand Value and Brand Strength, Measuring brand equity-Cost Based Method, Price Based Method, Customer based Method.

### Module VII
**Branding Strategy:**

### Module VIII
**Managing Brands over Geographic Boundaries and Market Segments:**
- Advantages and disadvantages of Global Marketing Programs, Standardization versus Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.

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### Section-B

**At Least one Case Study from each module**

**Questions will be case/inferences/application based**

**Practical Component**

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

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**Recommended Books (Latest Edition)**

**Text Books:**

**Suggested Readings:**
5. David A. Aaker: Building Strong Brands; the Free Press.

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

M-324
Business to Business Marketing

Course/Paper : M-324  
MBA Semester-III

<table>
<thead>
<tr>
<th>No. of Lecture Hrs/week: 02</th>
<th>MBA Semester-III</th>
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<tbody>
<tr>
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<td>External Marks: 70</td>
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<tr>
<td>Exam Time: 3 Hrs</td>
<td></td>
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</tbody>
</table>

Objective

- To bring out the distinctive aspects of Business–to–Business (B2B) Marketing and the need for a B2B paradigm.
- To explain how business firms are to be understood as customers and the significant differences in segmentation bases between the business market and consumer market.
- To give exposure to the various tools, techniques, and procedures appropriate to B2B Marketing.
- To enhance their problem-solving and decision-making abilities in the real life business situations.

Section-A

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

Module VII  **Promotional Strategies:**  
- Advertising in Industrial Markets, uses, Message Formulation, policies, media, budgetary support, evaluation of advertising-sales Promotion in Industrial Markets, trade shows and exhibitions B2B Forms of E-Commerce  

Module VIII  **Management of Sales Force:**  
- Managing the Industrial Sales Force, Recent trends in B2B  

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**Section-B**

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

**Practical Component**

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

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**Recommended Books (Latest Edition)**

**Text Books:**


**Suggested Readings:**


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

## M-325

### Strategic Marketing

<table>
<thead>
<tr>
<th>Course/Paper : M-325</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

### Module Description

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>Introduction to Strategic Marketing: Strategic marketing process. Concept of strategic marketing. Levels of Strategies- Corporate, Business and Operational level. Types of strategies- HR strategy, Marketing strategy, Financial strategy, operational strategy.</td>
<td>6</td>
</tr>
<tr>
<td>Module III</td>
<td>Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques.</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td>Model as basic foundation of Strategic Marketing - McKinsey’s 7s framework for analyzing and improving organizational effectiveness.</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td>Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, &amp; Services. Constraints in marketing strategy implementation.</td>
<td>5</td>
</tr>
<tr>
<td>Module VI</td>
<td>New emerging strategies in Information Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning.</td>
<td>5</td>
</tr>
</tbody>
</table>


Section-B

At Least one Case Study from each module

Questions will be case/inferences/application based

Practical Component

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

Recommended Books

Text Books:
2. David Hunger and Thomas L. Wheelen "Strategic Management" Addison-Wesley; 6 Sub edition

Suggested Reading
5. Ramaswamy and Namakumari, Strategic Planning -Formulation of Corporate Strategy, MacMillan India Ltd. New Delhi.
6. P.K. Ghosh, Strategic Planning and Management, Sultan Chand & Sons, New Delhi, 10th Ed. 2000

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

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, etc.
Objective: The objective of this paper is to deal with theory and practice of public relation and corporate communication that is imperative and crucial for building up of an image of any corporate entity.

**Section-A**

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

**Module VII**

**Crisis Management:**
Analyze crisis of proactive and reactive approaches. Understand the importance of strategic relationships and stakeholders in issues management. Managing complexities for prevention and recovering from crisis.

**Module VIII**

**Planning, improvement and implementation:**
Activities involved in planning of corporate relationship management. Understand the potential cost, benefits and problems associated with the implementation of corporate relationship management. SWOT analysis of corporate relations. Instigate resolutions and proactive improvements in corporate relationship management.

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### Section-B

**At Least one Case Study from each module**

Questions will be case/inferences/application based

### Practical Component

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

---

### Recommended Books (Latest Edition)

**Text Books:**


**Suggested Readings:**


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

<table>
<thead>
<tr>
<th>Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
</table>
## M-420
### Consumer Behavior & Market Research

<table>
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<tr>
<th>Course/Paper : M-420</th>
<th>MBA Semester-IV</th>
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<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<td>Total No of Contact Hrs: 56</td>
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<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
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</tbody>
</table>

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

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Consumer Behavior: Scope, Consumer Decision Making Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of consumer decision-making.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td>Individual Determinants of Consumer Behavior: Motivation, Personality, Consumer Perception, Concept and Elements of Perception, Consumer Learning and involvement, Consumer Attitude.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td>Basic concepts of Marketing Research – Marketing Research, Types of Market Research, Methods, Marketing Research process</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td>Defining Problem, setting research objectives, Hypothesis formulation, sampling, methods of data collection, data</td>
<td>7 Hours</td>
</tr>
</tbody>
</table>
Module VII

**Advanced Data Analysis I:**
Multiple Regression, Discriminant Analysis, Conjoint Analysis

**Advanced Data Analysis II:**
Multi-Dimensional Scaling, Factor Analysis, Cluster Analysis

7 hours

Module VIII

**Applications of Marketing Research:**

7 Hours

Section-B

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

Practical Component

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

Recommended Books

**Text Books:**
2. Beri G C, marketing research, Tata Mc Graw Hill

**Suggested Readings:**
3. Loudon & Della Bitta: Consumer Behavior (fourth Edition); Tata McGraw-Hill

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

### Objective

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

### Section-A

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

**Section-B**

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

** Practical Component **

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

**Recommended Books**

**Text Books:**

**Suggested Readings:**

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
Course/Paper : M-422  
MBA Semester-IV

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<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives

- To understand the range of strategic options open to companies competing internationally
- To enhance the students understanding of International Marketing Environment
- To make Strategic and Operational Marketing decisions in the context of different, complex International marketing environments

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
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<tbody>
<tr>
<td>Module I</td>
<td><strong>International Marketing:</strong> Introduction, Concept, Domestic Vs. International Marketing, EPRG Framework, International marketing planning</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>International Market Environment:</strong> Identifying and analyzing opportunities in the international trading environment, understanding the changes in the world trading environment-IMF, WTO, World Bank and their impact on International marketing. International marketing constraints – Tariff and Non-tariff Barriers, Trade Agreements</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>International Marketing Research:</strong> Using international marketing research to identify opportunities, similarities and differences. International Product Life Cycle, Selecting Market Entry Modes</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>International Product Management:</strong> Product portfolios, standardization and adaptation. Cases and current developments</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Managing International Pricing:</strong> Environmental influences on Pricing Decisions - Grey Market goods, Transfer pricing. Pricing Strategies skimming and penetration pricing; currency considerations in exporting and in international marketing</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Promotion for International Markets</strong> International Advertising Strategies, suitability and constraints selecting an advertising agency. Personal selling, Sales</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VII</td>
<td>Export Import Documentation: Registration of exporter, procedure and documents, instruments of payment, letter of credit, bill of exchange. Clearance of goods for export–Shipping, transportation and insurance. Export Finance</td>
<td>8 Hours</td>
</tr>
<tr>
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</tr>
<tr>
<td>Module VIII</td>
<td>Evaluating and controlling: Evaluating and controlling international marketing strategy. Managing international Collaborative Arrangements - Joint Ventures and other forms for strategic alliances.</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>

### Section-B

**At Least one Case Study from each module**

Questions will be case/inferences/application based

### Practical Component

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

### Recommended Books

#### Text Books:


#### Suggested Readings:

1. Rakesh Mohan Joshi: International Marketing, Oxford University Press; 2005
<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher</th>
<th>Edition</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Cateora R Philip &amp; Graham L John</td>
<td>International Marketing</td>
<td>McGraw Hill</td>
<td>15th</td>
<td>2011</td>
</tr>
<tr>
<td>5</td>
<td>Subhas C. Jain</td>
<td>International Marketing</td>
<td>South Western</td>
<td></td>
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<td>6</td>
<td>Jean-Pierre</td>
<td>Global Marketing Strategies</td>
<td>biztantra</td>
<td></td>
<td></td>
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<td>7</td>
<td>Warren J. Keegan</td>
<td>Global Marketing Management</td>
<td>Pearson Education</td>
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<tr>
<td>8</td>
<td>Francis Cherunilam</td>
<td>International Marketing</td>
<td>Himalaya Publishing House</td>
<td></td>
<td>2011</td>
</tr>
<tr>
<td>9</td>
<td>R. Srinivasan</td>
<td>International Marketing</td>
<td>PHI Learning Pvt. Ltd.</td>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>11</td>
<td>Varshney &amp; Bhattacharya</td>
<td>Export Management</td>
<td>Sultan Chand and Sons</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

- Journal of the Academy of Marketing Science
- Journal of Marketing Management
- International Journal of Marketing & Human Resource Management
- International Journal of Marketing Studies
- Pitch Magazine
- USP age
- Journal of Marketing (USA)
- Indian Journal of Marketing
- Marketing Master Mind
M-423
Rural Marketing

<table>
<thead>
<tr>
<th>Course/Paper : M-423</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
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<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives

- To make students understand the rural market environment and 4 A’s of rural marketing.
- To provide an understanding of the changing profile of the rural consumer, their consumption pattern, and buying process.
- To comprehend development of product, price, distribution and communication strategies for different segments of rural markets.
- To expose the students to the innovations developed by Indian firms as well as MNCs for the Indian Rural Markets.

Section-A

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

<table>
<thead>
<tr>
<th>Module</th>
<th>Rural Distribution Strategies:</th>
<th>Rural Channel members, Channel behavior, Distribution Models in Rural Markets, Rural retail environment, Rural Logistics, Syndicated Distribution.</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module</td>
<td>Communication strategies for Rural Markets:</td>
<td>Factors influencing Communications Mix, deciding the promotion mix, Designing the message, Creating advertisement for rural audiences, Rural media- Conventional and Non- Conventional Media, Challenges in Rural Communication, Sales Promotion, events and experiences.</td>
<td>7</td>
</tr>
<tr>
<td>Module</td>
<td>Rural Services Marketing and future of Rural Marketing:</td>
<td>Telecommunications and IT in Rural India, Financial Services, Rural healthcare services, Future of Rural Marketing in India, Innovation in Rural Markets.</td>
<td>7</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

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

**Recommended Books**

**Text Books:**

**Suggested Readings:**
5. David A. Aaker: Building Strong Brands; the Free Press.

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

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Direct Marketing: Definition and importance of direct marketing, Economics of direct marketing, Increasingly important role in IMC mix, Understanding the Direct Marketing business</td>
<td>6 hours</td>
</tr>
<tr>
<td>Module II</td>
<td>Direct Marketing &amp; Interactive Marketing: Direct marketing- Concept, growth, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing – From distance selling to interactive marketing. Direct marketing in real-time – interactive marketing, Direct marketing vs. marketing through Channels.</td>
<td>8 hours</td>
</tr>
<tr>
<td>Module III</td>
<td>Traditional Methods of Direct Marketing: Telemarketing, Multi Level Marketing (MLM), Personal Selling, Automatic Vending Machines, Exhibition - Trade fares, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing.</td>
<td>7 hours</td>
</tr>
<tr>
<td>Module IV</td>
<td>Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age - Building brands through response and optimizing integrated communication</td>
<td>7 hours</td>
</tr>
</tbody>
</table>
- Differences between direct marketing media and non-direct media: Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.

**Module V**  
**Technology mediated marketing channels:** Interactive TV, mobile and SMS - the advance in digital marketing - Automatic vending machines - kiosk marketing - Direct mailing - Direct response methods - Home shopping/teleshopping network - Creating Direct Mail Advertising - Online web advertising and email/permission marketing.  

**Module VI**  
**Technology based Marketing:** Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, different types, its value and management.  

**Module VII**  
**Data-driven marketing:** Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists - Data fusion - marketing research and the customer database - Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.  

**Module VIII**  
**Ethical Aspect of Direct Marketing:** Social, ethical and legal aspects of Direct marketing in India.  

<table>
<thead>
<tr>
<th>Section-B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At Least one Case Study from each module</strong></td>
</tr>
<tr>
<td><strong>Questions will be case/inferences/application based</strong></td>
</tr>
</tbody>
</table>

**Practical Component**

- The Students are required to design a marketing campaign. For a new launch company to drive awareness of its new store location among students and parents, while ensuring brand perception which will be elevated based on its broad array of products and focus on customer service. The exercise will include a written plan and creative elements.

- Divide students into two groups. One will advocate inbound marketing as an effective marketing strategy and the other traditional marketing. For the debate, students should use specific business examples to demonstrate that the strategy they are advocating was more effective in generating leads and customers.

**Recommended Books**

**Text Book (s):**

Suggested Reading(s):


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

Journal of International Marketing (USA), Journal of Strategic Marketing (UK), Journal of Direct Marketing, Journal of Direct, Data and Digital Marketing Practice: Papers, case histories and updates
M-425
Internet Marketing

<table>
<thead>
<tr>
<th>Course/Paper : M-425</th>
<th>MBA Semester-IV</th>
</tr>
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<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives

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

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
</table>
| Module I | Introduction to Internet Marketing  
Emergence of Internet Marketing, Internet Marketing Environment, Internet User Characteristics and Behavior, Introduction to Social Networking Sites. | 08 hours |
| Module II | Strategic Internet Marketing  
E-Marketing Plan, E-Marketing Planning Process, Online Marketing Research, Business-to-Business Marketing Strategy. | 06 hours |
| Module III | Internet Marketing Management-I  
Targeting Market Segments and Communities, Differentiation and Positioning Strategies, New Product Development and the Net, Pricing in an Online World. | 07 hours |
| Module IV | Internet Marketing Management-II  
Integrated Communication Strategy on Internet, E-Distribution and E-Commerce. | 07 hours |
| Module V | Issues in Internet Marketing  
CRM in E-Business Strategy, Cyber Marketing in Emerging Economies, Ethical and Legal issues in Internet Marketing. | 07 hours |
| Module VI | Business to Business:  
Intranets, and Extranets; communication, recruitment, and procurement, exchanges, Role of the Internet, technological development, development of e-commerce, different commercial models, diverse roles of websites, Internet strategy, virtual value chain, dis-intermediation, cybermediaries Website design, website design guidelines, future developments, interactive TV, mobile Internet, groupware, SMS, interactive appliances. | 07 hours |
<table>
<thead>
<tr>
<th>Module VII</th>
<th>Internet retailing:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reducing role of location, online shopping, Internet promotion: advertising: types, measurement, effectiveness, integration; affiliation marketing, PR; word-on-line; direct marketing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VIII</th>
<th>Internet market research:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Secondary research, online focus groups, web surveys, Email surveys, Internet branding and loyalty; Internet communities; influence of Internet on consumer behaviour.</td>
</tr>
</tbody>
</table>

**Section-B**

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

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

**Recommended Books (Latest Editions)**

**Text Book(s):**

**Suggested Reading(s):**
8. Lawrence, Jennings, and Reynolds: e-Distribution, Thompson Asia Pte Ltd.,

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

| Journal of Marketing Science, Journal of Interactive Marketing |
**RTU MBA SYLLABUS 2013-2015**

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

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

<table>
<thead>
<tr>
<th>Module VI</th>
<th>Sales Force Automations (SFA):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VII</th>
<th>Impact of CRM on Marketing Channels:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VIII</th>
<th>Trends and Issues in CRM:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CRM in e-business (B2B &amp; B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM.</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

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

**Recommended Books**

**Text Books:**
1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007

**Suggested Readings:**

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

M-427
Marketing of Innovation

<table>
<thead>
<tr>
<th>Course/Paper : M-427</th>
<th>MBA Semester-IV</th>
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<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
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<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

Section-A

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

New product development and service innovation:

Module VIII

Global innovation and future:
Managing Global innovation, factors leading to global innovation; The innovation economy.

Section-B

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

Practical Component

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

Recommended Books (Latest Edition)

Text books:

Suggested readings:
### List of Journals/Periodicals/Magazines/Newspapers, etc.

## Group C [HUMAN RESOURCE MANAGEMENT]

### III Semester Electives

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>M-330</td>
<td>Training &amp; Organizational Development</td>
</tr>
<tr>
<td>M-331</td>
<td>Strategic Human Resource Management</td>
</tr>
<tr>
<td>M-332</td>
<td>Leadership Skills &amp; Change Management</td>
</tr>
<tr>
<td>M-333</td>
<td>Human Resource Planning</td>
</tr>
<tr>
<td>M-334</td>
<td>Compensation Management</td>
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<td>M-335</td>
<td>Recruitment and Selection</td>
</tr>
<tr>
<td>M-336</td>
<td>Personality Development and business Etiquette</td>
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<tr>
<td>M-337</td>
<td>Human Resource Development</td>
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</table>

### IV Semester Electives

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>M-430</td>
<td>Employment Laws</td>
</tr>
<tr>
<td>M-431</td>
<td>Performance Management &amp; Retention Strategies</td>
</tr>
<tr>
<td>M-432</td>
<td>Stress Management</td>
</tr>
<tr>
<td>M-433</td>
<td>International Human Resource Management</td>
</tr>
<tr>
<td>M-434</td>
<td>Management of Conflict and Collaboration</td>
</tr>
<tr>
<td>M-435</td>
<td>Transactional Analysis</td>
</tr>
<tr>
<td>M-436</td>
<td>Development of Management</td>
</tr>
</tbody>
</table>
Objectives:

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

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working &amp; learning, classification of learned capabilities, learning theories, the basic principles of learning, the learning process, mental &amp; physical processes, the learning cycle, age influences on learning.</td>
<td>6</td>
</tr>
<tr>
<td>Module II</td>
<td>Training: Introduction, relationship, meaning, designing effective training, forces influencing working &amp; learning, training practices, strategic training, training needs assessment. Transfer of Training: implementation of the training programme</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td>Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods. E-learning &amp; use of technology in training, developing effective online learning, blended learning, simulations, mobile technology &amp; training methods, systems for training delivery</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td>Evaluation of Training &amp; Employee development: Reasons for evaluating training, overview of the evaluation process, evaluation practices, evaluation designs, threats to validity, considerations in choosing as evaluation designs, determining ROI, determining costs, measuring human capital &amp; training activity. Employee Development: introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training &amp; employee development</td>
<td>5</td>
</tr>
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</table>
### Module V
**Introduction to OD:** Definition, Introduction & Foundations of Organizational Development: Conceptual Framework of OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td></td>
<td>5</td>
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</table>

### Module VI
**OD Diagnosis:** Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, phases of OD programs, Third Wave Consulting: The Action component: nature of OD intervention, analyzing discrepancies

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>VI</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

### Module VII
**OD Interventions:** Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams).

<table>
<thead>
<tr>
<th>Module</th>
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</tr>
</thead>
<tbody>
<tr>
<td>VII</td>
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<td>6</td>
</tr>
</tbody>
</table>

### Module VIII
**OD Process:** Restructuring organizations, OD in global settings, future direction in OD

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>VIII</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

### Section-B

**At Least one Case Study from each module**

Questions will be case/inferences/application based

### Practical Component

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

### Recommended Books (Latest Edition)

**Text Books:**


**Suggested Readings:**

5. Goldstein, Training in Organizations, 4/e, Cengage learning.

List of Journals/Periodicals/Magazines/Newspapers, etc.
- SAM Advanced Management Journal
- Journal of Leadership and Organizational Studies
- The Journal of Applied Behavioral Science
- Journal of Management
- International Journal of Training and Development
- European Journal of Training and Development
- International Journal of Learning and Development
- International Journal of Applied Training and Development
- Journal of Organization Development
- International Journal of strategic human management
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review,
- South Asia Economic Journal,
- Economic & Political Weekly, Business India / Business World
### M-331
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

<table>
<thead>
<tr>
<th>Course/Paper : M-331</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

### Section-A

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

<table>
<thead>
<tr>
<th>Module VIII</th>
<th>The Future of SHRM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SHRM practice in the future. Change, Restructuring and SHRM, Competencies of HR Professional in a SHRM Scenario.</td>
</tr>
</tbody>
</table>

**Section-B**

**At Least one Case Study from each module**

Questions will be case/inferences/application based

**Practical Component**

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

**Recommended Books**

**Text Books:**


**Suggested Readings:**

6. James Baron and David Kreps, Strategic Human resources, Wiley Latest edition
7. Schuler and Jackson, Strategic Human resource management, Wiley Latest edition

<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• &quot;The Journal of Strategic Human Resource Management&quot; (JSHRM)</td>
</tr>
<tr>
<td>• Journal of Strategic Human Resource Management</td>
</tr>
<tr>
<td>• International Journal of strategic human management</td>
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<tr>
<td>• Asian Journal of Management Cases</td>
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<td>• Harvard Business Review</td>
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<tr>
<td>• Global Business Review</td>
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<tr>
<td>• South Asia Economic Journal</td>
</tr>
<tr>
<td>• Economic &amp; Political Weekly, Business India / Business World, Mint</td>
</tr>
</tbody>
</table>
### M-332
#### Leadership Skills & Change Management

<table>
<thead>
<tr>
<th>Course/Paper : M-332</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
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<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

#### Section-A

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

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

Practical Component

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

Recommended Books

Text Books:

Suggested Readings:

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

- Journals of Organization Development
- Harvard Business Review
- Journal of Human Resource Development
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad, Human Capital
**M-333**

**HUMAN RESOURCE PLANNING**

<table>
<thead>
<tr>
<th>Course/Paper : M-333</th>
<th>MBA Semester-III</th>
</tr>
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<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

**Section-A**

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
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</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Introduction:</strong> definition and concept of HRP, benefits, process. HRP components, Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource Planning.</td>
<td>5</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>HR planning and corporate strategies:</strong> HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model.</td>
<td>6</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Job analysis:</strong> meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>HR Forecasting:</strong> Forecasting Manpower Needs, the Forecasting Process, forecasting Staffing Requirements. Models and Techniques of manpower demand and supply forecasting Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table.</td>
<td>5</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Interviewing, Placement and Induction:</strong> Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference Interview Technique used for global sourcing. Placement and Induction.</td>
<td>5</td>
</tr>
</tbody>
</table>
Module VII: Career planning and succession management:
definitions, concepts, stages of career development process
and organizational HR Policies, Succession management
process and Management development programmes,
objectives of MDP’s, Job rotation, Auditing MDP’s management
development methods, challenges of succession management,
Replacement analysis.

Module VIII: HR Planning and Selection in the Modern Business
Environment:
Changing perspectives in the field of recruitment and selection
in the information age: e-recruitment and Selection. E-
recruitment, e-selection, outsourcing.

Section-B

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

Practical Component

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

Recommended Books

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

Suggested Books:
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw-
   Hill Bombay.
3. Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a
4. Dale Yoder and Staudahar Paul D; Personnel Management and Industrial
5. B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and
   Industrial Relations, Dhanpat Rai, Delhi, 2000.

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
- IOSR Journal of Business and Management (IOSRJBM)
- Journal of Information Science
M-334
Compensation Management

<table>
<thead>
<tr>
<th>Course/Paper : M-334</th>
<th>MBA Semester-III</th>
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<tbody>
<tr>
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<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
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</table>

**Objectives:**

- The course aims to impart knowledge in the design, implementation and administration of compensation and benefits in the organizations, taking into account the legal provisions. This would enable the future HRD manager to leverage compensation in creating a high performing organization.

- The course would facilitate the student to become a contemporary compensation manager by gaining insights into current practices of compensation in Indian organizations.

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction to Compensation and Benefits:</strong> Meaning, components, types. Piece rated, time rated and skills based approaches. Characteristics of best compensation plans. Fixed pay and variable pay, Understanding the terminologies-compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment. Workers compensation, managerial compensation and executive compensation.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Economic theories of wages:</strong> Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker, surplus value theory by Carl Marx.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Principles of compensation determination:</strong> Meaning and Significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation</td>
<td>5</td>
</tr>
</tbody>
</table>
### Module IV
**Cost to Company (CTC) Method:** Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC Monthly, quarterly, annual and one time components. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components. Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, benefits, perquisites and statutory components.

### Module V
**Benefits and incentives:** Meaning, significance and characteristics, basis for benefits payment, statutory benefits-employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options, Emerging trends.

### Module VI
**Executive compensation:** Meaning and significance of executive compensation, unique features of executive compensation, fixed components and variable components, perquisites and benefits basis for determining executive compensation, statutory upper limit on executive compensation as per Companies Act 1956, stock options, joining bonus, retention bonus and severance pay, Emerging trends.

### Module VII

### Module VIII
**Taxation on salary and benefits:** Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of central government on salaries people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.

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

### Practical Component
- Students have to prepare questionnaire for conducting wage survey and carry
Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.

- Give a wage determination case and ask the students to suggest solution.
- Give a cost to company case and ask the students to role play for negotiating with a prospective job applicant to distribute the CTC under various components.
- Give a case to Identify and prepare the, notices to be displayed, returns to be submitted and the registers to be maintained as per the above legislations.

### Recommended Books

#### Text Books:

#### Suggested Readings:
4. Understanding Wages and Compensation Management – Sarma A.M, HPH.

### List of Journals/Periodicals/Magazines/Newspapers, etc.
- Journal of Compensation and Benefits
- Journal of Economic Perspectives
- Sacha Journal of Policy and Strategic Studies
M- 335
Recruitment and Selection

<table>
<thead>
<tr>
<th>Course/Paper : M-335</th>
<th>MBA Semester-III</th>
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</thead>
<tbody>
<tr>
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<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
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</table>

Objectives:
- To understand and explore the operational issues involved in recruitment and selection.
- To understand the extent of innovation and contemporary concerns and challenges in recruitment and selection.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Job Analysis:</strong> Meaning, definition &amp; purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Screening Process &amp; Assessment Centers:</strong> Screening the candidates: Application Forms: bio-data &amp; weighted application blanks, social media screening. Assessment centers: structuring, assessment centers activities, administrative structure, assessment centers effectiveness.</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Testing &amp; Interviewing candidate:</strong> Testing: meaning, definition, purpose, advantages &amp; disadvantages. Interviewing: planning the interview, interview process: preparation, components, types, interviewing behavior, structuring of interview, using the interview checklist.</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Legal Aspects and Organization Policy:</strong> Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions,</td>
<td>5</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Appointment and joining:</strong> Appointment- Meaning and significance, offer of appointment and acceptance,</td>
<td>7</td>
</tr>
</tbody>
</table>
appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses. Joining- Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy. Providing access to enter and exit. Providing place to work, providing furniture, stationary, equipment, entering name in the muster roll, opening the personal file etc.

<table>
<thead>
<tr>
<th>Module VII</th>
<th>Background &amp; Reference Checking: Meaning, definition &amp; purpose. Verification of character, criminal antecedents, previous work behavior &amp; educational qualifications. Candidate driven resume verification. Appointment orders: meaning, definition &amp; purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module VIII</td>
<td>Induction and deployment: Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.</td>
</tr>
</tbody>
</table>

### Section-B

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

**Practical Component**

- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- Students can identify various sources of recruitment used by Indian organization for lower, middle level and top-level management jobs.
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position
- Form groups of five to six students. Ask each group to identify and present the parameters/standards for selecting a (a) police constable, (b) forest guard, (c) computer operator, (d) software programmer, (e) bank cashier and a (f) nurse.

**Recommended Books**

**Text Books:**

Suggested Readings:


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

- The International Journal of Human Resource Management
- International Journal of Human Resource Development and Management
- SA Journal of Human Resource Management
- Prabhandhan: Indian Journal of Management
Objective: The purpose of this course is to identify the key principles of a good personality, common courtesy, professional manners, and the Golden Rule as they are practiced in the workplace environment. The course also describes ways to apply proper courtesy in different professional situations.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Personality:</strong> Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.</td>
<td>6</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Impression Management:</strong> Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits, The Social Context: Norms and Roles, The Target’s Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, Instrumental Complementarily, The Private Self, Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Assertiveness Training:</strong> Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.</td>
<td>6</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Interpersonal Relations:</strong> Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position.</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Business Etiquette:</strong> The ABC’s of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words.</td>
<td>4</td>
</tr>
<tr>
<td>Module</td>
<td><strong>Formal Interactions:</strong> Making Introductions and Greeting</td>
<td>6</td>
</tr>
</tbody>
</table>
VI
Module VII
Self assessment: Self assessment and brief introduction of each individual, Identifying individual areas that need improvement- speech pattern, diction, body language, enunciation and pronunciations, Conversational Techniques, Build self-confidence and self-esteem, Voice modulation Visiting cards exchange How to make proper introductions, Paying & receiving compliments, Small Talk & Networking, Increase valuable business relationships, Designer terminology, Body Language, Poise, Eye Contact

Module VIII
General Etiquettes : Fine dining, Styles of Eating, Silverware Savvy , The Role of the Napkin, How to Eat Various Foods, Foods to Avoid, Travel etiquette, Clothes and Corporate Culture, Personal Props and Accessories for Men and Women, Color Strategies for Everyone, Corporate role play, Developing Your Professional and Personal Image

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

Practical Component
- Group discussion
- Presentation skill
- Problem-solving and decision making skills through role plays
- Role plays on Leadership and creativity skills
- Role plays on Time management & Body language

Recommended Books
Text Books
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI

Reference Books
1. Business Etiquette by David Robinson, Kogan Page
2. Develop your Assertiveness by Sue Bishop, Kogan Page
### List of Journals/Periodicals/Magazines/Newspapers, etc.

<table>
<thead>
<tr>
<th>Title</th>
<th>Author/Editor</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to deal with Stress</td>
<td>Stephen Palmer &amp; Cary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cooper, Kogan Page</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pvt. Ltd., South Asian</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Edition</td>
<td></td>
</tr>
<tr>
<td>Successful Time Management</td>
<td>Patrick Forsyth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kogan Page</td>
<td></td>
</tr>
<tr>
<td>How to manage meetings</td>
<td>Alan Barker</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kogan Page</td>
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## M-337
### Human Resource Development

<table>
<thead>
<tr>
<th>Course/Paper : M-337</th>
<th>MBA Semester-III</th>
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<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
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<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

### Objective:
- This course is designed to help students in understanding various concepts of HRD, HRD systems and processes and help them in developing HRD facilitator’s skills, develop and design HRD programmes and implement and control them in various organizational setups.

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Introduction</strong>: Definition, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process.</td>
<td>5</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Introduction to HRD Tools</strong>: Need, scope and design of the HRD tools, Foundations of HRD Tools- Organizational Psychology concepts-Individual, Group and Organizational processes affecting performance, Competency Mapping and Career Management.</td>
<td>6</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Designing Effective HRD Programs</strong>: Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training material, Scheduling HRD Programs.</td>
<td>5</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Implementing HRD Programs</strong>: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs.</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Evaluating HRD Programs</strong>: Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation.</td>
<td>5</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Management Development and skills/technical training</strong>: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching.</td>
<td>5</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>HRD Experiences</strong>: HRD in Manufacturing and Service Industry, HRD in Government and Public Systems, HRD in Education, Health and other Sectors, Comparative HRD - International Experiences.</td>
<td>5</td>
</tr>
<tr>
<td>Module</td>
<td><strong>Emerging Issues in HRD</strong>: Creating awareness and</td>
<td>6</td>
</tr>
<tr>
<td>VIII</td>
<td>commitment to HRD, Industrial Relations and HRD, Utilization of HRD efforts, Emerging trends and perspectives, Future of HRD.</td>
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<td>------</td>
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</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**
- Designing HRD Programmes for employees of different sectors.  
- Case Study and role play on selecting training methods for the employees of different sectors and departments

**Recommended Books**

**Text books:**

**Suggested Readings:**
4. Rothwell Beyond training and development Jaico  
5. Blanchard, Thacker Effective Training Pearson  
8. Michael J. Marquardt and Dean W. Engel Global Human Resource Development Prentice Hall

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
- Harvard Business Review  
- Journal of Human Resource Development  
- Human Resource Development Review  
- International Journal of Human Resource Development and Management  
- Management Review- IIM Banglore  
- Vikalpa- IIM Ahmedabad, Human Capital.
### M-430

**Employment Laws**

<table>
<thead>
<tr>
<th>Course/Paper : M-430</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives:**
This course is designed to make the students understand basic concept behind procedural substantive and protective legislation relating to employment laws.

#### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Evolution of Labour Law:</strong> History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations.</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td>International Labour Organization and its role, Indian Constitution and Labour Legislation.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Employment Legislations:</strong> Contract Labour (Regulation and Abolition) Act, 1970, Standing Orders Act, 1946 (Setting up of model standing orders)</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Compensation Legislations:</strong> Payment of Wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>IR Legislations:</strong> Trade Union Act, 1926, Industrial Dispute act, 1947-Authorities Under this Act, Notice of Change, Procedures, Powers and Duties of Authorities, Strikes and Lock-Outs, Lay off and Retrenchment, Unfair labour practices and penalties</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>Work place Legislations:</strong> Factories Act, 1948 (Safety of welfare provisions)</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VIII</td>
<td><strong>Labour Policies:</strong> Emerging issues and future trends.</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>

#### Section-B

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

- Conducting a debate on constitutional provisions of labour law.
- Role Play on a case of collective bargaining play.
- Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.

### Recommended Books

<table>
<thead>
<tr>
<th>Text Books:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Suggested Books:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report of National Commission on Labour: Govt. Of India</td>
</tr>
<tr>
<td>2. The Indian Labour Year Book (Latest Issue). Ministry of Labour Govt. of India</td>
</tr>
</tbody>
</table>

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

- Journal of Management of Industrial Relations, Human Capital
- Online Journals and Resources.
# M-431
Performance Management & Retention Strategies

<table>
<thead>
<tr>
<th>Course/Paper : M-431</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<td>Total No of Contact Hrs: 56</td>
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<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives:**
- The course is designed to make the students understand the basic concepts of Performance Management and to expose the students to different approaches of Performance Appraisal with their industry application.

## Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction of Performance Management System:</strong> Definition of Performance Management System, Performance Planning, Performance Coaching and Performance Appraisal, Role of Appraisals in Performance Management, Role of Performance Management System, Characteristics of an ideal PM system.</td>
<td>8 Hours</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Performance Planning:</strong> Components of Performance Planning, Objectives of Performance analysis, Process of performance analysis, Performance Mapping tools.</td>
<td>6 Hours</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Implementing Performance Management System:</strong> Competency Mapping and Competence based Performance Management System. Linking individual and team goals to organizational goals, Goal setting procedure.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Performance Appraisal:</strong> Definition and objectives of Performance Appraisal, Process of Performance Appraisal- Self Assessment and its importance, Methods of Performance Appraisal- Traditional and Modern.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module V</strong></td>
<td><strong>Performance Coaching:</strong> Performance Appraisal as a training need assessment, Counseling for better performance, Feedback Mechanisms in Organizations- training the superiors to give constructive feedback.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module VI</strong></td>
<td><strong>Potential Appraisal:</strong> Meaning &amp; objectives of Potential Appraisal, Potential Appraisal &amp; Performance Appraisal.</td>
<td>6 Hours</td>
</tr>
<tr>
<td><strong>Module VII</strong></td>
<td><strong>Behavioral Performance Management:</strong> Principles of Learning, Theories of Learning, Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management.</td>
<td>8 Hours</td>
</tr>
<tr>
<td><strong>Module VIII</strong></td>
<td><strong>Performance management &amp; employee development:</strong> Personal Development plans, 360 degree feed back as a</td>
<td>7 Hours</td>
</tr>
<tr>
<td>developmental tool, performance management &amp; reward systems: performance linked remuneration system, performance linked career planning &amp; promotion policy.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section-B**

**At Least one Case Study from each module**

Questions will be case/inferences/application based

**Practical Component**

- Conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked to collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Prepare a performance appraisal form.

**Recommended Books**

**Text Books:**
1. H. Aguinis, Performance Management, Pearson

**Suggested Readings:**
2. B. Pattanayak: Human Resource Management, OUP

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

- Harvard Business Review
- Journal of Human Resource Development
- Annual Review of Psychology
- Journal of Applied Behavioural Science
- Human Resource Development Review
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.
M-432
Stress Management

<table>
<thead>
<tr>
<th>Course/Paper: M-432</th>
<th>MBA Semester-IV</th>
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</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives:
- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organizational stress, and
- indicating ways of coping with stresses.

**Section-A**

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Introduction to Stress:</strong> Stress: Meaning, Nature of Stress; constructs &amp; problems, Approaches to stress, Good Stress vs Bad Stress, Occupational Stress</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Stress Manifestation:</strong> Stages of stress, Signs of stress at work, Personality types and impact of stress on them: Behavioral and Situational Manifestations</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Sources of Stress:</strong> General sources of stress: stress and health, physiological and psychological illness, sources of managerial stress; Stress and thought process learning</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Assessment of Stress:</strong> Stress Assessment Tests, Biodots, Stress Meters, Cauchy stress, Kirchhoff stress, Nominal Stress, Biot Stress.</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Stress Management:</strong> Stress Diary, Becoming change skilled, Adopting a healthy life style, right attitude, thought awareness, imaginary (Auto-genic Therapy), learning to relax, Correct breathing, value and goal planning, time management, the individual’s ten commandments for effective stress management.</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Organizations and Stress Management:</strong> Recognize the signs, approaches to the problems, coping with resources and processes: assertiveness training, stress and social support, group processes and changing values for understanding and coping with stress</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>Stress and Role Conflict:</strong> Role; meaning and types, role stress, reasons for role stress, Occupational Role Stress Scale: meaning and scope.</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module VIII</td>
<td><strong>Stress and Leadership:</strong> Leadership styles in stressful and non stressful situations, managing leadership stress, decision</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>
### Section-B

**At Least one Case Study from each module**

Questions will be case/inferences/application based

### Practical Component

- First define your goal and then create affirmations to support those goals. Rather than engaging in worrisome thoughts about not getting a good grade, or studying the wrong material, focus on the positive outcomes. Your goals/affirmations might be that: “I am efficient and focused in my studying; the material that I study is useful and appropriate; and I take exams with ease and receive excellent grades for my performance.”
- Make a checklist of things that worry you when you study. Note down the steps you will take to reduce them.

### Recommended Books

**Text Books:**
1. Linden Wolfgang, Stress Management: From Basic Science to Better Practice, Sage, 2005

**Suggested Books:**

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

- International Journal of Stress Management
- Health Science Journal
- International Journal of Bio-resource and Stress Management
- Journal of Management Education
### M-433

**International Human Resource Management**

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Introduction to IHRM:</strong> Definition, Difference between IHRM and Domestic HRM, Models of IHRM-Matching model, Models of SHRM in Multinational Companies, Internationalization of HRM.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Organizational dynamics and IHRM:</strong> Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Recruitment, Selection and staffing in International context:</strong> International Managers, parent country nationals, third country nationals, host country nationals, selection Criteria and Techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment.</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Training and development in international context:</strong> Context Backdrop of international training, role of expatriate training, HCN training, Career Development, repatriate training, components of effective pre-departure training programmes, developing international staff and multinational teams, knowledge transfer in multinational companies.</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Performance Management:</strong> A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>International Compensation:</strong> Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international</td>
<td>7 Hours</td>
</tr>
</tbody>
</table>

**Course/Paper:** M-433  
**MBA Semester:** IV  
**No. of Lecture Hrs/week:** 03  
**Total No of Contact Hrs:** 56  
**No. of Tutorial Hrs/week:** 01  
**Internal Marks:** 30  
**External Marks:** 70  
**Exam Time:** 3 Hrs

**Objectives:**
- This course aims at familiarizing the students with the latest global trends in HRM across differing countries, HR Systems & policies. Management across borders requires global managerial staffing & International decision-making.
compensation, compensation practices across the countries, emerging issues.

<table>
<thead>
<tr>
<th>Module VII</th>
<th>International Labor Relations: Key issues of International Labor relations, response of labor unions to MNCs.</th>
<th>6 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module VIII</td>
<td>HRM practices in different countries: Japan, USA, UK, India and China.</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

- Discussing the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Designing and presenting a recruitment strategy for any two MNCs.
- Conducting a debate on the challenges involved in measuring performance of employees in multinational context.

**Recommended Books**

**Text Books:**

**Suggested Books:**
2. Tony Edwards, Chris Rees, International Human Resource Management, Person Education

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
- Journal of International Human Resource Management
- Management Review- IIM Bangalore
- Vikalpa- IIM Ahmedabad
- Human Capital.
# M- 434
## Management of Conflict and Collaboration

<table>
<thead>
<tr>
<th>Course/Paper: M-434</th>
<th>MBA Semester-IV</th>
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</thead>
<tbody>
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<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives:**
- To understand the basics of conflict management in an organization
- To know about the methods to be adopted by the organizations to diffuse the conflicts

## Section-A

<table>
<thead>
<tr>
<th>Module I</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction to Conflict:</strong> Meaning, nature, types of conflict: interpersonal, intrapersonal conflict, intergroup and intra group conflict</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Conflict Management Styles and Strategies:</strong> Competing, accommodating, avoiding, compromising, competing, Thomas-Kilmann Conflict mode instrument, conflict mapping.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Conflict Management Approaches &amp; Methods:</strong> Conflict management and conflict resolution, analytical problem solving approach, conflict transformation, communication, interpersonal mediation, transforming inter group relationship, conflict management tools</td>
<td>8 Hours</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Collaboration:</strong> Meaning, Introduction to collaboration, communication and trust, participatory learning and collaboration, empowerment.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module V</strong></td>
<td><strong>Communication and Collaboration:</strong> Styles of interaction, collaboration effectiveness and communication skills, relationship-building skills, relationship-enhancing skills, relationship-sustaining skills</td>
<td>8 Hours</td>
</tr>
<tr>
<td><strong>Module VI</strong></td>
<td><strong>Negotiation:</strong> Definition, meaning, nature, negotiation and communication, impact of individual differences on negotiation.</td>
<td>6 Hours</td>
</tr>
<tr>
<td><strong>Module VII</strong></td>
<td><strong>Bargaining and negotiation:</strong> Preparing for negotiation, Bargaining process, negotiation styles, fallback situations, behavior of negotiators during negotiation process.</td>
<td>7 Hours</td>
</tr>
<tr>
<td><strong>Module VIII</strong></td>
<td><strong>Collaborative Problem Solving:</strong> Principles, process, results and benefits of cooperative problem solving, BATNA</td>
<td>6 Hours</td>
</tr>
</tbody>
</table>

## Section-B

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

**Practical Component**

- Conduct a role play on any team conflict
- Enact a negotiation situation related to wages between union and management

**Recommended Books**

**Text Books:**

**Suggested Readings:**
1. Jeong Won Ho, Conflict Management and Resolution: An Introduction, Taylor and Francis, 2009
2. Hall Lavinia, Negotiation: Strategies for Mutual Gain, SAGE, 1993
3. De Marr, Janasz De Suzanne, Negotiation and Dispute Resolution, Prentice Hall, 2011

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

- African Journal of Conflict Resolution
- Journal of Conflict Resolution
- International Journal of Conflict Resolution
- International Journal of Organization Analysis
Course/Paper : M-435
MBA Semester-IV
No. of Lecture Hrs/week: 03
Internal Marks: 30
Total No of Contact Hrs: 56
External Marks: 70
No. of Tutorial Hrs/week:01
Exam Time: 3 Hrs

Objectives:
- To provide a theoretical framework for understanding human behavior.
- To explore one’s own feelings and behavior using the TA model.
- To understand the application of TA in several areas of people management organizations.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>TA and Self Awareness: Concept of Script, Articulate an understanding of the basic theory of TA and its application in clinical practice as described in the major TA texts, including structural analysis, transactional analysis, game, racket and script analysis and child development.</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td>Winners and Losers, Structural Analysis: Shifting Ego States, Second Order Structural Analysis, The Adapted Child, Qualities of the Little Professor, Qualities of the Natural Child.</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td>Life Positions, Life Scripts and Transactions: Different Life Positions, Script analysis, Role in script analysis, Types of Transactions, Transactions and the rules of communication.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td>Games and Strokes: Purpose and significance of games and how to avoid and counter them in treatment and in organizations, Relationship between stroking patterns and behavior.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td>TA Applications in Motivation, Leadership and Teamwork: Show an awareness of and have the ability to respond to risk and harm factors for self, client, and others.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td>Theories of TA: Demonstrate an understanding of TA theories of group process. Diagnosing the organization using standard TA concepts and theories.</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VII</td>
<td>TA in Counseling and Contracting for Change: Understanding the origin of psychological problems using TA concepts.</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module VIII</td>
<td>Contemporary Issues in TA: Describe the application of aspects of all the major approaches to TA and demonstrate knowledge of recent developments, including the similarities and differences between these approaches.</td>
<td>8 Hours</td>
</tr>
</tbody>
</table>
Section-B

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

<table>
<thead>
<tr>
<th>Practical Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Analyze and critique TA theory in relation to other theoretical models of psychotherapy, including those from the humanistic and psychodynamic traditions</td>
</tr>
<tr>
<td>• Synthesize a range of theoretical approaches to create an individual frame of reference with regard to the theory and practice of TA psychotherapy</td>
</tr>
<tr>
<td>• Analyze and critique research findings both in TA and in the general field of psychotherapy</td>
</tr>
<tr>
<td>• Critically reflect on and evaluate their own practice</td>
</tr>
<tr>
<td>• Apply their theoretical understanding flexibly and creatively to promote effective therapeutic relationships</td>
</tr>
</tbody>
</table>

Recommended Books

Text Books:
1. Stewart Ian, Transactional Analysis Counselling in Action, Sage Publications.

Suggested Readings:

List of Journals/Periodicals/Magazines/Newspapers, etc.
• Official Journal of International Transactional Analysis Association
• Transactional Analysis – Wave Magazine
<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>Emotional Intelligence: Meaning and Nature, Evolution of Emotional Intelligence, Components of EI, Measuring EI, Role of Emotional Intelligence in organization, Emotions and attitudes</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module II</td>
<td>Learning Organizations: Meaning and Objectives, Learning tools and techniques: Systems thinking, benchmarking and process mapping, measuring learning: the intellectual capital, creating a learning organization</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Module III</td>
<td>Creativity Management: Meaning, importance, developing creativity in organizations, techniques of creativity, managing creativity in organizations</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module IV</td>
<td>Time Management: Meaning, importance, methods, time management model, First, second and third generation time management; procrastination: definition, overcoming procrastination</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module V</td>
<td>Innovation Management: Invention vs innovation, innovation strategies and models, concurrent engineering, process innovation, product innovation, innovation management</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VI</td>
<td>Knowledge Management: Meaning and importance, knowledge management process, tools and techniques of knowledge management, challenges and barriers to knowledge management</td>
<td>7 Hours</td>
</tr>
<tr>
<td>Module VII</td>
<td>Talent Management: Meaning and significance, attracting talent, retaining talent, employee branding</td>
<td>6 Hours</td>
</tr>
<tr>
<td>Module VIII</td>
<td>Employee engagement: Meaning and significance, constituents of engagement, behavior of engaged employee, employee engagement measurement.</td>
<td>8 Hours</td>
</tr>
</tbody>
</table>

**Objectives:**
- To make the students aware of the recent management trends in human resource management in organizations
At Least one Case Study from each module  
Questions will be case/inferences/application based

<table>
<thead>
<tr>
<th>Practical Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.</td>
</tr>
<tr>
<td>- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.</td>
</tr>
<tr>
<td>- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommended Books</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Text Books:</strong></td>
</tr>
<tr>
<td><strong>Suggested Readings:</strong></td>
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</table>

<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Journal of Management and Strategy</td>
</tr>
<tr>
<td>- European Journal of Innovation and Management</td>
</tr>
<tr>
<td>- Ivey Business Journal</td>
</tr>
<tr>
<td>- International Journal of Knowledge Management Studies</td>
</tr>
</tbody>
</table>
### III Semester Electives

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-340</td>
<td>Materials Management</td>
</tr>
<tr>
<td>M-341</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>M-342</td>
<td>Production Planning &amp; Control</td>
</tr>
<tr>
<td>M-343</td>
<td>Management of Business Process Outsourcing (BPO) Organization</td>
</tr>
</tbody>
</table>

### IV Semester Electives

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-440</td>
<td>Logistics &amp; Supply Chain Management</td>
</tr>
<tr>
<td>M-441</td>
<td>Technology Management</td>
</tr>
<tr>
<td>M-442</td>
<td>Manufacturing Policy and Implementation</td>
</tr>
<tr>
<td>M-443</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>M-444</td>
<td>Operations Management in Services</td>
</tr>
</tbody>
</table>
# M-340
## Materials Management

<table>
<thead>
<tr>
<th>Course/Paper : M-340</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

### Objectives

- Learn for materials management in industries
- Able to describe the steps and procedures in inventory management
- Able to make analysis for inventory levels (specially operational spares)
- Learn and able to frame for layout of warehouse design

## Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Materials Management- An Introduction:</strong> Materials Management: Definition, objectives, Role of materials manager in industry &amp; Problem galore of materials manager, Overview of production planning &amp; control, Levels of manufacturing planning and control, bills of materials and their types (multilevel bills and multiple bills), Numerical for priority production Example: Use of TQM tools – Zero Defect program</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Purchase management:</strong> Format of purchase requisition form, Definition, objectives, types of purchase, contracting and types of contracting, purchasing procedure, Purchasing terms and conditions (General &amp; legal), Performance bank Guarantee, How to prepare purchase document and contracts document and Examples: Use of TQM Tool- Fitness for use -related to industry practice</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Inventory and stock control Management:</strong> Definition, objective, types, role of inventory controller, element of inventory cost, Terms used in determining inventory levels, EOQ, safety stocks, Re order point, Quantity discounts, types of inventory control methods Numerical on inventory types Example: Use of TQM tool- Just in time inventory philosophy for inventory cost reduction</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Warehouse management:</strong> Reasons for warehousing, definition types, Details of factory</td>
<td>5</td>
</tr>
</tbody>
</table>
warehouse, Warehouse layout, Terms used in warehouse (Zones, Location, equipment & stations) Role of warehouse manager, Details of functions, Warehouse management process, Industry Warehouse design considerations, Factors influencing effective use of warehouse Block diagrams for Right and wrong practice of materials management in warehouse Use of TQM Tools - 5S system in warehouse management

<table>
<thead>
<tr>
<th>Module V</th>
<th><strong>SAP System for Materials management:</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>SAP Introduction, various functional modules of SAP, SAP MM enterprise structure –defined, (Client, company code, plant, location, Template for SAP login menu) Template for materials management, Template for materials master configuration, Template for vendor master, Template for purchasing requisition Various transaction codes for purchasing menu</td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VI</th>
<th><strong>Cost Reduction Methods:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Standardization of spare parts stocking policy Concept, methods of standardization, industrial examples Waste &amp; Scrape control methods (Concept of waste, A to Z aspect of Scrape control Waste in warehouse, disposal of scrape and waste &amp; industrial examples)</td>
</tr>
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<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VII</th>
<th><strong>Selective inventory management:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meaning and concept, Types of selective methods, ABC, VED, and FSN, XYZ, SOS &amp; HML analysis. MUSIC (Multi unit selective inventory control method), its significance and use in industry.</td>
</tr>
<tr>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module VIII</th>
<th><strong>Managing vendors:</strong> vendor analysis, rating and selection-procedure and criterions, Integrated materials management – MRP I and MRP II</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

**Case Study / Application based :**
- Study and analysis of purchasing and contracting procedure and its documents of any chemical company
- Study and preparing of piping or any Bulk materials “Bill of materials” for any infrastructure company or any project
- Study of Spare parts interchangeability record with use of VED analysis for any chemical company
- Study and prepare—a chart for Vendor selection procedure for any retail company (like Rel fresh) for supply of FMCG items
Study and analysis for procurement strategy by use of HML Techniques for any power plant / automobile manufacturing company
Study and analysis for cost reduction techniques for warehouse management, especially for waste reduction in the yarn industry.
Prepare formats of different documents used in stores, like bin card, Material issue note, material return note, Item inspection report & item warrantee record
Study and prepare a report for Terms and concept of SAP MM Module used by any company

<table>
<thead>
<tr>
<th>Text Book(s) use Latest Edition</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reference Books use Latest Edition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Menon K. S., “Purchasing and Inventory Control”, Wheeler</td>
</tr>
<tr>
<td>2. Gupta &amp; Chitle, Materials Management, Text &amp; Cases, PHI.</td>
</tr>
<tr>
<td>3. P GopalaKrishnan, Materials Management – Text &amp; cases by Prentice- Hall of India</td>
</tr>
<tr>
<td>8. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009</td>
</tr>
<tr>
<td>13. SAP MM Module</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
</table>
**M-341**

**Total Quality Management**

<table>
<thead>
<tr>
<th>Course/Paper : M-341</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 2</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

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

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction:</strong> Concept of quality, Definition, Dimensions of quality, Evolution of TQM, TQM Defined, TQM Frame work, Components of TQM</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Philosophy / Models of Quality Leaders:</strong> TQM Frame work, Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle</td>
<td>5</td>
</tr>
</tbody>
</table>
| **Module III** | **Customer Driven Quality and cost of quality**  
Customer Driven Quality: Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints, Examples  
Cost of Quality: Concept, Introduction, Components of cost of quality and its measurement | 6 |
| **Module IV** | **Quality Improvement tools:** Concept, Meaning, acceptance sampling  
Types: Check sheets, histogram, Pareto charts, Cause & effect diagram, Scatter Diagram, Control charts, Graphs | 5 |
| **Module V** | **Quality Management Systems & Management tools**  
Quality systems, : concept & meaning, Evolution ISO 9000- Concept, Definition, Requirements for ISO 9001,9002 & 9003 Examples  
Management quality programmes: 5S tools (introduction and audit sheet), Zero defect program, Six Sigma approach, Quality Circles & Business process reengineering, Just in time concept  
Management tools: Affinity diagram, Relation Diagram, Tree Diagram, Matrix diagram, Process decision programme chart | 6 |
| **Module VI** | **Total Quality Management awards -Models:** Deming Award Criteria, Malcolm Bald ridge National Quality Award, European Quality Award, CII EXIM bank award of | 5 |
Module VII

**Benchmarking**

Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

Module VIII

**TQM Implementation in manufacturing sector and service sector:**

- Organizing for Quality: Quality basic beliefs, Examples of companies, need for organizing for quality, factors affecting quality implementation in the organization,
- Steps for implementation: Quality training and education
- Re-design of quality functions:
  - Quality engineering & quality control,
  - Fitting the total quality culture in a company:
- Quality in design, Quality in procurement, safety aspect in Quality (specially petroleum industries), Quality in service, Quality in manufacturing, Quality in marketing, Quality in after sales service.

### Section B

**At Least one Case Study from each module**

Questions will be case/inferences/application based

#### Practical Component

**Industrial cases / Examples**

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry.
- Prepare a documentation and requirement report for ISO 9000 for any retail/manufacturing industry, already having ISO certification.
- Study and benchmarking of customer satisfaction for any four life insurance industry/Banking.
  - Study and prepare a report on Six Sigma, which is already applicable in the industry.
- Prepare a report suggesting an zero defect program by use of quality tools for any industry.
- Prepare a report on 5S programme for better retrieval & documentation system for any retail warehouse.
- Prepare a report with parameters study (for quality assurance in manufacturing process/raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits.
- Study and prepare a report for a company using quality award techniques for rating their quality parameters as whole of the organization.

### Recommended Books

**Text Book(s) Use Latest Edition**

**Suggested Readings:**

4. Indian standard – quality management systems – Guidelines for performance Improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5. Al Endres, Implementing Juran’s Road Map for Quality Leadership: Benchmarks and Results, Wiley, 2000
8. James W. Fairfield-Sonn, Corporate Culture and the Quality Organization Quorum Books, 2001

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

# M-342 Production Planning and Control

<table>
<thead>
<tr>
<th>Course/Paper : M-342</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

**Objectives:** To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

## Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td><strong>Overview of Production planning &amp; Control:</strong> introduction, phases of production (Schematic Diagram), Functions of production planning &amp; control Types of production systems: types, concept, application, Introduction of Levels of manufacturing: Aggregate planning, master production schedule, Material requirement planning.</td>
<td>5</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Demand forecasting &amp; application of transportation model:</strong> Demand forecasting: introduction, meaning, Need, Types of forecasts, overview of quantitative methods, and qualitative methods Numerical problems</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Industrial safety management</strong></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Industrial safety meaning, workers safety, legal aspect of safety, causes of accidents, accidents effects on plant and worker, Work permit procedures in plant, safety equipment, PPE's, breathing apparatus, safety belt, etc</td>
<td></td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Maintenance Management system</strong></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Meaning, type, scope, maintenance budget, shut down maintenance, break down maintenance, corrective maintenance, preventive maintenance, Reliability Centered Maintenance Introduction, concept, functional basis maintenance, procedure, advantages, risk factor calculation, economics calculation of failure trends in reliability maintenance, criticality rating of equipments.</td>
<td></td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Capacity Planning &amp; Scheduling:</strong></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Capacity planning:</td>
<td></td>
</tr>
</tbody>
</table>
### Module VI

**Material requirement planning**, meaning, types, objective, MRP planning & controlling activities (input, inventory record, final requirement), Bill of materials, types of bill of materials, examples, various terms, material requirement planning process: Exploding and offsetting, gross & net requirement, releasing orders & low level coding & netting. Numerical

**Production activity control**: meaning, purpose, Steps, data requirement (planning files & control files) Manufacturing lead time, Examples, Numerical

### Module VII

**Inventory Management**: Objective, Types of inventory, Functions, Inventory control techniques & Examples

**Just in time Manufacturing**: Concept, characteristics, components and process of just in time, examples of manufacturing industries

### Module VIII

**Cost reduction and new era in production system**: 

- **Flexible manufacturing system**: Introduction, concept, types role in manufacturing system, examples
- **Lean manufacturing**: Concept, cost reduction techniques, Examples
- **Agile manufacturing**: Concept, techniques
- **Computer integrated manufacturing systems**: use of information system, CNC & NC Machines, SAP - Production Module

---

**Section-B**

At Least one Case Study from each module

Questions will be case/inferences/application based

**Practical Component**

**Case study and Examples: Manufacturing industry:**

- Study and prepare a production schedule of a multiproduct manufacturing unit, based on previous year schedule (tyre & paint industry or others)
- Study and report preparation on furcating of a four vehicle segment industry.
- Study and analysis of safe working practice in a chemical and petro-chemical plant and their procedure.
- Prepare a maintenance budget and a report on equipment reliability maintenance procedure for plant production increased productivity.
- A report on Flexible manufacturing system indicating the improvement process and benefits for any consumer product manufacturing unit, like frig, washing machine, air conditioner etc.
A report on multilevel bill of materials and prepare a MRP requirement for a specific period (retail sector etc)

**Recommended Books**

**Text Book(s) Use Latest Edition**
1. Seetharama, Peter J., Dennis W, Production planning & inventory control by–Pub. PHI
2. Production and operation management- S N Chary- Tata Mc Graw hill

**Suggested Readings:**
1. Groover, M. P., Automation, Computer Integrated Manufacturing System,
2. R. B Khanna, Production and operation management by–Pub. PHI
4. Buffa, Modern Production & Operation Management – Pub.- Wiley India

**List of Journals/Periodicals/Magazines/Newspapers, etc.**
Management of business process outsourcing

<table>
<thead>
<tr>
<th>Course/Paper : M-343</th>
<th>MBA Semester-III</th>
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<tbody>
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<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
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<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
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<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
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</table>

➢ Objectives

- To introduce the students to the basic concepts of outsourcing.
- To study the scenario of Outsourcing in India and the Global scenario.
- To discuss related issues such as knowledge transfer, culture change,
- Communication, risk and strategies.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module II</td>
<td>DATA PROTECTION AND SECURITY: Introduction to Data protection and security- definition of Data types of data- principals and code of practices Data Protection Act 1998 Challenges in privacy advocacy Role of data protection authority Data Security standards and measures</td>
<td>5</td>
</tr>
<tr>
<td>Module III</td>
<td>BACK OFFICE OPERATIONS: Emergence and Concepts of Back office operations Functions, tools and techniques of back office operations. Use of technology on back office operations Transformation processes - Back office and front office operations</td>
<td>4</td>
</tr>
<tr>
<td>Module IV</td>
<td>Voice and accent training: Communication: Process of communication, Conversational skills, Language and its function, Ways to handle customer and different types of customers, Telephone Ethics: Basic telephone rules, Making a call (During and after), Gathering Information by telephone (Before and After),</td>
<td>10</td>
</tr>
</tbody>
</table>
Answering the telephone (before and during)  
Listening Skills  
What is Listening, Types of Listening, Ten Aids to good listening, Communication Games  
Voice:  
Vocal Qualities, Mechanics of speech, Vocal Modulation, Practice of Pitch, Volume, Diction, Speed & Tone, Diphthongs.  
Accent:  
MTI removal (s, sh, zh, z), How to use convincing accent, Vowel and consonant sound, Pronunciation Drills, Drills on tongue twisters, Learn the International phonetics Alphabets Learn to make the American/British sounds

<table>
<thead>
<tr>
<th>Module V</th>
<th>CUSTOMER RELATIONSHIP MANAGEMENT:</th>
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<table>
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<tr>
<th>Module VI</th>
<th>SIX SIGMA QUALITY IN OUTSOURCING:</th>
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<tbody>
<tr>
<td></td>
<td>Concepts, theories and emergence of Total Quality Management and six-sigma. How Six Sigma Relates to Lean, TOC, TQM, Six sigma tools and techniques Essentials of learning and understanding six sigma methodologies for managers; Process of DMAIC</td>
</tr>
</tbody>
</table>

Section-B

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

Practical Component

Case Study on each module:  
Prepare a report for lost sales of a drinking water bottles manufacturing company for its quality improvement by six sigma approach and analysis of problems by fishbone diagram  
Study and prepare a report on communication system at BPO indicating learnings. Study and analysis of ECRM process of any company  
Study and report preparation for back office operations of an education industry(IIT- JEE Preparation)  
Prepare a report for ,how data are transfer and kept privacy of data in KPO firms
Recommended Books

<table>
<thead>
<tr>
<th>Text Book(s) (Use Latest Edition)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sarika Kulkami, Business Process Outsourcing,</td>
</tr>
<tr>
<td>2. J Brian Heywood, The Outsourcing Dilema,</td>
</tr>
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<table>
<thead>
<tr>
<th>Suggested Readings:</th>
</tr>
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<tbody>
<tr>
<td>1. Zahid Khalid Optimizing Back office operations</td>
</tr>
<tr>
<td>2. Gordan, Office operations</td>
</tr>
<tr>
<td>3. Madhavi Garikaparthi, E-CRM- Concepts and Cases. ICFAI Publication,</td>
</tr>
<tr>
<td>4. David Salomon, Data privacy and security by</td>
</tr>
<tr>
<td>5. Bala Bhaskaran P, KPO: A Shifting Paradigm Book Description</td>
</tr>
<tr>
<td>6. Arjun Raina, Speak Right For A Call Centre Job! A Complete Training Guide For International Telephonic Interface</td>
</tr>
<tr>
<td>7. Hammonds, Data protection by Click &amp; Duneining, Business Process Outsourcing-The Competitive Advantage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
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</table>
# Logistics and Supply Chain Management

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Designing the supply chain Network</strong>&lt;br&gt;Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice design in the supply chain – role of network – factors affecting the network design decisions</td>
<td>8</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Designing and planning for transportation network:</strong>&lt;br&gt;Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Sourcing &amp; pricing</strong>&lt;br&gt;Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contract.</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module V</strong></td>
<td><strong>Dimensions of Logistics</strong>&lt;br&gt;Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module</strong></td>
<td><strong>Inventory Management</strong></td>
<td>7</td>
</tr>
</tbody>
</table>
VI  | Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

Module VII  | Supply Chain Integration

Module VIII  | Decision-support systems for supply chain management
Introduction – the challenges of modeling – structure of decision support systems – input data – analytical tools – presentation tools – supply chain decision – support systems.

9

6

Section-B

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

Practical Component
Prepare a chart for Supply chain network of petroleum, milk product, etc
Study and design a supply chain network for film distribution system to distributors and release of film
Study and analysis of logistics integration system of Walmart company
Study and prepare a report for decision support system and with retail
Analysis for DSS of reliance fresh or any other retail company for FMCG product
Study and comparison for pull v/s push system for coke, pepsi products or any other company
Study of FMCG inventory management at any retail warehouse/retail mall.

Recommended Books:

Text Book(s) (Use Latest Edition):
2. R P Mohanty & S G Deshmukh, Supply Chain Management- Theories & Practice — Pub: Biztantra House

Suggested Readings:
1. Sunil Chopra, Supply Chain Management—Pub: Peter Meindi

<table>
<thead>
<tr>
<th>List of Journals/Periodicals/Magazines/Newspapers, etc.</th>
</tr>
</thead>
</table>
M-441
Technology Management

<table>
<thead>
<tr>
<th>Course/Paper : M-441</th>
<th>MBA Semester-IV</th>
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</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives:
- Understand basic concept and meaning of technology
- Discuss evolution and growth of technology
- Understand role and significance of technology management
- Discuss impact of technology on society and business

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td><strong>Introduction:</strong> Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.</td>
<td>7</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Change Management:</strong> Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.</td>
<td>7</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Productivity Improvement Techniques</strong> Definition &amp; Concept of Productivity: Productivity &amp; performance, partial productivity, Total Factor productivity, Application of productivity techniques Total Productivity model Salient features of TPM, Causes of poor productivity, Sumanth’s five pronged approach to productivity improvement Implementation of total productivity model &amp; Limitations</td>
<td>7</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Innovations Management:</strong> Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management</td>
<td>7</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Creative and Lateral Thinking Management:</strong> Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.</td>
<td>7</td>
</tr>
<tr>
<td>Module</td>
<td><strong>Make Or Buy Decisions:</strong></td>
<td>7</td>
</tr>
</tbody>
</table>
VI
Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.

Module VII
World class manufacturing Techniques
Historical perspective Bench marks, Bottlenecks and Best Practices:
Concepts of benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing - Value added manufacturing - eliminating waste - Toyota Production System - example.
System & tools for world class manufacturing: Improving Product & Process
Design - Lean Production, Poka Yoke , 5-S , 3 M, JIT, Optimizing , Total Productive maintenance

Module VIII
Business Process Reengineering:
Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.

Section-B

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

Practical Component
Study and analysis of Technology upgradation for crude oil extraction Techniques/ fuel engine
Study and prepare a report for BPR for Motor cycle vehicles for fuel efficiency design and parameters.
Study and analysis of any two products of ITC or HUL for its recognition as world class leaders for lean manufacturer & SS practice.
Study and report preparation for how to increase the productivity of any FMCG manufacturing company.
Concept study for any organization ,which has practice of change management and its benefits
Study and analysis of Innovation management of Dr.fix –it products for house and roof interior finishing
Or
Innovation in tyre industry as radial tyre and its benefits.
Study and analysis of make or buy decision for washing mc electronic parts for long run success of company

Text Book(s) (Use Latest Edition)
Suggested Readings:
1. Hossein Bidgoli (2010), The Handbook of Technology Management (3 Volume Set), Wiley.

List of Journals/Periodicals/Magazines/Newspapers, etc.
# RTU MBA SYLLABUS 2013-2015

## M-442

**Manufacturing policy & Implementation**

<table>
<thead>
<tr>
<th>Course/Paper: M-442</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
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<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

### Objectives:
- Learn How manufacturing policy are framework
- Able to Describe the steps and procedures for manufacturing implementation management
- Able to make analysis for inventory levels (specially raw materials and subassemblies)

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module 1</strong></td>
<td><strong>Corporate Strategy:</strong> Strategy, Strategic Management, Strategy objectives, Strategic Planning, Strategy levels Strategy implementation process Organization of manufacturing / Service facility Manufacturing Strategy /Examples</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Manufacturing strategy:</strong> Definition, Concept, Detailed objective, levels of production planning &amp; control &amp; their explanation Type of manufacturing strategy: Design to order, Engineer to order, make to order, ready stock Examples of different types of manufacturing systems</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Evolution of Manufacturing systems:</strong> Concept, History, objective, Application/ Utility of below systems Stages of manufacturing Systems Guild system, putting -out system, English system of manuf., American system of manufacturing, mass production, Just in time manuf., Lean manufacturing, Flexible Manuf., mass customizing, Agile Manuf., Rapid Manuf., Pre-fabrication, Packaging &amp; Labeling.</td>
<td>8</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Manufacturing Infrastructure:</strong> Facility Planning &amp; location: definition, objective, detailed aspect for location criteria, Layout Criteria, their models Quantitative examples</td>
<td>6</td>
</tr>
<tr>
<td>Module</td>
<td>Syllabus</td>
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</tbody>
</table>
| V      | **Capacity & Aggregate Planning**:  
  Capacity Planning:  
  definition, objectives, Levels of capacity, Capacity planning,  
  Capacity control & Quantitative examples  
  Aggregate Planning:  
  Aggregate planning, aggregate strategies with suitable  
  quantitative examples  
  Vertical Integration  
  definition, objective, levels of integration,  
  Make or buy decisions, acquisitions, Mergers’ |
| VI     | **Product Quality Management**:  
  Introduction:  
  Quality concept, objectives of quality, Role of TQM in  
  production, planning & Control  
  Six Sigma quality tool:  
  Introduction objective, application  
  Quality of purchasing goods  
  Purchasing strategy, import substitution,  
  terms & conditions of International bidding. Third party  
  inspection. |
| VII    | **Innovations & Technology upgradation**  
  Meaning, objective, type of innovation, competitive  
  advantages, reduction of obsolescence Prize scheme, energy  
  saving schemes |
| VIII   | **ISO 14000**:  
  meaning, Environment factor in Manufacturing, Applicability ,  
  ISO 14000 elements , Examples |

**Section-B**

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

**Practical Component**

Prepare a report being at management level a corporate strategy for enhancing no  
of student in your IIT- JEE coaching every year by 3000 nos for next five years.  

Being a manager- Manuf. –What are new innovations are being incorporated based  
on feasibility and economics of customer base  

Prepare a report for Thermal power plants chimney waste to prevent the
environment.

Study and prepare a report for setting up a plant for shoe making company, for its minimizing the logistics cost in any part of India as well as high volume of customers.

Suggest your innovation for replacing starting pinion gear of TVS Scooty, its whole assembly is to be replaced which is costing Rs 500/-, can you suggest to the company as a customer with necessary drawing so that the pinion can be dismantled and replaced.

Being manager in Birla tyre company, prepare a chart for manufacturing scheme for forecast demand of one lac tyres/year basis required for different segment of four vehicle, like light duty and heavy duty, considering the interchangeability in different manufacturers as well as on time delivery of the customers week wise schedule.

Recommended Books

<table>
<thead>
<tr>
<th>Text Book(s) (Use Latest Edition)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Hayes, Operation Strategy &amp; Technology Perusing the competitive edge - Pub. Willey</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested Readings:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Buffa, Modern Production / Operation Management - Pub. Willey</td>
</tr>
<tr>
<td>2. Laursen, Business analytics for managers, Pub. – Willey</td>
</tr>
<tr>
<td>3. Desai R G – Environmental studies - Himalaya Publishing house</td>
</tr>
<tr>
<td>4. Bhagi &amp; Chatwal, Environmental chemistry - Himalaya Publishing house</td>
</tr>
<tr>
<td>5. Bal A S – an Introduction to environmental management - Himalaya publishing house</td>
</tr>
</tbody>
</table>
# M-444
## Operation Management in Service

<table>
<thead>
<tr>
<th>Course/Paper : M-444</th>
<th>MBA Semester-IV</th>
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</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
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<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

### Objectives:
- Learn for Operation management in service industry
- Able to Describe the steps and procedures in Service industry
- Able to make analysis for customer requirement and product feature
- Learn and able to frame for layout of designing delivery system

## Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction to Operations Management</strong>&lt;br&gt;What is operations management? Production system concept, Transformation process, difference between products and services, operations as service, Current issues in operations management, Operations strategy, competitive dimensions, operations strategy in services</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td>Designing Service Delivery systems&lt;br&gt;Introduction, distinctive characteristics of service operations, Service/product mix, intangible nature of services, simultaneous provision and consumption of services, time dependent capacity, customer management, multi site management, factors involved in delivering services, categories of services, service delivery systems, design, IT based and other service delivery systems design, Issues to considered in delivery system design service profiling management</td>
<td>8</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td>Retailing:&lt;br&gt;Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Types of Retail Formats</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Introduction to services</strong>&lt;br&gt;Concepts, Contribution &amp; reasons for the growth of services sector, Myths about services, Characteristics of Services, GAP</td>
<td>7</td>
</tr>
<tr>
<td>Module</td>
<td>Topic</td>
<td>Credits</td>
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<tr>
<td>IV</td>
<td>Understanding customer expectation through market research&lt;br&gt;Key reasons for GAP 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis &amp; targeting in services.</td>
<td>8</td>
</tr>
<tr>
<td>V</td>
<td>Employee role in service designing&lt;br&gt;Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality – Productivity trade off, Strategies for closing GAP 3.</td>
<td>7</td>
</tr>
<tr>
<td>VI</td>
<td>Customer’s role in service delivery&lt;br&gt;Importance of customer &amp; customer’s role in service delivery, Strategies for enhancing Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.</td>
<td>7</td>
</tr>
<tr>
<td>VII</td>
<td>Role of marketing communication&lt;br&gt;Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.</td>
<td>6</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

Being a manager in five star Hotel industry, prepare norms and quality systems for best service practice to delight customers

Being a manager marketing in motor vehicle insurance company, how you would develop a economic justification for equipment insurance of fertilizer company for four compressors which are costing of worth Rs. 3000 Million.

Being in a Hotel Industry, Design total logistics for supply of food plates to airway service industry 2000 nos. per day basis, distance travelled is 20 km.

Being as manager inventory in a retail sector mall how u would analyses the FMCG items stocking philosophy so that stock out condition and expiration does not exists.

You are Head of Marketing for a new fertilizer plant under project stage, How u would establish the SCM up to retailers, so that one day company producing 2000 MT per day basis u would be able to claim management that complete per day production is distributed to retailers and also sold to the customers one day lead basis.
Design your plan and branding, as well as seeding program for your own brand product which is expected after a year so that you can ensure management commitments at full confidence.

### Recommended Books

**Text Book(s) (Use latest Edition):**

2. Christopher Lovelock, Services Marketing, Pearson Education.

### Suggested Readings:

3. Russel and Taylor, Operations Management: Along the supply chain -, 6/e, Wiley India.,
4. S.L. Gupta,1/e, Sales & Retail Management: An Indian Perspective - 2007, Excell books.
5. Upendra Kachru, 1/e Production and Operations Management: Text and cases –, Excel Books.

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

### Group E [INFORMATION TECHNOLOGY MANAGEMENT]

<table>
<thead>
<tr>
<th>III Semester Electives</th>
<th>IV Semester Electives</th>
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<tbody>
<tr>
<td>M-350</td>
<td>Business Process Re-engineering</td>
</tr>
<tr>
<td>M-351</td>
<td>System Analysis and Design</td>
</tr>
<tr>
<td>M-352</td>
<td>Strategic Management of Information Technology</td>
</tr>
<tr>
<td>M-353</td>
<td>Data Base Management</td>
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<td>M-354</td>
<td>Client Server Application Management</td>
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<td>M-450</td>
<td>Management Support System</td>
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<td>M-451</td>
<td>E-Business</td>
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<tr>
<td>M-452</td>
<td>Security and Cyber Law</td>
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<tr>
<td>M-453</td>
<td>Enterprise Resource Planning</td>
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<td>M-454</td>
<td>Multi-Media management</td>
</tr>
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</table>
## M-350
### Business Process Re-engineering

<table>
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<th>Course/Paper: M-350</th>
<th>MBA Semester-III</th>
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<td>Internal Marks: 30</td>
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<td>Total No of Contact Hrs: 42</td>
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<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
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</tbody>
</table>

### Objectives:

**Goal:** Understand what and how business processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes.

**Strategy:** Emphasize challenges and opportunities for BPE/BPR across the process life cycle using Electronic Commerce and Intranet and Extranet technologies

**Focus:** Understand and apply knowledge-based concepts, techniques, and tools for BPE/BPR centered on Electronic Commerce and network information system applications.

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction and Foundation:</strong> Engaging the Process from 360°, the Six Objectives of Transformational BPR, Process Reengineering vs. Improvement, Five Key Situations to Apply BPR, BPR Critical Success Factors, Moving Forward with BPR. Business Process Life Cycle Engineering, Introducing business process life cycle engineering and IT Support, Meta-Models and Knowledge Taxonomies for Business Processes.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>Reengineering the Tactical Layer:</strong> Silos and Cross Functional Handoffs, Horizontal Realignment of Work Activities, Effective Work Shifting, Customer (Internal and External) Self Service, Parallel Processing, Activity Consolidation, Eliminating / Minimizing Inspections, Mistake Proof Activities, While There Processing, Process Triage and Multiple Processes, Tactical Layer Technology Enablers, Business Process Visualization and Prototyping: Visualization process and Tools, Use of Multimedia.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>Reengineering the Operational Layer:</strong> Case Managers and Concierges, Decision Making and Delegated Authority, Deemed Approved Loops, Eliminating / Minimizing Reviews and Approvals, Vertical Realignment of Work Activities, Supervision vs. Facilitation, Proactive Operations, The Value of Deep Business Relationships, Rules v. Guidance, Operational Layer Technology Enablers.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Reengineering the Strategic Layer:</strong> COEs / Shared Services vs. Decentralization, Cross Enterprise Value Stream</td>
<td>5</td>
</tr>
</tbody>
</table>
### Module V
**Building BPR Business Cases:** Business Value Drivers, Cost Analysis, Risk Analysis, Sponsorship and Validation Business.
**Process Elicitation and Modeling:** Business Process Analysis and Measurement.

### Module VI
**Core Business Processes and Process Model:** Internal Logic, Feasibility, Cost/ROI, and ROP/ROK of different modeled processes.
**Business Process Simulation and Process Redesign:** Visual Discrete-Event simulation Tools, Possible Redesign Alternatives and worthiness.

### Module VII

### Module VIII
**BPRE & TQM:** benchmarking, ISO standards, Implementation of BPRE-business process management, principles, Business models, barriers.
**Change management:** Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.

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

#### Practical Component
- Putting It All Together - Process Reengineering Case Study, Discussion on how actually BPR works in the organisation
- Participants reengineer a real-world business process case, Visit/ study any organisation which implemented BPR.
- This case study provides an invaluable template that participants can leverage to jump start transformational reengineering in their organization.

#### Recommended Books (Please Use Latest Edition of the books)
**Text Books:**
**Suggested Readings:**


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

- Journal of Business Process Reengineering
- International Journal of Production Economics
- Online Journals and Resources
- Consultancy Studies and Reports (subject to author’s / consulting organization’s permission).
## M-351
### System Analysis and Design

<table>
<thead>
<tr>
<th>Course/Paper : M-351</th>
<th>MBA Semester-III</th>
</tr>
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<tbody>
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</tbody>
</table>

### Objectives:
- The objective of the course to equip the students with analytical tools for solving case studies by scanning the business environment and coming to a decision.
- The course aims at helping the students in developing strategic decision making skills.

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module II</strong></td>
<td>Systems Analysis Toolkit: (Practical Approach) Communication Tools: Successful Communications, Effective Letters, Memos, And Email Communications, Measuring The Readability Of Written Material, Organizational Written Reports &amp; Its Report Sections, Guidelines For Effective Oral Communication, Organize And Plan An Oral Presentation, Speaking Techniques To Achieve Your Objectives, Economic Analysis, Classify Costs And Benefits: Tangible Or Intangible, Direct Or Indirect, Fixed Or Variable, And Developmental Or Operational, Chargeback Methods And Uses, Payback Analysis &amp; Calculation Of The Length Of Time To Pay, Return On Investment Analysis &amp; Measure A Project’s Profitability, Present Value Analysis For The Value Of A Future Project Measured In Currency. Case Tools: Case Tools And The Concept Of A Case</td>
<td>6</td>
</tr>
<tr>
<td>Module</td>
<td>Internet Resource Tools:</td>
<td>Requirements Modeling, Data And Process Modeling:</td>
</tr>
<tr>
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<td>-----------------------------------------------</td>
</tr>
</tbody>
</table>
## Module VI
**Output and User Interface Design, Data Design:**

## Module VII
**Systems Architecture, Systems Implementation:**

## Module VIII
**Systems Operation, Support, And Security, Project Management Tools:**

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

### Practical Component:
Student shall study at least 4 to 5 Case Studies on Systems Implementation Projects. The faculty shall guide students to develop the software so that they can understand Systems Analysis Design practically.

### Recommended Books (Please Use Latest Edition of the books)
**Text Books:**

**Suggested Readings:**

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

Computer Express, Chip, Data Quest

Note: The Instructor / Faculty Member will guide the students regarding suggested readings from Text(s) and references in this subject.
M-352
Strategic Management of Information Technology

<table>
<thead>
<tr>
<th>Course/Paper: M-352</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives:

- This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.
- To develop an understanding of the role of strategic management of IT, particularly in relation to evaluating emerging technology and trends and adopting a critical approach to strategic decisions.
- This provides skills and knowledge to lead the analysis, implementation and management of emerging and converging information and communication technologies as they are integrated into the business process to support organizational strategic goals.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization’s internal capabilities to the conditions in its external environment.</td>
<td>5</td>
</tr>
<tr>
<td>Module II</td>
<td>Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.</td>
<td>6</td>
</tr>
<tr>
<td>Module III</td>
<td>Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information system &amp; Management, Six IS leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT &amp; Management, I.T. &amp; Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.</td>
<td>6</td>
</tr>
<tr>
<td>Module</td>
<td>Technology planning for strategic position:</td>
<td>Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitive position.</td>
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</tr>
<tr>
<td>Module V</td>
<td>Entrepreneurship Entrepreneurial action:</td>
<td>Discovery process and exploitation process contribution in technology strategy formation, emergent dimension of technology strategy &amp; relationship between the entrepreneurial process, enterprising individuals and technology strategy formation.</td>
</tr>
<tr>
<td>Module VI</td>
<td>Systematic planning and analysis of sequential process:</td>
<td>Role of management cognition and learning for the development of technological capabilities and management of the creation and transfer of technological knowledge.</td>
</tr>
<tr>
<td>Module VII</td>
<td>Power, politics and technology strategy:</td>
<td>Power and politics impact on the successful application of technology organizations, role of power and politics in the technology strategy process, both within and between organizations, Different and often competing theories and concepts of power, the use (and abuse) of power in technology strategy making.</td>
</tr>
<tr>
<td>Module VIII</td>
<td>Culture:</td>
<td>The culture effects on strategic options selection, strategic options acceptance for implementation of successful strategy</td>
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<tr>
<td></td>
<td>Environment:</td>
<td>Opportunity or threat, The environment constraints on technology strategy and strategic choice, Legal frameworks and support for technological innovation, development of technological standards, limits on transfer of intellectual property, competitive response and a major challenge, organizations and institutions environment reaction for more proactive and actually engaging and technological environment development</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component**

- Know how & use of analytical tools used in organizations for innovative and possible alternatives and effective decision making.

**Recommended Books (Please Use Latest Edition of the books)**

**Text Books:**
1. Strategic Management in Information Technology, David B. Yoffie
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz

**Suggested Readings:**
1. Management Strategies for Information Technology (Business Information
2. Etourism: Information Technology for Strategic Tourism Management, Dr Dimitrios Buhalis
3. Strategic Information Technology and Portfolio Management, Albert Wee Kwan Tan
Objectives:
This subject has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment. Moreover it facilitates to get the complete over view of practical approach of the subject.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module I</strong></td>
<td><strong>Introduction:</strong> Purpose of Database Systems, Views of data, Data Models, Database language, Transaction Management, Storage Management, Database Administrator, Database Users, Overall System Structure, Different types of Database Systems. Files and file systems – database systems – introduction to database models – data base models and internet.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module II</strong></td>
<td><strong>The Relational Database Model:</strong> A Logical view of data – keys – integrity rules – relational database operators– relationships within the relational database – data redundancy indexes, Structure of Relational Database, The Relational Algebra, The tuple relational calculus, The Domain Relational Calculus, Views SQL- Background, Basic Structure, SET operations, Aggregate functions, Null Values, Nested Sub queries, Derived Relations, Views, Modification of Database, Joined Relations, DDL, Other SQL features.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module III</strong></td>
<td><strong>E-R Model:</strong> Basic Concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Weak Entity set, Extended E-R features, Design Of an E-R Database Schema, Reduction of an E-R schema to Tables</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td><strong>Transaction:</strong> Transaction Concepts, State, Implementations of Atomicity and durability, Concurrent Executions, Serial &amp; Sorting, Recoverability, Transaction Definition in SQL. <strong>Concurrency Control:</strong> Lock based protocol, Timestamp based protocol, Validation based protocol, Multiple Granularity, Multi version Schemes, Deadlock Handing, Insert and Delete operations, Concurrency in index structure.</td>
<td>5</td>
</tr>
<tr>
<td>Module V</td>
<td>Lab Exercise 1: Creating, altering and dropping tables with integrity constraints. Retrieving and modifying data from a database. Introduction to PL/SQL, using output from server. Use of implicit &amp; explicit cursors in data handling.</td>
<td>5</td>
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</tr>
<tr>
<td>Module VII</td>
<td>Lab Exercise 3: Retrieving data from database using IN, BETWEEN, LIKE, ORDER BY, GROUP BY and HAVING clause. Use of scalar and aggregate functions. Retrieving data from a database using Equi, Non Equi, Outer and Self Join. Using sub-queries, row-id and row-num for retrieving data. Use of views, indexes and sequences.</td>
<td>5</td>
</tr>
<tr>
<td>Module VIII</td>
<td>Lab Exercise 4: Exception handling – Oracle defined and User defined. Use of stored procedures &amp; functions in data manipulation. Use of trigger in data manipulation.</td>
<td>5</td>
</tr>
</tbody>
</table>

**Section-B**

At Least one Case Study from each module

Questions will be case/inferences/application based

**Recommended Books (Please Use Latest Edition of the books)**

| Text Books: |
| 2. “Database Management Systems” by Raghu Ramakrishnan |

| Suggested Readings: |
| 1. “An Introduction to Database Systems” by Bipin Desai |
| 2. “Principles of Database Systems” by J. D. Ullman |
M-354
Client Server Application Management

<table>
<thead>
<tr>
<th>Course/Paper : M-354</th>
<th>MBA Semester-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 02</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 42</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week:01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objectives:
The emphasis of the material for this class will be on the information systems approach to client-server and distributed systems analysis, design and management. The theory behind each component will be presented while exploring the impact it has on the business of managing information. Topics include the components of client-server and distributed systems architecture, operating systems, networking, inter-process communication, user interface, middleware, distributed objects, security, and the software development process. The role of standards in client-server and distributed systems development is discussed, including a detailed study of protocols. Also included are the various relationships between client-server computing and business process reengineering, workflow automation, and groupware. Migration from legacy systems is considered along with project development and management.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
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<tr>
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<tr>
<td>Module V</td>
<td><strong>Managing Recipient Objects:</strong> Managing Mailboxes, Managing Other Recipients, Overview Of Managing Public Folders. <strong>Lab:</strong> Managing Recipient Objects, Modifying Existing Mailboxes, Configuring New Mailboxes And Mail-Enabled Objects, Managing Resource Mailboxes, Managing Mailbox Removal. <strong>Managing E-Mail Addresses And Address Lists:</strong> Configuring E-Mail Address Policies, Configuring Address Lists, Overview Of Bulk Recipient Management Tasks. <strong>Lab:</strong> Managing E-Mail Addresses And Address Lists, Managing E-Mail Address Policies, Managing Address Lists, Performing Recipient Bulk Management Tasks.</td>
<td>6</td>
</tr>
</tbody>
</table>
### Module VII

**Managing Availability, Backup And Recovery:**
- Implementing High-Availability For Mailbox Servers, Managing A Backup Solution, Managing A Recovery Solution.
- **Lab:** Managing Backup And Recovery, Backing Up And Restoring Mailbox Databases, Restoring Mailbox Databases Using Local Continuous Replication (LCR), Restoring Data Using The Recovery Storage Group.

<table>
<thead>
<tr>
<th>Module</th>
<th>Module VII</th>
<th><strong>Maintaining The Messaging System:</strong> Overview Of Implementing Change Management, Overview Of Updating Exchange Servers.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Lab:</strong> Maintaining The Messaging System, Obtaining Approval For A Change Implementation.</td>
<td></td>
</tr>
</tbody>
</table>

#### Section B

**At Least one Case Study from each module**

**Questions will be case/inferences/application based**

### Recommended Books (Please Use Latest Edition of the books)

#### Text Books:

#### Suggested Readings:
Course/Paper : M-451  
MBA Semester-IV  
No. of Lecture Hrs/week: 03  
Internal Marks: 30  
Total No of Contact Hrs: 56  
External Marks: 70  
No. of Tutorial Hrs/week: 01  
Exam Time: 3 Hrs

Objectives

- This course introduces students to various aspects and models for e-business. At the end of the course participants should have an understanding of the impacts which e-business is having on society, markets commerce.
- Students should also become aware of the global nature of e-commerce and how traditional means of doing business will need to change in the electronic age.

### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Overview:</strong> Definitions Of Electronic Commerce/Electronic Business, Categories Of E-Business (B2b, B2c, B2a Etc), Introduction To Whiteley’s Model (Electronic Markets, EDI, Internet Commerce)</td>
<td>8</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Impact Of E-Business On Society:</strong> Issues Related To The Job Market, Work Patterns, Skills Required And Continuous Learning, How Local Becomes Global, Positivity Of IS/IT, Privacy And Security Issues, Information And Knowledge.</td>
<td>8</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Electronic Data Interchange (EDI):</strong> EDI Definition, (Overview Of Advantages And Disadvantages), Technical Aspects Of EDI, Business Implications Of EDI.</td>
<td>8</td>
</tr>
<tr>
<td>Module</td>
<td><strong>Internet Commerce:</strong> Basic Elements Of Internet Based</td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Business, Internet Shopping And The E-Shop, Advantages And Disadvantages Of Internet Based ‘Consumer’ Business.</td>
<td></td>
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</tr>
<tr>
<td>Module VI</td>
<td><strong>E-Business Today:</strong> Current Global Situation, E-Business According To Predictions? (Good Or Bad!!), Where Does The Present Situation Point To?, What Needs To Be Done In Order To Cater For The Future E-Business/Information Society?</td>
<td>8</td>
</tr>
</tbody>
</table>

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

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

### Recommended Books (Please Use Latest Edition of the books)

**Text Books:**
1. J Deitel, Deitel & Nieto Internet and World Web. How to Program
2. Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program

**Suggested Reading:**
M-452
Security and Cyber Law

<table>
<thead>
<tr>
<th>Course/Paper: M-452</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

Objective
- Information in today's organizations faces a multitude of complex threats to its confidentiality, availability and integrity. These threats, as well as regulatory restrictions, customer privacy concerns, organizational objectives and culture, are key determinants for the development of sound information security policy. However, these policies must be evaluated in light of current laws and regulations.
- This course is designed to review applicable laws and regulations at various operational levels and to provide the student with the knowledge to develop and maintain institutional operational standards that are in compliance of International legal requirements.

Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td><strong>Computer And Cyber Forensic Basics:</strong> Introduction To Computers, Computer History, Software, Basic Computer Terminology, Internet, Networking, Cell Phone / Mobile Forensics, Computer Ethics And Application Programs.</td>
<td>8</td>
</tr>
<tr>
<td>Module II</td>
<td><strong>Cyber Forensic Basics:</strong> Introduction To Cyber Forensics, Storage Fundamentals, File System Concepts, Data Recovery, Operating System Software And Basic Terminology.</td>
<td>8</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Cyber Forensics Investigation:</strong> Introduction To Cyber Forensic Investigation, Investigation Tools, Ediscovery, Digital Evidence Collection, Evidence Preservation, E-Mail Investigation, E-Mail Tracking, IP Tracking, E-Mail Recovery, Encryption And Decryption Methods, Search And Seizure Of Computers, Recovering Deleted Evidences, Password Cracking.</td>
<td>8</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Cyber Crimes And Cyber Laws:</strong> Introduction To IT Laws &amp; Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual Property, Legal System Of Information Technology, Social Engineering,</td>
<td>8</td>
</tr>
<tr>
<td>Module</td>
<td>Creating An Identity And Protection: Introduction To Intellectual Property, Virtual Products, Copyright Law, DMCA, And Other Digital Rights, Technology Patents, Trademarks, Domain Names, Key Words, And Search Terms.</td>
<td>8</td>
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</tr>
<tr>
<td>Module VII</td>
<td>Privacy: Employee And Individual Privacy Issues Emerging From New Technology, Spyware.</td>
<td>8</td>
</tr>
</tbody>
</table>

**Section-B**

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

**Practical Component (Lab) Contact Hours (9)**

- Write programs using the following system calls of UNIX operating system: fork, exec, getpid, exit, wait, close, stat, opendir, readdir.
- Write programs using the I/O system calls of UNIX operating system (open, read, write, etc).
- Implement any file allocation technique (Linked, Indexed or Contiguous).
- Implementation of Memory and Address Protection.
- Implementation of Access Control List.
- Setting of File Permissions and Protections.
- Management of the users & the domain.
- Setting up the local security policy.
- Start and stop services from user window and command prompt.
- Use of event viewer.
- Use of the performance monitor.
- Management of the IIS and FTP server.

**Recommended Books (Please Use Latest Edition of the books)**

**Text Books:**


**Suggested Readings:**

### Module M-453

**Enterprise Resource Planning**

<table>
<thead>
<tr>
<th>Course/Paper : M-453</th>
<th>MBA Semester-IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Lecture Hrs/week: 03</td>
<td>Internal Marks: 30</td>
</tr>
<tr>
<td>Total No of Contact Hrs: 56</td>
<td>External Marks: 70</td>
</tr>
<tr>
<td>No. of Tutorial Hrs/week: 01</td>
<td>Exam Time: 3 Hrs</td>
</tr>
</tbody>
</table>

#### Objective

- This subject has been designed to bridge the gap between the need of business process knowledge and its application to the business environment. The aim of the course therefore is to make the student a manager of computer service offerings across business processes of an organisation.
- The subject also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems and focuses on the benefits that may be realized from an ERP system and on the management of benefits from the ERP system.

#### Section-A

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module II</strong></td>
<td>ERP Solutions And Functional Modules: Overview Of ERP Software Solutions- Small, Medium And Large Enterprise Vendor Solutions, BPR, And Best Business Practices - Business Process Management, Functional Modules.</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module IV</strong></td>
<td>Post Implementation: Maintenance Of ERP - Organizational And Industrial Impact; Success And Failure Factors Of ERP Implementation.</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module VI</strong></td>
<td>The ERP Market 9: ERP Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA</td>
<td>7</td>
</tr>
<tr>
<td><strong>Module VII</strong></td>
<td>ERP – Present And Future 9: Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future</td>
<td>7</td>
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</table>
### Directions

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<td>7</td>
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</tbody>
</table>

**Section-B**

At Least one Case Study from each module

Questions will be case/inferences/application based

### Practical Component (Lab) Contact Hors (20)

- Introduction Lab
- SAP Navigation Lab
- Master Data Creation Lab
- Vendor Master Data Lab
- Vendor Selection Lab
- Receiving Inventory Lab
- Customer Master Data Lab
- Sales Order Processing 1 Lab
- Sales Order Processing 2 Lab
- Create Invoice
- Enterprise Systems Presentations

### Recommended Books (Please Use Latest Edition of the books)

**Text Books:**


**Suggested Readings:**

3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
M-454
Multi-Media Management

Course/Paper : M-454  |  MBA Semester-IV
---|---
No. of Lecture Hrs/week: 03  |  Internal Marks: 30
Total No of Contact Hrs: 56  |  External Marks: 70
No. of Tutorial Hrs/week: 01  |  Exam Time: 3 Hrs

**Objective**
- This subject helps to understand the primary activities and roles of a media manager, interpret the foundations of behavioral science as it relates to human development and organizational practice in media organizations.
- It reviews the current practices of personnel selection and career planning in various media organizations and to obtain knowledge of current issues in media training and motivational systems.
- Review the patterns of typical management problems associated with an orderly development of communicational multi-media services, programs, and products; and
- To understand the principles and unique applications of budgeting and staffing within media organizations.

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Description</th>
<th>Contact Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module II</td>
<td><strong>Managing Personnel of Multi Media Resource:</strong> Personnel Management, Working with Personnel.</td>
<td>8</td>
</tr>
<tr>
<td>Module III</td>
<td><strong>Understanding Multi-Media Markets And Audiences:</strong> Defining the Market, Market Structure, Audience Research and Analysis, Using Audience Data.</td>
<td>8</td>
</tr>
<tr>
<td>Module IV</td>
<td><strong>Regulatory Influences and Electronic and Media Management:</strong> The role of FCC, FCC Regulatory Policies, Other Federal Department and Agencies and regulatory influences, Copyright law and important laws.</td>
<td>8</td>
</tr>
<tr>
<td>Module V</td>
<td><strong>Media Relation/ Promotions and Multi-Media Management:</strong> The Importance of Promoting Station, Public and Media Facility, Maintenance of Multi Media Resources.</td>
<td>8</td>
</tr>
<tr>
<td>Module VI</td>
<td><strong>Ethics and Media Management:</strong> Implementation of Ethics, Ethical Issues In Media Management, Case Study.</td>
<td>8</td>
</tr>
<tr>
<td>Module VII</td>
<td><strong>Multimedia Management:</strong> Forces Affecting Electronic media Management Electronic Media in Twenty First Century.</td>
<td>8</td>
</tr>
</tbody>
</table>
## Section-B

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

<table>
<thead>
<tr>
<th>Practical Component Contact Hours (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Study of the Multimedia Resources planning and its marketing policies by two more institution marketing strategies of organizations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommended Books (Please Use Latest Edition of the books)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Text Books:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Suggested Readings:</strong></th>
</tr>
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