



SCHEME OF EXAMINATION

&

DETAILED SYLLABUS

Master of Business Administration (MBA)

(2 Years PG Program)

Center for Distance and Online Education (CDOE)

Approved by CIQA and Academic Council vide Resolution No. 45.03 dated March 2, 2023

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MBA Program

1. Introduction

Master of Business Administration (MBA) is a two years postgraduate program. The Program aims to teach how to apply novel techniques to contemporary business environment. Along with offering a solid theoretical framework, it also involves critical thinking and examination of current business issues. To ensure that students reach their best potential, it offers a collaborative learning environment under the guidance of expert and committed faculty. The program makes one learn how to work wisely, take the initiative in challenging circumstances, and effectively influence business decisions. It teaches people how to operate productively as well as how to analyze the business environment and create opportunities for future development.

Jagan Nath University OL Master of Business Administration program is an innovative, practice-centric & industry oriented program providing a holistic approach to decision making in areas of finance, marketing, human resource, strategy formulation, idea generation for entrepreneurship and other functional areas of management. OL MBA Program is a two years (4 semesters) program, in which focus is on developing sound conceptual understanding of management core courses as well as tools for managerial decision making during the first year (two semesters); application for data analysis and decision making in different functional areas of management through electives/specialization courses in third & fourth semester including a major project.

2. Program Mission and Objectives

Jagan Nath University, Jaipur has been established by an Act of the Rajasthan State Legislature (Act No. 19 of 2008), approved under section 2(f) by the UGC Act, 1956, accredited by **NAAC (2nd Cycle) with "A" grade** in 2022 and is member of the Association of Indian Universities (AIU).

The University is offering **UG and PG** programs in the areas of Engineering & Technology, Architecture, Management, Law, Agriculture, Pharmacy, Physiotherapy, Paramedical Sciences, Education, Arts and Vocational Studies. The **Ph.D.** programs are offered in selected disciplines. The University has approval from various Statutory Regulatory Authorities (CoA, BCI, NCTE and PCI) for programs in respective disciplines.

The University has evolved a **Comprehensive Academic System** which incorporates the latest guidelines of NEP-2020 including CBCS, outcome based assessments, skill development, industry partnerships, holistic eco-system, research, extension activities with focus on promoting quality higher education and employability among students.

The OL Master of Business Administration (MBA) program has also been structured accordingly supported by state-of-the-art infrastructure and extensive use of ICT resources for achieving objectives of quality education, employability and human values among learners to produce good citizenship and skilled manpower.

The objectives of the OL Master of Business Administration (MBA) program are:

- **Develop skills in various functional areas of management:** OL MBA programs aim to provide students with a comprehensive understanding of management principles and practices from a variety of disciplines, such as accounting, finance, marketing, operations, and human resources management.
- **Foster critical thinking and problem-solving abilities:** Through case studies, simulations, discussions, and other interactive learning methods, OL MBA programs encourage students to sharpen their analytical, creative, and reasoning skills and apply them to real-world business challenges.
- **Enhance leadership and communication skills:** OL MBA programs offer opportunities for students to develop their leadership abilities by practicing team-building, communication, conflict resolution, and decision-making skills in a virtual environment.
- **Provide networking and career development opportunities:** OL MBA programs often include opportunities for students to connect with other professionals in their field, participate in virtual career fairs, and receive mentorship and guidance from experienced executives and alumni.
- **Flexibility and convenience:** OL MBA programs are designed to offer flexibility in terms of scheduling, pace of study, and location, allowing students to balance their education with their professional and personal commitments.

3. Relevance of Program with Jagan Nath University, Jaipur Mission and Goals

The University Vision and Mission Statements read as under:

Vision

To develop the University as a Centre of Excellence for higher education and research committed towards quality education, skill development, industry integration and holistic eco-system for global competencies among youth and sustainable development of the Nation.

Mission

The University aspires to achieve its vision by:

- I. Innovative, job-oriented and professional academic programs for capacity building in view of the emerging trends of the economy.
- II. Enable students equipped with knowledge and competences to perform successfully in modern organizations in India and abroad.
- III. Training students in generic and life skills in addition to core discipline subjects to enhance employability in job market and for entrepreneurship.
- IV. Engaging students and faculty in research, extension services, consultancy, community development projects, curricular and extra-curricular activities for holistic education.
- V. Promoting use of digital technologies and self-learning resources like MOOCs, Coursera, Virtual Labs, Online Resources, Self-Learning, etc. for enriching information and knowledge.
- VI. Inculcating a culture of excellence among students and faculty.
- VII. Developing a sense of ownership and pride among employees to achieve organizational targets as well as their personal goals.
- VIII. Developing curriculum, training and internship programs to enhance global competencies of absolvent.
- IX. Blending skill, entrepreneurship and capacity building for sustainable development coherent with environmental and economic sustainability.

Jagan Nath University SDLOE mission statements encourages student enrolment from the learners across the globe. Regular Mode of Education is not sufficient to reach this goal. OL MBA programs is designed to offer flexibility in terms of scheduling, pace of study, and location, allowing students to balance their education with their professional and personal commitments. Looking at the need for quality education to youth, Jagan Nath University plans to give a comprehensive education model through OL mode and train them for employability in job market and entrepreneurship.

4. **Instructional Design**

The Curriculum & Program structure has been designed as per AICTE model Curriculum for MBA Program. Also the general guidelines for the program as per UGC and Choice Based Credit System (CBCS) have been followed in framing curriculum design and the program structure. Experts in the field of Management/Economics/Commerce/Industry have been consulted to design the curriculum, and care has been taken to include contemporary issues/topics to help students develop an understanding of the real business environment. The curriculum and syllabus are duly approved by the Board of Studies, Centre for Internal Quality Assurance (CIQA), and the University Academic Council, consisting of professionals from academia and industry.

5. **Expected Program Outcomes**

The following are the expected program outcomes:

PO1: Team Management and Leadership Skills: As Management education is getting revamped and restructured in terms of dynamic environment and critical inputs, the focus of program is on building leadership traits among students.

PO2: Ethics: The students will be imbued with utmost professional ethics that are required for a practical and impartial behaviour of the MBA graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the University, which are significant as the student will function in the management sector, and an ethical behaviour of the highest level is expected from them.

PO3: Soft Skills, Personality Development and Communication: As the MBA postgraduate needs to have effective communication and interpersonal skills to interact with various stakeholders.

PO4: Entrepreneurial Thinking/ Employability: There is need to develop entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives.

PO5: Project Management and Finance: Demonstrate knowledge and understanding of the management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

PO6: Encourage "Out of Box thinking": the business environment is very dynamic nowadays so this programme focuses on approach of "Out of Box Thinking" by adopting various new techniques in pedagogy and inculcating recent trends in

curriculum.

- PO7: Critical Thinking Skills:** Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.
- PO8: Cross-Cultural issues and Current practices and Challenges:** Study and assess the current issues and challenges, and inculcate cross cultural sensitivity among students..
- PO9: Decision Making skill:** Select and apply appropriate tools for decision making required for solving complex managerial problems
- PO10: Research and Reasoning Skills:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, cultural issues and the consequent responsibilities relevant management practices.
- PO11: Analytical Skill:** Analyze the results and apply them in various problems
- PO12: Technical Skill:** Application of technology tools in business.

6. Curriculums Design: Programs Offered

The proposed framework for Master of Business Administration (MBA) is as under:

Program Structure for 2 Years Master of Business Administration Program

MAJOR-MINOR SCHEME

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBA 101	Management Concepts & Organization Behavior	Core	30	70	100	4
OL MBA 102	Marketing Management	Core	30	70	100	4
OL MBA 103	Quantitative Technique	Core	30	70	100	4
OL MBA 104	Managerial Economics	Core	30	70	100	4
OL MBA 105	Business Environment	Core	30	70	100	4
OL MBA 106	Financial Reporting, Statements and Analysis	SEC	30	70	100	4
	Total		180	420	600	24

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBA 201	Corporate Finance	Core	30	70	100	4
OL MBA 202	Management Information System	Core	30	70	100	4
OL MBA 203	Operations Management	Core	30	70	100	4
OL MBA 204	Business Research	Core	30	70	100	4
OL MBA 205	Human Resource Management	Core	30	70	100	4
OL MBA 206	Banking & Insurance	SEC	30	70	100	4
	Total		180	420	600	24

Note: At the end of the Second Semester all the students shall have to undergo Research Project for Six -Eight Weeks.

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA301	Strategic Management & Governance	Core	30	70	100	4
OL MBA302	Research Project	Core	50	50	100	4
For Dual Specialization: 3 electives from each specialization (4 credit each)						
For Major-Minor Scheme: Select any 3 electives for major; 2 elective for minor (4 credit each)						
	Total (For Dual)		260	540	800	32
	Total (For Major-Minor)		230	470	700	28

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA 401	Project Management	Core	30	70	100	4
OL MBA 402	Comprehensive Viva	Core	-	100	100	4
For Dual Specialization: 2 electives from each specialization (4 credit each) For Major-Minor Scheme: Select any 2 electives for major; 1 elective for minor (4 credit each)						
	Total (For Dual)		150	450	600	24
	Total (For Major-Minor)		120	380	500	20

List of Specializations Offered

SPECIALISATIONS

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAHR303	Manpower Planning & Control	Elective	30	70	100	4
OL MBAHR304	Organizational Change & Development	Elective	30	70	100	4
OL MBAHR305	International Human Resource Management	Elective	30	70	100	4
OL MBAHR403	Compensation Management	Elective	30	70	100	4
OL MBAHR404	Employee Relationship Management	Elective	30	70	100	4

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAFM303	Investment Analysis and Portfolio Management	Elective	40	60	100	4
OL MBAFM304	Income Tax: Theory & Practice	Elective	40	60	100	4
OL MBAFM305	Management of Financial Services	Elective	40	60	100	4
OL MBAFM403	Financial Strategic Decisions	Elective	40	60	100	4
OL MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	40	60	100	4

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAMKT303	Retail & Distribution Management	Elective	30	70	100	4
OL MBAMKT304	Marketing of Services	Elective	30	70	100	4
OL MBAMKT305	Consumer Behavior	Elective	30	70	100	4
OL MBAMKT403	Digital and Social Media Marketing	Elective	30	70	100	4
OL MBAMKT404	Integrated Marketing Communication	Elective	30	70	100	4

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIT303	Data Mining for Business Decisions	Elective	30	70	100	4
OL MBAIT304	Managing Digital Innovation and Transformation	Elective	30	70	100	4
OL MBAIT305	E-Commerce and Digital Markets	Elective	30	70	100	4
OL MBAIT403	Strategic Management of IT	Elective	30	70	100	4
OL MBAIT404	Managing Digital Platforms	Elective	30	70	100	4

IB SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIB303	International Business Management	Elective	30	70	100	4
OL MBAIB304	International Financial Management	Elective	30	70	100	4
OL MBAIB305	Cross Cultural Management	Elective	30	70	100	4
OL MBAIB403	Global Supply Chain & Logistics Management	Elective	30	70	100	4
OL MBAIB404	International Trade Documentation & WTO Regulations	Elective	30	70	100	4

OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
OL MBA OSC304	Supply Chain Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 305	Materials and Stores Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 306	Quality Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 403	International Logistics Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 404	Warehouse Management	Elective	40	60	100	2	1	-	3

Total Credit of MBA Program for Dual specialization are 104.

Total Credit of MBA Program for Major Minor specialization are 96.

6.1 Program structure and detailed syllabus

The course structure is as per the framework given above. The list of core courses in each major specialization is as under :

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBA 101	Management Concepts & Organization Behavior	Core	30	70	100	4
OL MBA 102	Marketing Management	Core	30	70	100	4
OL MBA 103	Quantitative Technique	Core	30	70	100	4
OL MBA 104	Managerial Economics	Core	30	70	100	4
OL MBA 105	Business Environment	Core	30	70	100	4
OL MBA 106	Financial Reporting, Statements and Analysis	SEC	30	70	100	4
	Total		180	420	600	24

OL MBA 101: Management Concepts & Organization Behavior

Course Objectives

This course enables the students:

1. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
2. To acquaint the learner with meaning and concepts of management and organizational behavior.
3. To understand the concepts, processes, significance, and role of management and organizational behavior.

Course Content :

Unit I	Nature, Scope and Significance of Management, Evolution of Management Thought, Approaches to Management, Managerial Skills, Functions of a Manager, characteristics of 21st century executives
Unit II	Planning - Types, Process, Strategies, Policies, MBO, Strategic Planning Process, SWOT analysis;
Unit III	Organizing – Elements of organizing, types of Structure & Process, Authority, delegation & responsibility.
Unit IV	Directing – Communication
Unit V	Leading , Leadership traits, Leadership styles, Likert’s four systems, managerial grid
Unit VI	Controlling-Significance, Process, Techniques, Standards & Benchmarks, Management Audit.
Unit VII	Nature, Scope and Significance of Organizational Behavior; Evolution and Historical Background of Organizational Behavior; Models of Organizational Behavior
Unit VIII	Foundations of individual behavior, Diversity, Micro Organizational behavior – Personality - determinants, types, theories, attributes; self-concept, Self-Efficacy;
Unit IX	Attitude - dimensions - Job Satisfaction, Organizational commitment; Learning - Approaches to learning- Classical, Operant Conditioning, Cognitive and Social Learning, Reinforcement; Perception - Perceptual process, perceptual errors, Attribution Process
Unit X	Motivation- Meaning and importance, Theories of motivation, Applications of motivation. Transactional analysis-Johari window,
Unit XI	Interpersonal relations, understanding, determinants
Unit XII	Developing Group dynamics-, types of groups, group formation, Group decision making, Team Building.
Unit XIII	Organizational culture or climate-concept, dimensions, ethos, determinants
Unit XIV	Organizational conflicts- concepts, sources, implications, and management;
Unit XV	Organizational Change and Development - types, Lewin’s Force Field Analysis, resistances to change, role of change agents; Meaning, objectives and Process of OD

Practical Module:

- Case discussion covering Diversity and Inclusion, Implications of individual, group and organization behaviour.

- Small project on learning through individual Role Model.
- Project on Monetary and Non-Monetary Motivation given to employees at all levels in a particular organization.
- Developing understanding of Group Dynamics by assigning students group & team building exercises
- Assignments/ Quizzes/ Case Studies/Group Discussions to ensure Class participation.

Text Books:

1. Robbins, Judge, Sanghi “Organizational Behavior” 12th ed. Prentice Hall New Delhi
2. Aswathappa, K. “Organisation Behaviour – Text, Cases & Games” Himalaya Publishing House, Mumbai
3. Harold Koontz & Keing Weighrlich, “Essentials of Management” McGraw Hill.

Reference Books:

1. Luthans Fred - Organizational Behaviour, Tata McGraw Hill
2. Udai Pareek, “Understanding Organizational Behaviour” Oxford University Press.
3. Satya Raju, Management-Text & cases, PHI, New Delhi.
4. Robbins & Coulter, “Management”, Prentice Hall of Hall of India. New Delhi

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Define application of management concepts to understand the major internal features of a business system and the environment in which it operates.
CO2	Know and explain the managerial actions of Directing and controlling with an ethical look.
CO3	Explain the principle concepts and theories of Organizational Behavior and analyze individual behavior
CO4	Analyze group behavior and understand the implications on organizational behavior in the process of management
CO5	Understand organizational climate, manage conflicts, change and development affecting the working of organizations

OL MBA 102 : Marketing Management

Course Objectives

This course enables the students:

1. To understand the nature and significance of the Marketing Function and the Marketing management process.
2. To gain knowledge about the key aspects of the Buying Behavior of consumers and develop an understanding of the STP Process.
3. To explain the factors affecting various product, pricing, channel management and Marketing communication decisions.

Course contents :

Unit I	Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Production concept, Product concept, Selling concept, Marketing concept, Holistic Marketing Concept
Unit II	Marketing Mix. Understanding Marketing Environment – External and Internal Environment,
Unit III	Marketing Strategy: Strategic Context, Strategic Market Analysis, Strategic marketing Goals, Strategic marketing Action
Unit IV	Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions
Unit V	Business Markets, Business Buyer Behaviour
Unit VI	Institutional and Government Markets– Participants, Influences on Buyer Behaviour
Unit VII	Market Segmentation Process, Identifying and Evaluation Segments,
Unit VIII	Market Targeting
Unit IX	Positioning for Competitive Advantage
Unit X	The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision
Unit XI	New Product Development, Product Mix Strategies,
Unit XII	Product Differentiation Strategies, Branding and Packaging Strategies and Decisions
Unit XIII	Role of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management,
Unit XIV	Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.
Unit XV	Marketing Communications : Communications mix, Advertising-five M's of advertising, Advertising decisions

Practical Module:

Assignments on studying the real life applications of all concepts covered. They may be given the minor projects on preparing marketing plan for the specific product based on their theoretical understanding. The students may also be given the case studies based on the various concepts taught in the different modules.

Text Books:

1. Philip Kotler, Koshi and Jha, **Marketing Management: Analysis Planning, Implementation & Control**, Prentice Hall of India.
2. Rajan Saxena, **Marketing Management**, Tata McGraw Hill Education Private Ltd., New Delhi

Suggested Readings :

1. Joel R. Evans, Barry Berman, **Marketing Management**, Cengage Learning Publications
2. William M. Pride, O.C. Ferrell, **Marketing : Concepts and Strategies**, Biztantra Publications

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	List the core concepts of marketing and the goals of the Marketing function
CO2	Determine the buying behavior of a given target market segment
CO3	Identify and evaluate target segments
CO4	Determine product and pricing policy
CO5	Summarize the nature and functions of distribution channels

OL MBA 103: Quantitative Techniques

Course objectives

This course enables the students:

1. To give understanding of Linear equations and Linear Programming.
2. To develop the understanding of specially structured Programming like transportation and Assignment.
3. To describe the basic concept of Decision making under uncertainty and in a competitive situation.

Course Contents

Unit I	Concept, Role and Scope, Models in Business and Industry.
Unit II	Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion.
Unit III	Solving linear equations by using matrices.
Unit IV	Problem formulation and Graphical methods of solution
Unit V	Simplex method & duality
Unit VI	Sensitivity Analysis.
Unit VII	Transportation: North West Corner, Least cost Method
Unit VIII	Vogel's Approximation Method.
Unit IX	Assignment Problems: Maximizing, Minimization & Unbalanced Problems
Unit X	Game Theory: Types of Games, Two person zero sum games,
Unit XI	Mixed strategy, Method of solution,
Unit XII	Dominance in Games.
Unit XIII	Decision making under uncertainty: Maximax, Maximin, Minmax, Minimin,
Unit XIV	Hurwitz & Laplace Criterion;
Unit XV	Decision making under risk, Decision Tress-Applications, decision making in a Competitive Situation

Text Books:

1. N.D. Vohra, Quantitative Techniques for Management, 4th Edition Tata McGraw Hill New Delhi.
2. Sancheti Kapur, Quantitative Techniques,

Suggested Readings:

1. Paneer Selvam, Quantitative Techniques, Prantice Hall New Delhi.
2. Khandelwal Gupta & Gupta, Quantitative Techniques, JPH

Course Outcomes

CO	Statement
	After completion of this course, students will be able to:
CO1	Recognize the source of a quantifiable problem, solve the issues involved and produce an appropriate action plan.
CO2	Solve the equations related to Linear programming
CO3	Observe and compute the specially structured programming of transportation and assignment problems.
CO4	Recognise and analyse strategic situations and represent them as games
CO5	Analyze the decision making problems under uncertainty and competitive situations.

OL MBA 104: Managerial Economics

Course Objectives

This course enables the students:

1. To explain the basics of economics and describe its application in managerial problems.
2. To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
3. To analyze different types of market and explain pricing decisions in the markets.

Course Contents

Unit I	Nature and Scope of Managerial (Micro and Macro) Economics; Ten Principles of economics; Micro Vs Macro Economics; Static and Dynamic Analysis; Equilibrium: Partial and General.
Unit II	Consumer Behavior: Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.
Unit III	Demand Analysis:- Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.
Unit IV	Production Analysis: Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions),
Unit V	Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).
Unit VI	Cost Analysis: Various Cost Concepts, Short Run and Long Run Cost Function, Cost Output Relationship,
Unit VII	Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition
Unit VIII	Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market : Monopoly,
Unit IX	Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market : Monopolistic Competition
Unit X	Circular flow of income in a two sector, three sector and four sector economy
Unit XI	National Income Analysis: Gross Domestic Product, Gross National Product, Net National Product, Per Capita Income, Measurement of National Income. Difficulties in Measurement of National Income
Unit XII	Theory of Trade Cycle: Concept and Phases of Trade Cycle; Method to Control Trade Cycles.
Unit XIII	Classical Macroeconomics: Classical Theory of Output, Income and Full Employment.
Unit XIV	Keynesian Macroeconomics; Keynesian Theory of Output, Income and Employment.
Unit XV	Inflation: Meaning of Inflation, Types of Inflation, Cause and Control of Inflation.

Practical Module:

- Analyze the companies and review their pricing and output decisions under perfect competition, monopoly, monopolist and oligopoly.
- Analyze the price, income and cross elasticity of various products.

Text Books:

1. Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
2. Managerial Economics; D.N. Dwivedi; Vikas Publishing House Pvt Ltd

Suggested Readings:

1. Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
2. Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
3. Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
4. Froyen Richard T, Macro Economics Theories and Policies, Pearson Education, New Delhi

Course Outcomes

CO	Statement
CO1	Remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
CO2	Understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to predict demand for better utilization of resources.
CO3	Understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world and plan accordingly.
CO4	Understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.
CO5	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

OL MBA 105: Business Environment

Objectives

This course enables the students:

1. To understand the concept of contract, performance of contract and sales of goods act.
2. To understand the concept of partnership business, dissolution of firm and rights and duties of partners.
3. To make the students familiar about the different aspects of environment in the business climate.

Course Contents

Unit I	An Overview of Business Environment: Type of Environment-internal, external, micro and macro environment.
Unit II	Competitive structure of industries, environmental analysis and strategic management. Managing diversity.
Unit III	Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.
Unit IV	Economic Environment: Nature of Economic Environment
Unit V	Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy.
Unit VI	Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.
Unit VII	Socio-Cultural Environment: Nature and impact of culture on business
Unit VIII	social responsibilities of business.
Unit IX	Business and society, business ethics and corporate governance. .
Unit X	Natural and Technological Environment : Innovation, technological leadership and followership
Unit XI	impact of technology on globalization, transfer of technology,
Unit XII	time lags in technology introduction, status of technology in India.
Unit XIII	Political Environment: Functions of state, economic roles of government
Unit XIV	Economic Reform in coalition Politics.
Unit XV	Legal Environment: Classification of Law ,Sources of law , Legal System , Codes of Practice ,Contract Law- Essentials

Text Books:

1. Business Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, AkhileshwarPathak, Tata McGraw Hills
3. Adhikari, M.; Economic Environment of Business, Sultan Chand & Sons, Delhi.

Suggested Readings:

1. Sen&Mitra, Commercial Law, World Press
2. Indian Contract Act (Students Edition), N.M. Tripathy Publisher
3. Aswathappa, K, Essentials of Business Environment, Himalayas Publishing House, New Delhi.

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze the essentials and validity of contract.
CO2	Develop the understanding of sales of goods act.
CO3	Understand the critical issues related to partnership business and able to identify the rights of consumers.
CO4	Describe the various factors affecting business environment.
CO5	Analyse the role of MNCs in balance of payment and foreign trade.

OL MBA 106: Financial Reporting, Statements and Analysis

Course Objectives

This course enables the students:

1. To develop an understanding about the scope of financial accounting with understanding the concept of profit maximization in changing and complex business world
2. To provide an understanding, importance of accounting; preparation of final accounts for profit making organization
3. To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager

Course Contents

Unit I	Meaning and concept of Accounting, Users of Accounting Information
Unit II	Generally Accepted Accounting Principles,
Unit III	Branches of Accounting ,Meaning and Significance of accounting standards.
Unit IV	Types of Accounts, Rules of Debit and Credit
Unit V	Journalizing the Transaction
Unit VI	Subsidiary Books of Accounts and Posting Entries in Ledger Accounts
Unit VII	Preparation of trial balance
Unit VIII	Preparation of statement of profit and loss
Unit IX	Preparation of balance sheet with necessary adjustments.
Unit X	Ratio Analysis- Meaning, objectives and limitations
Unit XI	Calculation of Liquidity ratios, Leverage ratios, Activity ratios and profitability ratios
Unit XII	Cash Flow Analysis- Meaning, significance and preparation of cash flow statement in accordance with Accounting standard no.3.
Unit XIII	Financial Statements in accordance with Indian Companies Act
Unit XIV	Study of Annual Reports
Unit XV	Preparation of Comparative and common size balance sheets

Text Books:

1. M.N. Arora, Cost and Management Accounting, Vikas Publishing House.
2. S.N. Maheshwari, Principles of Management Accounting, Sultan Chand & Sons.

Suggested Readings:

1. Foster, George, Financial Statement Analysis, Prentice Hall
2. Khan, Jain, Management Accounting, Tata McGraw Hill Publishing Co.
3. T.S. Grewal, Introduction to Accounting, S. Chand & Sons.

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand various branches of accounting and significance of accounting standards
CO2	Apply the rules of accounting and understand the keeping of subsidiary books
CO3	Apply accounting rules in determining financial results and preparation of financial statement.
CO4	Understand financial statements and can analyze the financial statement with ratio and cash flow analysis.
CO5	Evaluate changes in financial position of corporate entity and solve complex managerial problems.

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBA 201	Corporate Finance	Core	30	70	100	4
OL MBA 202	Management Information System	Core	30	70	100	4
OL MBA 203	Operations Management	Core	30	70	100	4
OL MBA 204	Business Research	Core	30	70	100	4
OL MBA 205	Human Resource Management	Core	30	70	100	4
OL MBA 206	Banking & Insurance	SEC	30	70	100	4
	Total		180	420	600	24

Note: At the end of the Second Semester all the students shall have to undergo Research Project for Two-Three Weeks.

OL MBA 201: Corporate Finance

Objectives

This course enables the students:

1. To give the knowledge about scope of financial management and makes the students familiar about the financial environment of business.
2. To imbibe the knowledge about capital budgeting decision to appraise business project.
3. To impart knowledge about capital structures theories, working capital management and cost of capital for decision making of any business organization.

Course Contents

Unit I	Meaning, Scope,
Unit II	Function & Objective of Financial Management
Unit III	Decision Making, Role of Financial Manager in a company.
Unit IV	Concept of Marginal Costing
Unit V	Cost Volume Profit Analysis, Advantages & Limitations of Cost Volume Profit Analysis
Unit VI	Break Even Charts
Unit VII	Cost of Capital: Specific and Weighted Average Cost of Capital
Unit VIII	EBIT-EPS Analysis
Unit IX	Capital Structure – Meaning, importance and factors affecting capital structure.
Unit X	Management and Financing of Current Assets
Unit XI	Working Capital Cycle, <i>Working Capital</i> : Estimation & Calculation
Unit XII	Management of Cash, Cash Budget and Inventory Management.
Unit XIII	Features of capital budgeting
Unit XIV	Estimation of Cash Flows
Unit XV	Capital Budgeting– Traditional methods and Discounted cash flow methods of appraisal

Text Books:

1. Financial Management; Dr. Paresh Shah; Biztantra Publication; New Delhi
2. Prasanna Chandra, Fundamental of Financial Management

Suggested Readings:

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practical.
2. I.M. Pandey & Ramesh Bhat, Cases in Financial Management

Course Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Analyze and evaluate the financial system and financial environment of the organization
CO2	Apply the techniques of capital budgeting for selecting best investment opportunities
CO3	Assess the capital structure of the organization and evaluate the profitability condition
CO4	Apply the concept of working capital management in the organization
CO5	Analyze the Cost Volume Profit Analysis of the organization

OL MBA 202 : Management Information System

Objectives:-

- To provide an understanding of the Information Systems (IS) management framework.
- To explore MIS subsystems and technologies including hardware, software and networking, however the coursework focuses on technology management not on engineering.
- To provide insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

Course Contents:

Unit I	The concept of MIS — Definition, importance, Course Objective, prerequisites, advantages and challenges
Unit II	Information Needs of organization
Unit III	MIS and Decision — Making.
Unit IV	Types/Classification of Information System for organizations — Office Automation Systems,
Unit V	Transaction Processing Systems, Decision Support System, Executive Support System
Unit VI	Knowledge Based Expert System
Unit VII	Applications of MIS in the areas of Human Resource Management
Unit VIII	Applications of MIS in the areas of Financial Management, Production/Operations Management
Unit IX	Applications of MIS in the areas of Materials Management, Marketing Management.
Unit X	Development of MIS for an organization — The concept and stages of System Development Life Cycle
Unit XI	Determining The Information Requirement, Development And Implementation Of MIS
Unit XII	Management Of Information Quality In The MIS
Unit XIII	Information Technology— concept, applications, advantages and prerequisites
Unit XIV	Choice of Information Technology
Unit XV	Social and Legal Dimension of IT.

Text books:-

- Laudon Kenneth C, Jane P. Laudon, Management Information Systems-Managing The Digital Firm, Pearson Education, First Impression -2007
- Mahadeo Jaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

Reference books

- W. S. Jawadkar Management Information Systems Tata McGraw Hill Edition, 3/e, 2004
- Murdick, Ross & Claggett Information Systems for Modern Management 3rd Prentice Hall India

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the Information Systems (IS) management framework.
CO2	Develop the understanding of MIS classification.
CO3	To explore the applications of MIS in different fields of management.
CO4	To Develop MIS for an organization.
CO5	To provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

OL MBA 203: Operations Management

Course objectives

This course enables the students:

1. To take decisions in Planning, organizing and controlling of operations function.
2. To know the operations function in manufacturing and service industry.
3. To develop improvement skills in operations through maintaining high quality standards, value engineering and value analysis.

Course Contents

Unit I	Introduction to Production and Operations Management,
Unit II	Development of Operational Strategies for Competitive Advantage,
Unit III	Difference between manufacturing and service operations.
Unit IV	Demand Forecasting,
Unit V	Designing Product, Services and Processes,
Unit VI	Facility Location, Facility Layout
Unit VII	Job Design
Unit VIII	Work Measurement, Work Study, Method Study
Unit IX	Monte Carlo Simulation Techniques
Unit X	Production Planning and Control,
Unit XI	Inventory Control with Lead Time and EOQ Analysis,
Unit XII	Networking Techniques- CPM, PERT, Drawing a network, Calculating EST,LFT and Floats, Difference between PERT & CPM
Unit XIII	Just in Time, Managing for Quality
Unit XIV	Value Added Manufacturing
Unit XV	Quality Analysis and Control

Text Books:

1. R.B. Khanna, Production and Operation Management Prentice Hall Publication
2. Adam Jr Ebert, Production and Operation Management Prentice Hall Publication

Suggested Readings:

1. BuffaSarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N. Chary Production and Operation Management, McGraw Hill
3. AswathappaBhat, Production and Operation Management, Himalaya Publishing House

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Apply operations management in manufacturing and service industry.
CO2	Apply and implement the knowledge of different layout and location decisions in real life situations.
CO3	Analyze and calculate work study and simulation techniques in practical situations of manufacturing industry.
CO4	Adapt and compute inventory control techniques in manufacturing industry.
CO5	Analyze skills in operations function to improve quality standards in value engineering and value analysis

OL MBA 204: Business Research

Course Objectives:

The course enables the students to:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research & sampling techniques.
3. Understand the importance of scaling & measurement techniques
4. Understand the importance of data analysis & hypothesis testing.
5. Understanding the technique of report writing.

Course Contents

Unit I	Meaning, Objective and Types of Research
Unit II	Research Designs: Exploratory, Descriptive & Experimental, Research and Scientific Methods
Unit III	Defining of Research Problem; The Research Process: an overview.
Unit IV	Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.
Unit V	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors
Unit VI	Probability and Non Probability Sampling.
Unit VII	Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.
Unit VIII	Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.
Unit IX	Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.
Unit X	Primary and Secondary data. Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data
Unit XI	Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test.
Unit XII	Analysis of Variance (ANOVA), Factor Analysis
Unit XIII	Interpretation, Significance of report writing
Unit XIV	Types of research report, Different steps in writing report;
Unit XV	Presentation of report: Communication dimensions

Text Books:

1. Business Research Methods; Donald R Cooper and Pamela S Schindler; Tata McGraw Hills
2. Business Research Methods – William G. Zikmund; 7th Ed. VII Indian Reprint 2008; Cengage, New Delhi

Suggested Readings:

1. Zikmund, Business Research Methods, Dryden Press
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi

Course Outcomes

CO	Statement
CO1	Understanding & Knowledge of concept / fundamentals for different types of research.
CO2	Formulating Research Proposals & Applying relevant research designs & techniques.
CO3	Understanding & Assessing relevant scaling & measurement techniques for research and choosing appropriate sampling techniques for research
CO4	Evaluating different techniques of coding, editing, tabulation and analysis in doing research.
CO5	Evaluating statistical analysis which includes t test, z test, Chi Square test, ANOVA technique and prepare research report.

OL MBA 205: Human Resource Management

Course Objectives

The course enables the students:

1. To acquaint the students with various functions and processes related to human resource management.
2. To provide conceptual framework required for human resource planning and development.
3. To impart the students with the knowledge of social security legislations and employee safety at workplace.

Course Contents:

Unit I	Evolution of HRM, Concept, Nature, Importance of HRM, Changing Environment and HRM , Functions of HRM
Unit II	Concept, Process and Importance of HRP, Job Analysis and Design
Unit III	Recruitment, Selection, Induction & Placement, Psychometric Test, Interview Techniques, Internal Mobility of HR
Unit IV	Meaning and Need of Training and Development, Training Process
Unit V	Methods of Training and Development – On-the-Job and Off-the-Job Training Methods
Unit VI	Designing Training Programs, Evaluation of Training Program.
Unit VII	Performance Management Concepts, Potential Assessment
Unit VIII	Performance Appraisal- concept, process and methods
Unit IX	Concept of Job Evaluation, Employee Compensation- purpose and important components, Performance Linked Pay
Unit X	Worker’s Participation in Management- importance, techniques of workers participation in management
Unit XI	Principles and procedure of Collective Bargaining, Concept of Employee Counseling
Unit XII	Empowering employees
Unit XIII	Concept of Employment Relations, components and importance
Unit XIV	Industrial Dispute Management- nature, types and settlement of disputes
Unit XV	Statutory and Non- Statutory Provision for Employee Health and Safety, discipline and grievance management

Text Books:

1. K. Aswathappa, Human Resource Management: Text and Cases, Tata McGraw Hill.
2. Dwivedi R S, Managing Human Resource: Personnel Management in Indian Enterprise, Galgotia Publication

Suggested Readings:

1. Gary Dessler Biju Varkkey, Human Resource Management, Pearson Education.
 2. Pattanayak Byers, Human Resource Management, Prentice Hall of India
- P. Jyothi , D. N. Venkatesh, , Human Resource Management, Oxford University Press

Course Outcomes

After completion of the course the students will be able to:

CO	Statement
CO1	Know and explain theoretical concepts and develop an overview on various functions and processes of human resource management.
CO2	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
CO3	Know and Relate the role of Training in the organization.
CO4	Discuss the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning.
CO5	Describe and examine statutory and non- statutory rules and regulations affecting employees and employers

OL MBA 206 : Banking & Insurance

Course Objectives

This course enables the students:

1. To gain knowledge about the major functions & types of banks in India
2. To understand the banker customer relationship .
3. To understand the underlying the principles of Insurance
4. To understand the Life insurance & types of Life insurance
5. To develop knowledge of General insurance.

Course Content :

Unit I	Bank-Definition and functions.Types of banks and their functions
Unit II	Current Regulatory Framework-Role of Reserve Bank of India & regulatory framework & Set up of Banks.
Unit III	Salient features of the Banking Regulation Act.Recent trends in Indian Banking (E-banking innovative banking).
Unit IV	Relationship between Banker and customer
Unit V	Cheque , Bills of exchange and Promissory notes. Endorsement and crossing,
Unit VI	Presentation, collection and payment of Negotiable instruments Dishonor of Cheque, and its legal provisions
Unit VII	Insurance - An Introduction:- Origin and development of insurance, Risks Hazards, Management of Risk
Unit VIII	Meaning Characteristics functions and Social and Economic significance of insurance.
Unit IX	Principles of insurance- Insurance Interest, utmost good faith, warranties, causa proxima, subrogation.
Unit X	Life Insurance - Meaning, Need, Functions and development of life insurance in India,
Unit XI	Types of Important Plans,
Unit XII	Life Insurance Agents-meaning of an agent. Procedure of becoming an agent.
Unit XIII	General insurance - meaning, Scope, Settlement of claims, working of General Insurance Companies.
Unit XIV	Fire Insurance-meaning, Scope. Issue of fire Insurance Policy, Types of Plans,
Unit XV	Conditions of fire Insurance policy and Settlement of Claims

Text Books:

1. Mishra M. N., Insurance Principles and Practices, S.Chand& Co.
2. Timothy and Scott, Bank Management, Thomson (South-Western), Bangalore

Suggested Readings:

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli
2. Vasudev, E-Banking, Common Wealth Publisher: New Dehli
3. Life Insurance Corporation Act 1956

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To gain knowledge about the major functions & types of banks in India
CO2	To understand the banker customer relationship .
CO3	To understand the underlying the principles of Insurance
CO4	To understand the Life insurance & types of Life insurance
CO5	To develop knowledge of General insurance.

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA301	Strategic Management & Governance	Core	30	70	100	4
OL MBA302	Research Project	Core	50	50	100	4
For Dual Specialization: 3 electives from each specialization (4 credit each)						
For Major-Minor Scheme: Select any 3 electives for major; 2 elective for minor (4 credit each)						
	Total (For Dual)		260	540	800	32
	Total (For Major-Minor)		230	470	700	28

Note: At the end of the Second Semester, all the students shall have to undergo Major Project for Eight - Ten Weeks.

OL MBA 301: Strategic Management & Governance

Course Objectives

The course enables the students:

1. To understand the various perspective and concepts in the field of strategic management.
2. To analyze different kind of strategies for business planning in organizations.
3. To familiarize the concept of strategy formulation among students.

Course Contents

Unit I	Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment
Unit II	Levels of Strategy: Corporate Level, Business Level, Functional Level
Unit III	Strategic Management Process, Resource-Based Model & Industrial-Organizational Model
Unit IV	Analyzing the External Environment: Porter's 5-Forces Model, PESTEL
Unit V	Analyzing the Internal Environment: Resources, Capabilities & Core Competencies
Unit VI	Value-Chain Analysis, SWOT- Strength, Weakness, Opportunities and Threats
Unit VII	Definition, role and importance of corporate governance in modern business
Unit VIII	Ownership, Transparency, Accountability and Empowerment
Unit IX	Factors Responsible for obstructing effective Corporate Governance Practices, Future of Corporate Governance in India
Unit X	Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy
Unit XI	Formulating Long-Term Objectives: Grand Strategies
Unit XII	Corporate Combinations: Joint-Ventures, Strategies Alliances, Consortia, Keiretsus & Chaebols
Unit XIII	Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid
Unit XIV	Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive
Unit XV	Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

Text Books:

1. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy Forth Edition, Prentice Hall of India.
2. John A Pearce-II, Richard B, Robinson Jr. Strategic Management, Strategy Formulation and Implementation

Suggested Readings:

- Hitt. Ireland & Hoskisson, Strategic Management, Thomson Learning

Course Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Understand the basic concepts, need and principles of strategic management in overall business development
CO2	Analyze internal and external environment of the business
CO3	Recognise the role and importance of corporate governance
CO4	Understand the Business Level Strategies
CO5	Develop the ability to conduct strategic analysis at corporate level

OL MBA 302: Research Project

Course Objectives:

The primary objectives of the research project is to encourage independent research, develop skills in data collection and analysis, and enable students to apply management concepts to practical business problems.

Course Description

As part of the curriculum after the completion of second Semester, students are required to take up project work in their area of specialization for the successful completion of the MBA Program. Each student shall undergo research project of eight to ten weeks on a topic approved by the Faculty Guide. The research topic should be relevant to the student's specialization or current job profile and must be approved by the assigned faculty mentor before starting the study. Students those who are not working can select a topic with help of faculty mentor for the research project. The project may be based on primary data, secondary data, or a combination of both, and students must ensure the reliability and authenticity of the data sources used.

The final project report should include sections such as title page, certificate, student declaration, acknowledgement, table of contents, and chapters covering introduction, literature review, research methodology, data analysis, findings, and conclusions. References should be cited in APA style.

The Project Report shall Carry 100 marks. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice.

CO	Statement
	After completion of the Project the students will be able to
CO1	stand, observe and practice on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
CO2	It aims to develop research aptitude, analytical ability, and problem-solving skills.
CO3	to help students apply theoretical knowledge to real-life business situations
CO4	Know, observe and discover business organizations in their totality
CO5	Explore career opportunities in their areas of interest

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAHR303	Manpower Planning & Control	Elective	30	70	100	4
OL MBAHR304	Organizational Change & Development	Elective	30	70	100	4
OL MBAHR305	International Human Resource Management	Elective	30	70	100	4

OL MBAHR303: Manpower Planning & Control

Course Objectives

The course enables the students:

1. To understand the purpose, process and applications of human resource planning.
2. To analyze the role of forecasting in manpower planning.
3. To familiarize students with the concept of succession planning , career & career planning , MDPs and six sigma.

Course contents

Unit I	Employees as Resources, HR Planning Process
Unit II	Linking HR Process to Strategy, Involvement in Strategic Planning Process
Unit III	Strategic HR Planning Model, Staffing System
Unit IV	Job Design - Meaning and Definition, Purpose, Uses of Job Analysis
Unit V	Process of Job Analysis, Methods of Job Analysis
Unit VI	Quantitative Job Analysis Techniques
Unit VII	Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique
Unit VIII	Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables
Unit IX	HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget
Unit X	Definitions, Concepts, Stages of Career Development and Organizational HR Policies
Unit XI	Career Anchors, Career Planning Process, Succession Management – Planning and Challenges
Unit XII	Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's
Unit XIII	New HR Roles and Competencies, HR as Strategic Partner
Unit XIV	HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity
Unit XV	HR and BPO and HRO, Talent Management

Text Books:

1. Deepak Kumar Bhattacharya “Human Resource Planning” Excel Books Up Date Edition
2. Personnel Management by David DeCenzo and Stephen Robbins, Prentice Hall.
3. Human Resource Management by K Aswathappa, TataMgrew Hill.

Suggested Readings:

1. Planning & managing HR. William IInd J. Rothwell& HC kazanas.
2. Human Resource Mangement: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited.
3. Abha, Vijai, Prakash “Manpower Planning and Control” Up Date Edition

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify the human resource needs of an organization and plan accordingly
CO2	Practice and select forecasting techniques in manpower planning.
CO3	Understand the use of Career Development. Adapt various Career Planning, and succession planning techniques in the organization
CO4	Investigate and understand the need of MDP in Organization.
CO5	Analyze and choose activities and processes which lead to the development of innovation and creativity in organization.

OL MBAHR304: Organizational Change & Development

Course Objectives

The course enables the students:

1. To understand the concept of organizational change and development process.
2. To familiarize the students with the concepts of organizational change and its methods in a brief manner.
3. To familiarizes the concept of organizational development and its interventions.

Course Contents :

Unit I	Concept of change and its nature, Understanding the changing environment,
Unit II	Importance and Process of Organizational Change, Change Forces
Unit III	Change Models, Types of Organizational Change
Unit IV	Change Consideration, Resistance to Change
Unit V	Managing Resistance to Change
Unit VI	Managing Organizational Change
Unit VII	Concept of Leadership, Leadership Styles, Traits motives and characteristics of leadership
Unit VIII	Transformational Vs Transactional Leadership, Cross Cultural & Gender issues in Leadership
Unit IX	Selecting best leadership style for Organizational Change and Development
Unit X	Definition and Historical overview of Organization development
Unit XI	Principles of Organizational Development, Managing the Organizational Development process
Unit XII	Action research and OD, Human Resource and Organizational Development
Unit XIII	Intervention for Organizational Development, Techno Structural Interventions (Structures, Technologies, Positions, etc.)
Unit XIV	Human Process Interventions (Group and Individual Human Relations), Human Resource Management Interventions (Individual and Group Performance Management)
Unit XV	Strategic Interventions (Organization and Its External Environment)

Text Books:

1. French W.L. & Bell. D.H, “Organizational Development: Behavioral Science Intervention for Organizational Improvement,
2. Kavita Singh, “Organization Change and Development”, Excel Books.

Suggested Readings:

1. Craige C. Pinder“Work Motivation in Organizational Behavior”, II ed. Psychology Press
2. Cummings G.Thomas& Worley G.Christopher, “Organisation Development and Change”, Thomson, seventh edition

Course Outcomes

CO	Statements
	After completion of the course the students will be able to:
CO1	Describe the concept for the effective change in the organization
CO2	Understand the resistance to change and how to handle it for overall management process
CO3	Apply the knowledge of different leadership styles for Organizational Change and Development
CO4	Illustrate the importance of organizational development
CO5	Classify major types of organizational development interventions

OL MBAHR305: International Human Resource Management

Course Objectives

This course enables the students:

1. To develop an understanding about the concept of HRM from international perspective.
2. To understand the role of staffing, training, compensation and industrial relation in international context.
3. To analyze the role of workforce diversity in international organizations.

Course Contents

Unit I	Conceptual Framework of IHRM, Difference Between Domestic and IHRM
Unit II	Organizational Process in International HRM
Unit III	IHR Policies, Role of Global HR Manager, IHRM Model.
Unit IV	Recruitment, selection and staffing in International Context
Unit V	Training and Development of international staff
Unit VI	Compensation in International Context- objectives, approaches and practices across the countries
Unit VII	Performance Management- Expatriate performance management, performance appraisal in international context
Unit VIII	Industrial relation in international context- objectives, approaches
Unit IX	Industrial Relation practices in- India, U.S., Japan and U.K.
Unit X	Role of Culture in IHRM, Understanding Cultural Diversity in international organization
Unit XI	Effects of cultural differences on work behaviors
Unit XII	Implication on international management, inter-cultural communication.
Unit XIII	Women Expatriate
Unit XIV	Mergers and acquisition and HRM
Unit XV	Managing ethics in international context.

Text Books:

1. K. Aswathappa, International Human resource Management : Text and Cases, Tata Mcgraw Hill.
2. Tony Edwards, Chris Rees, international Human resource Management, Pearson Education

Suggested Readings:

1. Dr. Nilanjan Sengupta, Dr. Mousumi S. Bhattacharya, International Human resource Management, Excel Books.
2. Peter J. Dowling, Denice E. Welch, International Human resource Management, Cengage Learning.
3. Monir Tayeb, International Human resource Management, Oxford University Press.

Course Outcomes:

CO	Statement
	After completion of the course the students will be able to
CO1	Understand and investigate the variables that moderate differences between domestic and International HRM.
CO2	Understand and describe issues, trends and practices in areas of international procurement, development and maintenance strategies.
CO3	To appreciate the role of workforce diversity in the international organizations.
CO4	Explore performance management issues globally.
CO5	Analyze the role of women expatriate in the organization and discuss the ethical issues in global organization.

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAFM303	Investment Analysis and Portfolio Management	Elective	40	60	100	3
OL MBAFM304	Income Tax: Theory & Practice	Elective	40	60	100	3
OL MBAFM305	Management of Financial Services	Elective	40	60	100	3

OL MBAFM303: Investment Analysis and Portfolio Management

Course Objectives

This course enables the students:

1. To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels.
2. To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making.
3. To impart knowledge of portfolio management with understanding of different Models of modern portfolio management

Course Contents

Unit I	<i>Investment:</i> Concept of investment-investment objectives, Investment Process, Investment Policy.
Unit II	<i>Security analysis:</i> Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.
Unit III	<i>Listing of Securities:</i> Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.
Unit IV	Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis:
Unit V	Earnings of Company,
Unit VI	Financial Analysis, Growth in Earnings.
Unit VII	Tenets of Technical Analysis,
Unit VIII	Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.
Unit IX	<i>Efficient Market Hypothesis:</i> Random Walk theory, M.M. Hypothesis, Gordon Hypothesis
Unit X	<i>Portfolio:</i> Meaning of Portfolio, concept of Portfolio, Portfolio Management Process,
Unit XI	Construction of Portfolio, and Approaches of Portfolio Construction.
Unit XII	<i>Capital market theory:</i> Capital asset pricing model, Assumption of CAPM model, the capital Market Line, The security Market line & APT (Arbitrage Pricing Theory)
Unit XIII	Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model,
Unit XIV	The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.
Unit XV	Portfolio Evaluation: Sharpe's Performance Index.

Text Books:

1. Fischer Donald E. & Jordan Ronald J., Security Analysis & Portfolio Management, 6th Edition, Pearson Education.
2. Dun & Bradstreet, Equity Research & Valuation, 1st Edition Tata McGraw Hill.

Suggested Readings:

1. Warren Buffett, Benjamin Graham, David Dodd 6th Edition, Securities Analysis
2. Sharpe W., Investment, Prentice Hall of India. New Delhi.
3. V.A. Avadhani, Securities analysis & Portfolio Management, Himalaya Publishing House.

Course Outcomes

CO	Statement
CO1	Initiate investment decision after visualizing influencing pillars for selection of different investment channels suitable for different class of investors
CO2	Apply conceptual and analytical framework of evaluating a security.
CO3	Apply technical framework of evaluating a security.
CO4	Understand portfolio construction and management techniques and strategies.
CO5	To provide students with working knowledge framework of Portfolio analysis, their risk and returns and their usefulness while evaluating portfolios.

OL MBAFM304: Income Tax: Theory & Practice

Course objectives

This course enables the students:

1. To acquaint the students with basic principles underlying the provisions of direct tax laws
2. To develop a broad understanding of tax practices.
3. To provide students with a working knowledge of the fundamental tax principles and rules that applies by individuals.

Course Contents

Unit I	Important definitions under Income Tax Act-1961,
Unit II	Residential Status of Assesses and tax liability, Income from Salary- Allowances,
Unit III	Provident fund, gratuity, leave encashment and perquisites.
Unit IV	Income from House Property, calculation of Annual value of house and deductions.
Unit V	Income from Business & Profession- various allowed and disallowed expenses.
Unit VI	Incomes taxable under the head business and profession.
Unit VII	Income from capital gains- calculation of short term
Unit VIII	Calculation of long term capital gains,
Unit IX	Various taxfree capital gains. Income from other sources
Unit X	Deemed Incomes, set-off and carry forward of losses,
Unit XI	Deductions of section 80, tax rates, computation of taxable income and tax,
Unit XII	Tax adjustment regarding agricultural income & Marginal relief.
Unit XIII	Types of return of income,
Unit XIV	Types of assessment, deduction of tax at source,.
Unit XV	Advance payment of tax

Text Books:

- 1) Singhania, Vinod K. and Monica Singhania -- Students' Guide to Income Tax (Taxmann Publications Pvt. Ltd., New Delhi)
- 2) Income Tax Law & Practice- N. Hariharan (Tata McGraw hill publications)
- 3) Ahuja Girish and Ravi Gupta -- Systematic Approach to Income Tax (Bharat Law House, Delhi)

Suggested Readings:

1. Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)
2. Patel, Choudhary – Income Tax (ChoudharyPrakashan)

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Compute the income from salary
CO2	Analyze and compute income from house property and Business & Profession.
CO3	Understand exemptions of capital gains and incomes of other sources.
CO4	Calculate taxable income and tax visualization of assessee.
CO5	understand the procedure of filing and assessment.

OL MBAFM305: Management of Financial Services

Course Objectives

This course enables the students:

1. To impart knowledge about Indian financial system and Indian financial market and its assets.
2. To develop knowledge about new and innovative financial services introduced in recent years.

Course Contents

Unit I	Meaning and functions of financial system,
Unit II	Financial concepts, financial assets, financial intermediaries, financial markets,
Unit III	Financial rates of return and financial instruments.
Unit IV	Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement,
Unit V	Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale,
Unit VI	Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.
Unit VII	Meaning features and importance of venture Capital, Venture capital guidelines,
Unit VIII	Methods of venture financing, Suggestions for growth of venture capital.
Unit IX	Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.
Unit X	Types of Mutual Funds, Schemes of Funding,
Unit XI	National Housing Bank(NHB), Housing Financial System,
Unit XII	Insurance: Types, Services and Products
Unit XIII	Credit cards, credit rating,
Unit XIV	Bill Discounting. Forfaiting,
Unit XV	Factoring- recourse and non recourse factoring.

Text Books:

1. M Y Khan Financial Services, McGraw Hill
2. GordenNatrajan Financial Services

Suggested Readings:

1. Avadhani V. A. Marketing of Financial Services Himalyan Publication
2. Bhatia B.S. Management of Financial Services

Course Outcomes

CO	Statement
CO1	Gain an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services and intermediaries.
CO2	Apply critical, analytical and integrative thinking while understanding the functioning for the leasing and hire purchase
CO3	Apply critical, analytical and integrative thinking while understanding the functioning for the venture capital and merchant banking
CO4	Apply critical, analytical and integrative thinking while understanding the functioning for the Mutual funds, housing financial system & insurance
CO5	Apply critical, analytical and integrative thinking while understanding the functioning for the credit cards , factoring & forfeiting.

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAMKT303	Retail & Distribution Management	Elective	30	70	100	4
OL MBAMKT304	Marketing of Services	Elective	30	70	100	4
OL MBAMKT305	Consumer Behavior	Elective	30	70	100	4

OL MBAMKT303: Retail and Distribution Management

Course Objectives

This course enables the students:

1. To know about Distribution channel and different types of retail institutions.
2. To understand the role and importance of store location, layout and Information Technology in retailing.
3. To understand the areas of decision making in merchandise management.

Course contents

Unit I	Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels;
Unit II	Wholesaling: Concept, Importance, Functions,
Unit III	Retailing: Nature and Scope, Formats & types.
Unit IV	Achieving competitive advantage and positioning through Retail store location and layout,
Unit V	Site evaluation and selection - Store design and layout,
Unit VI	Exterior store design elements and Interior store design elements, Atmospherics.
Unit VII	Merchandising : Concept, Importance, Functions,
Unit VIII	Steps in merchandising planning – Category management : Definition and process – Introduction to Private label brands,
Unit IX	Merchandise sourcing
Unit X	Shopping Process and shopping Behavior, Factors affecting Pricing Decisions, Price Setting,
Unit XI	Retail Promotion mix, Point of Purchase Communication,
Unit XII	Role of Packaging
Unit XIII	Introduction to Logistics and Supply Chain Management : Concept-significance, Focus Areas,
Unit XIV	Key Logistics Activities,
Unit XV	Technology in Logistics and SCM : Barcoding – RFID – Electronic payment systems

Text Books:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford
2. Krishna K Havaldar, Vasent M Cavale, Sales and Distribution Management, Mc ,Graw Hill
3. Michael Levy, Barton Weitz, Retailing Management, Richard d Irwin

Suggested Readings:

1. Kishore Biyani, It happened in India, Rupa& Co
2. Physical Distribution & Logistics Management-Dr. SubhashBhave
3. Channel Management & Retail Management-MeenalDhotre

Course Outcomes

CO	Statement
	After the completion of this course, students will be:
CO1	Understand and define the concepts, philosophies and environment of the retail industry in Indian and global context.
CO2	Discuss the factors affecting store location and store layout and design store layout
CO3	Apply Merchandising and staffing strategy to achieve Retail targets
CO4	Discuss Buyer Behavior & Describe Pricing & Promotion Strategies used in Retailing
CO5	Understand and explain the concepts, philosophies of Logistics and Supply chain Mgmt.

OL MBAMKT304: Marketing of Services

Course Objectives

1. To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and
2. To acquaint students with special knowledge and skills required for being in this sector.
3. To explore complexity in marketing of services due to its differentiating characteristics.

Course Contents:

Unit I	Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence,
Unit II	Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services),
Unit III	Classification of services, Characteristics of services (4-I's of Services).
Unit IV	Phases in purchase Process and Roles of Service Marketer therein, understanding & minimizing risks as perceived by customers ,
Unit V	Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations,
Unit VI	Factors influencing customer Expectations of service, Managing Misbehaving Customers
Unit VII	<i>Physical Evidence and Servicescape</i> : Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services,
Unit VIII	New Service development, Developing an Integrated Communication Program for services, Sales Promotion for Services. Service Delivery Process (Flowcharting and Blueprinting of service products), Role of distribution channels: Channel structure, distribution growth strategies, Agency,
Unit IX	Franchising & Electronic Channels, Managing demand and capacity, Yield-Management
Unit X	Measuring and Enhancing Service Product Quality,
Unit XI	Service Quality Model, Hard and soft Measures in Improving Service Quality,
Unit XII	Pricing Objectives, Foundations for setting Prices (Approaches of pricing)
Unit XIII	Importance of 'People' Element of Service Marketing Mix, Managing Employees and Customers for Profitability,
Unit XIV	Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction,
Unit XV	Customer Relationship & Loyalty, Relationship building Strategies,

Text Books:

1. Christopher Lovelock, Services Marketing, Pearson Publication
2. Zeithamal and Bitner Service Marketing, TMH Publication

Suggested Readings:

1. Rampal & Gupta, Service Marketing, Galgotia Publication
2. Kurtz & Clow, Service Marketing John Wiley

Course Outcome

CO	Statement
	After completion the student will be able to:
CO1	List the types of services attributes
CO2	Classify the phases of purchase process
CO3	Design response to misbehaving customers
CO4	Assemble physical evidence and servicescape
CO5	Decide & measure service quality

OL MBAMKT305: Consumer Behavior

Course Objectives

This course enables the students:

1. To develop a conceptual base for understanding the theoretical and practical implications of consumer behavior in the modern society.
2. To develop an understanding of internal influences like personality, perception, motivation and learning on individual consumer decision making process.
3. To develop an understanding of external influences of social and cultural factors on individual consumer decision making process.
4. To develop a basic understanding of organizational buying.

Course Contents

Unit I	Definition of Consumer Behavior, Consumer Behavior & Marketing strategy,
Unit II	Nature of Consumer Behavior, Consumer Market Demographics,
Unit III	Consumer Research.
Unit IV	Consumer Motivation: Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers. Personality & Consumer Behavior: Personality Theories, Use of personality in marketing practice. Communicating Brand Personality.
Unit V	Consumer Perception: Nature of Perception, Perception and Marketing Strategy. Consumer Learning: Nature of Consumer Learning, Learning Theories.
Unit VI	Consumer Attitude: Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change. Communication & Consumer Behavior
Unit VII	Reference Groups & Family Influences on Consumer Behavior,
Unit VIII	Consumer Socialization, Impact of Culture, Subculture & Cross
Unit IX	Cultural Factors on Consumer Behavior.
Unit X	Views of Consumer Decision Making, Buying Process & Decisions,
Unit XI	Purchase Process & Post Purchase Behavior,.
Unit XII	Models of Consumer Behavior
Unit XIII	Introduction to Organizational Buying Behavior,
Unit XIV	Organizational Purchase Process,
Unit XV	Organizational Culture, External and Internal factors influencing Organizational culture.

Text Books:

1. Leon Schiffman, Lesslie Lazar Kanuk, "Consumer Behaviour", Prentice Hall of India.
2. Blackwell; Miniard and Engel, "Consumer Behavior", Tata McGraw Hill.

Suggested Readings:

1. Hawkins, Best & Coney, “Consumer Behavior”, McGraw Hill.
2. David Loudon, Albert Della Bitta “Consumer Behavior: Concepts & Applications Tata McGraw Hill.
3. Nair Suja S, “Consumer Behavior: Text and Cases”, Himalaya Publication House.

Course Outcomes:

CO	Statement
	After completion the students will be able to:
CO1	Examine the nature of consumer behavior and its relation with market demographics
CO2	Develop strategies to influence change in consumer attitude
CO3	Assess impact of social cultural settings on consumer’s behavior
CO4	Describe and understand the consumer decision making process
CO5	Describe and understand the organizational buying behavior and assess the impact of factors on organizational culture

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIT303	Data Mining for Business Decisions	Elective	30	70	100	4
OL MBAIT304	Managing Digital Innovation and Transformation	Elective	30	70	100	4
OL MBAIT305	E-Commerce and Digital Markets	Elective	30	70	100	4

OL MBAIT303: Data Mining For Business Decisions

Course Objective:

This course will enable help the student to:

1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tools, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technologies in data mining.

Course Content

Unit I	Data Mining-Introduction, Origins, Application, Growth.
Unit II	Supervised and unsupervised learning algorithms,
Unit III	Steps in Data Mining, Preliminary steps, using Excel for Data Mining
Unit IV	Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations.
Unit V	Dimension reduction-Introduction, Data Summaries,
Unit VI	Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.
Unit VII	Multiple Linear Regression, K_NN, Naïve Byes,
Unit VIII	Classification and Regression tress, Regression, Neural Nets,
Unit IX	Discriminate Analysis
Unit X	Mining Relationship among records, Association rules,
Unit XI	Cluster Analysis, Forecasting Time Series-handling time series,
Unit XII	Regression based forecasting, smoothing methods
Unit XIII	Evaluating Classification and Predictive Performance, Legal Issues, Privacy ,
Unit XIV	Ethics in Decision Making and Support , The Future of Data mining; Social Networks : Collaborative Decision Making,
Unit XV	RFID, Reality Mining,

Text books:

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, DursunDelen, David King; Pearson Education
2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with Xlminer; 2nd edition, GalitShmueli, Nitin R. Patel and Peter C. Bruce; John Wiley

References:

1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
2. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Understand the concept of origin of data mining, its process, classification and applications.
CO2	Identify appropriate data mining algorithms to solve real world problems
CO3	Compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining
CO4	Describe complex data types with respect to spatial and web mining.
CO5	Evaluate the performance and other trends in data mining

OL MBAIT304: Managing Digital Innovation and Transformation

Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents

Unit I	Introduction to Digital Innovation,
Unit II	Digital/Virtual World, innovation and its relevance, Kinds of innovations,
Unit III	Role & Advantages for organizations
Unit IV	Transformation of Organization,
Unit V	Digital Transformation - classification of Digital Transformation;
Unit VI	Challenges of Digital Transformation, factors driving Innovation & Transformation.
Unit VII	Role of Innovation in digital world,
Unit VIII	Management process involving innovation: Process model, approach for successful innovation;
Unit IX	Innovation in Teams for organizational Transformation.
Unit X	Digital transformation and social media; Impact of social media in virtual world;
Unit XI	Digital innovation with social media and role in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation;
Unit XII	Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media
Unit XIII	Cloud Computing: introduction, technology involved;
Unit XIV	Role of Cloud computing in digital transformation;
Unit XV	Driving forces for digital innovation & transformation.

Text Books:

1. Managing Innovation” by Tidd&Bessant, Publisher: Wiley (2005).
2. Strategic Management of Technology & Innovation” by Robert A. Burgelman, Publisher: McGraw-Hill Education.

References Books:

1. “SMAC-Social Mobility Analytics Cloud – Digital Disciplines” by FerozKnan, McGraw-Hill Education.
2. Digital Transformation: Build Your Organization's Future for the Innovation Age Lindsay Herber by Bloomsbury Business, December 2017.

Course Outcomes:

	Statement
	After completion of the course the students will be able to
CO1	Develop fundamental level understanding of Digital Innovation, its role, types and process
CO2	Comprehend and relate to the social, ethical and legal issues relating to Digital transformation
CO3	Understand and tell how cloud computing useful in collaboration of business and how it helps to cut costs
CO4	Examine emerging trends in digital innovation process
CO5	Understand and know about drivers and role of cloud computing in modern business

OL MBAIT305: E-Commerce and Digital Markets

Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents:

Unit I	Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce
Unit II	e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models:
Unit III	E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C), Consumer to Business (C to B).
Unit IV	Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP,
Unit V	Internet Technologies and Middleware, World Wide Web,
Unit VI	Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.
Unit VII	E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts.
Unit VIII	E commerce marketing and branding strategies, Online Market Research,
Unit IX	Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,
Unit X	Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System,
Unit XI	Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices,
Unit XII	Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.
Unit XIII	Definition, Evolution,
Unit XIV	Procurement Process and the Supply chain, Trends in SCM,
Unit XV	Net Marketplaces and Private Industrial Networks

Text Books:

1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi
2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.

References Books:

1. Kalakota; Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. C.S.V.Murthy: E-Commerce-Concepts, Models; Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamallesh K Bajaj; Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.

Course Outcomes:

COs	Statement
	After completion of the course the students will be able to
CO1	Explain the benefits and types of E-Commerce business models
CO2	List and describe the infrastructural requirements for setting up an E-commerce site
CO3	Determine the various components of an e-marketing plan
CO4	Analyze the Electronic Payment Systems and Order Fulfillment and related security issues
CO5	Explain and relate to the challenges and opportunities in supply chain management system of E- Commerce

IB SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIB303	International Business Management	Elective	30	70	100	4
OL MBAIB304	International Financial Management	Elective	30	70	100	4
OL MBAIB305	Cross Cultural Management	Elective	30	70	100	4

OL MBA IB 303: INTERNATIONAL BUSINESS MANAGEMENT

Course Objectives:

1. To understand the nature, scope, and importance of international business and analyze various international business environments.
2. To study global economic conditions and the role of international institutions and agreements in shaping trade.
3. To explore the functioning of MNCs, foreign investments, and technology transfers.
4. To gain insights into international marketing concepts, strategies, and global market orientation.
5. To assess how internal and external environmental factors influence international marketing decisions.

Course Contents:

Unit I	Introduction to International Business: Meaning, characteristics, and importance of international business.
Unit II	Scope and Dimensions of International Business: Key areas and difference between domestic & international business. Global trade and its theories.
Unit III	Modes of Entry into International Business: Exporting, licensing, franchising, joint ventures, wholly-owned subsidiaries.
Unit IV	Framework for Analyzing International Business Environment: Introduction and importance of environmental analysis.
Unit V	Geographical and Economic Environment: Their influence on international business decisions and strategy.
Unit VI	Socio-cultural, Political, and Legal Environment: Role and impact on international operations.
Unit VII	World Economic and Trading Situation: Trends and factors influencing global trade. Integration between countries-Levels of integration.
Unit IX	IMF and World Bank: Their roles in international trade and financial stability.
Unit X	Trade Preferences and Commodity Agreements: GSP, GSTP, and international commodity agreements.
Unit XI	Multinational Corporations (MNCs): Concept, features, and home-host country relations.
Unit XII	Technology Transfers and M&A of MNCs: Importance, types, and strategic implications. International strategic Alliances
Unit XIII	Foreign Investment: Capital flows, theories, types (FDI, portfolio), and barriers.
Unit XIV	International Marketing and EPRG Framework: Nature, significance, and global marketing orientation.
Unit XV	International Marketing Environment and Strategies: Internal/external environment, segmentation, and market entry strategies.

Text Books

- Aswathappa, INTERNATIONAL BUSINESS, Tata Mc Graw Hill publications, New Delhi.
- Black and Sundaram, INTERNATIONAL BUSINESS ENVIRONMENT, Prentice Hall of India, New Delhi.
- Czinkota, M.R, INTERNATIONAL MARKETING, Dryden Press, Boston.
- Fayerweather, John, INTERNATIONAL MARKETING, Prentice Hall, New Delhi

Suggested Readings

- Adhikary, Manab, GLOBAL BUSINESS MANAGEMENT, Macmillan, New Delhi.
- Bhattacharya.B, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, Wheeler Publishing Co, New Delhi.
- Gosh, Biswanath, ECONOMIC ENVIRONMENT OF BUSINESS, South Asia Book, New Delhi.
- Jain, S.C., INTERNATIONAL MARKETING, CBS Publications, New Delhi
- Keegan, Warren J., GLOBAL MARKETING MANAGEMENT, Prentice Hall, New Delhi

OL MBA IB 304: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives:

1. To understand the evolution of the international financial system and the role of global economic institutions.
2. To study the creation and functioning of Euro currency and global financial markets.
3. To explore international financial markets, instruments, and the concept of financial market integration.
4. To examine international money market instruments and the role of global financial institutions.
5. To analyze global funding and investment strategies, foreign exchange risk, and hedging techniques.

Course Contents:

Unit I	Introduction to International Financial System: Nature, scope, and importance in the global context.
Unit II	Bretton Woods Conference and Aftermath: Evolution of global monetary order and its long-term impact.
Unit III	European Monetary System and Exchange Rate Regimes: Fixed vs. floating exchange rates.
Unit IV	International Economic Institutions: Functions and roles of IMF, World Bank, and WTO.
Unit V	Euro Currency Market: Emergence, characteristics, and significance of Euro Dollar and global currency markets.
Unit VI	Structure of European and Asian Currency Markets: Size, instruments, and key players.
Unit VII	Regulatory Systems in Global Markets: Supervision and governance across international financial markets.
Unit VIII	Introduction to International Financial Markets: Capital vs. money markets – scope and functions.
Unit IX	Instruments in International Markets: Features of major international capital and money market instruments.
Unit X	Integration and Arbitrage in Financial Markets: Global integration and arbitrage opportunities.
Unit XI	Role of Financial Intermediaries: Institutions facilitating international financial transactions.
Unit XII	Key International Instruments: GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs.
Unit XIII	Development Banks and Institutions: IMF, IBRD, and role of other global and regional banks.
Unit XIV	Global Lending and Investment Options: Comparing domestic, foreign, and Euro currency markets.
Unit XV	Forex Risk and Hedging Strategies: Interest rate parity, cover deals, arbitrage, speculation, and cost analysis.

Text Books

- Buckley, Adrian, MULTINATIONAL FINANCE, Prentice Hall of India, New Delhi
- International Financial Management; Jeff Maruda; Cengage publication; Latest Edition
- Henning, C.N., Piggot, W. and Scott, W.H, INTERNATIONAL FINANCIAL MANAGEMENT, Mc Graw Hill, Int. Ed., New York.
- Maurice, Levi, INTERNATIONAL FINANCE, McGraw Hill, Int. Ed., New York.
- Rodriquefe, R.M and E.E Carter, INTERNATIONAL FINANCIAL MANAGEMENT, Prentice Hall of India, Delhi.
- Shaprio, A.C., MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall of India, New Delhi.

OL MBA IB 305: CROSS CULTURAL MANAGEMENT

Course Objectives:

1. To understand the concept of culture in business and its impact on various stakeholders.
2. To examine the role of culture in global management and cross-cultural communication.
3. To develop skills for negotiation and decision-making in multicultural contexts.
4. To learn global HR practices, including staffing, training, and motivating diverse teams.
5. To explore and manage corporate culture and strategies for cultural change.

Course Contents:

Unit I	Introduction to Culture in Business: Concept of culture in a business context and its relevance.
Unit II	Organizational Culture & Its Dimensions: Overview of organizational culture and its key elements.
Unit III	Cultural Background of Business Stakeholders: Analysis of cultural roles of managers, employees, shareholders, etc.
Unit IV	Culture and Global Business: Understanding the global business environment through cultural lenses.
Unit V	Communication Across Cultures: Elements, challenges, and strategies for effective cross-cultural communication.
Unit VI	Communication Strategy: Indian MNC vs. Foreign MNC; building high-performance teams and cultural implications.
Unit VII	Cross-Cultural Team Building: Culture's impact on collaboration, conflict resolution, and team synergy.
Unit VIII	Cross-Cultural Negotiation Skills: Key concepts and processes of negotiation in multicultural contexts.
Unit IX	Decision Making in Multicultural Environments: Examples from India-Europe and India-US scenarios.
Unit X	Strategy Formulation in Global Context: Strategic planning and its cultural alignment.
Unit XI	Strategy Implementation and Structure Alignment: Linking global business strategy with organizational culture and structure.
Unit XII	Global Human Resource Management: Staffing, training, and development for international operations.
Unit XIII	Expatriation and Global Leadership: Building a global management cadre, leadership development, and motivation.
Unit XIV	High-Performance Organization Building: Cultural values and behaviors for individual and team excellence; retention strategies.
Unit XV	Corporate Culture Change: Diagnosing culture, designing change strategies, implementation, and measurement of improvement.

OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
OL MBA OSC304	Supply Chain Management	Elective	40	60	100	2	1	-	3
OL MBAOSC 305	Materials and Stores Management	Elective	40	60	100	2	1	-	3
OL MBAOSC 306	Quality Management	Elective	40	60	100	2	1	-	3

OL MBA OSC 304: SUPPLY CHAIN MANAGEMENT

Course Objectives

The course enables the students:

1. To understand the basics and nature of supply chain management.
2. To explain the distribution network on different supply chain functions.
3. To understand the role of coordination in supply chain management.

Course contents

Unit I	Introduction to supply chain, its objectives and importance
Unit II	Supply chain decision phases
Unit III	Process view of a supply chain, competitive and supply chain strategies
Unit IV	Achieving strategic fit and understanding the role of supply chain drivers
Unit V	Obstacles to achieving strategic fit, supply chain framework: facilities, inventory, transportation, information, sourcing, pricing
Unit VI	Designing the distribution network – role and factors influencing distribution
Unit VII	Design options for distribution networks, impact of e-business
Unit VIII	Distribution networks in practice, role of network design
Unit IX	Factors affecting network design decisions, supply chain network modeling
Unit X	Forecasting in supply chains – role, approaches, importance of IT
Unit XI	Planning and managing inventories, safety inventory and appropriate levels
Unit XII	Impact of supply uncertainty, aggregation and replenishment policies
Unit XIII	Transportation – modes, infrastructure, policies, performance and design options
Unit XIV	Tailored transportation, sourcing strategies – in-house vs. outsourcing, 3PL and 4PL, supplier scorecard and assessment
Unit XV	Lack of coordination in supply chains, bullwhip effect, building trust and partnerships, VMI, CPFR

Text Books:

1. **Sunil Chopra and Peter Meindl**, Supply Chain Management – Strategy, Planning and Operation, *PHI, 4th Edition, 2010.*

Reference Books:

1. Wisner, Keong Leong and Keah-Choon Tan, Principles Of Supply Chain Management A Balanced Approach, *Thomson Press, 2005.*
2. Coyle, Bardi, Longley, The Management Of Business Logistics – A Supply Chain Perspective, *Thomson Press, 2006.*
3. Jeremy F Shapiro, Modeling The Supply Chain, *Thomson Duxbury 2002*

Course Outcomes

CO	Statement	Blooms Level
	After completion of the course the students will be able to	
CO1	stand the importance of implementing the supply chain strategies in organization.	L2
CO2	stand and examine the Model of distribution network	L2,L4
CO3	stand and organize - Safety inventory and its appropriate level.	L2, L4
CO4	Compute modes and performance of transporation in SCM.	L3
CO5	Describe and apply the knowledge in replenishment and vendor-managed inventories	L1, L3

MBA OSC 305: Materials and Stores Management

Course Objectives

The course enables the students:

4. To understand the concepts and principles materials and store management.
5. To appreciate the role of store management and forecasting.
6. To analyze the management aspects of health and safety in work.

Course contents

Unit I	Meaning, definition, scope, principles, and functions of Materials Management
Unit II	Objectives and advantages of Materials Management; internal and external interfaces
Unit III	Organization for Materials Management; linkages with other functional areas
Unit IV	Concept of costs, cost classification, and specific costs associated with Materials Management
Unit V	Purchasing in Materials Management – system and procurement concepts
Unit VI	Conceptual activities in Materials Management – Value Analysis and Value Engineering
Unit VII	Purchasing and Quality Assurance – Purchase Cycle – Negotiation and Bargaining
Unit VIII	Vendor relations, Purchasing Methods, Global Sourcing
Unit IX	Stores – Functions, Importance, Organization and Layout
Unit X	Stores procedures and documentation
Unit XI	Management of storage facilities; types of commodities and their storage/handling needs
Unit XII	Materials Requirements Planning (MRP)
Unit XIII	Physical management – stock handling equipment, layout methods, vendor-managed inventory
Unit XIV	Security maintenance, prevention of theft, disposal of obsolete/scrap items, environmental considerations
Unit XV	Health and safety at work – operational and management issues, teamwork, benchmarking, performance measurement

Text Books:

1. Jessop & Morrison, Storage and Supply Of Materials , PHI
2. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.

Suggested Readings:

1. Duru C. Innocent, Purchasing And Stores Management, Ken Printing Press,
2. Terry Lucey, Quantitative Techniques, Letts Educational, 5th Edition.
3. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify the material management needs of an organization and plan accordingly
CO2	Practice and select forecasting techniques in material & store management.
CO3	Understand the use of store management . Adapt various material and store management techniques in the organization
CO4	Investigate and understand the need of worker safety in Organization.
CO5	Analyze and choose activities and processes which lead to the development of innovation and creativity in organization.

MBA OSC 306: Quality Management

Course Objectives

This course enables the students:

1. To develop an understanding about the concept of Quality Management from supply chain perspective.
2. To appreciate the role quality control in supply chain
3. To analyze the role of Quality Management Standards.

Course Contents

Unit I	Introduction to quality: brief history, modern developments, and the idea of "a race without a finish line"
Unit II	Definitions of quality; quality in manufacturing vs. service systems
Unit III	Economic issues: relationship between quality and price, market share, cost; Taguchi Loss Function
Unit IV	Quality as a source of competitive advantage; leadership perspectives from the Baldrige framework
Unit V	Deming's philosophy: system of profound knowledge and its impact; Deming's 14 points
Unit VI	Juran's philosophy: the Quality Trilogy – planning, control, and improvement
Unit VII	Crosby's philosophy of quality; introduction to Six Sigma methodology
Unit VIII	Quality assurance: management actions and key activities for quality assurance
Unit IX	Evaluating product quality; control charts – mean and range
Unit X	Vendor-related issues: common vendor quality problems, supplier quality surveys
Unit XI	Supplier quality: model for evaluation of supplier quality performance
Unit XII	Quality Function Deployment (QFD) – process and steps
Unit XIII	Building the House of Quality and implementing QFD in organizations
Unit XIV	Designing quality in services: service needs identification and service system design
Unit XV	Customer satisfaction and CRM: measurement techniques and relationship management

Text Books:

1. Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited,
2. Greg Bounds, "Beyond Total Quality Management", McGraw Hill,

Suggested Readings:

1. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 2021
2. Handbook of quality standards

Course Outcomes:

CO	Statement
	After completion of the course the students will be able to
CO1	Understand and investigate the quality management principles
CO2	Understand and describe issues, trends and practices in areas of quality management
CO3	To appreciate the role of quality management in the supply chain.
CO4	Explore quality management issues & standards globally.
CO5	Analyze the role of quality , TQM and ISO in Quality Management .

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA 401	Project Management	Core	30	70	100	4
OL MBA 402	Comprehensive Viva	Core	-	100	100	4
For Dual Specialization: 2 electives from each specialization (4 credit each) For Major-Minor Scheme: Select any 2 electives for major; 1 elective for minor (4 credit each)						
	Total (For Dual)		150	450	600	24
	Total (For Major-Minor)		120	380	500	20

OL MBA401: Project Management

Course Objectives

The course enables the students:

1. Define the roles of the project manager, functional manager, and executives in a project management environment.
2. To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.
3. To understand the financial appraisal of project and become aware of the scheduling and execution of projects

Course Contents

Unit I	Definition, Functions, Evolution of Project Management
Unit II	Classification of Projects, Project Life Cycle
Unit III	Phase of System Development Life Cycle Project Contracting
Unit IV	Market, Demand and Technical Analysis
Unit V	Financial Analysis Evaluation of Project Proposals
Unit VI	Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis
Unit VII	Planning Fundamentals, Project Master Plan
Unit VIII	Work Breakdown Structure and Other Tools of Planning
Unit IX	Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix
Unit X	Tools and Techniques for Scheduling Development
Unit XI	Crashing of Networks, Time-Cost Relationship
Unit XII	Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting
Unit XIII	Risk Concept & Identification
Unit XIV	Project Management Information System
Unit XV	Project Evaluation & Reporting, Closing the Contract

Text Books:

1. Sapru R.K., Project Management, Excel Books
2. Chandra Prasanna, Projects: Planning, Analysis , Selection, Implementation and Review, TMH

Suggested Readings:

1. Gopalakrishnan P. and Ramamoorthy V.E., Textbook of Project Management
2. Joy R. P Total Project Management: The Indian Context, Mac Millian India

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand basics of project life cycle and differentiate between various projects.
CO2	Define the goals and objective of a project and analyse a projects feasibility from technical, market and financial perspective.
CO3	Understand complex projects using appropriate planning tools.
CO4	Review and evaluate a project and decide whether to carry the project or not.
CO5	Define potential threats and opportunities for the project

OL MBA402: Comprehensive Viva

Course Objectives: The Comprehensive Viva-Voce serves as the final integrative assessment of the MBA program. It evaluates students' overall understanding of management concepts, their ability to connect knowledge across disciplines, and apply theories to real-world business situations. The course also emphasizes communication skills, analytical thinking, and professional confidence in an oral setting.

Scope and Content Coverage

The course encompasses all major areas of the MBA program, including:

- Management Concepts & Organizational Behavior
- Marketing Management
- Managerial Economics
- Human Resource Management
- Financial Management & Accounting
- Research Methodology & Business Analytics
- Operations & Supply Chain Management
- Strategic Management & Corporate Governance
- Entrepreneurship & Innovation

Assessment Pattern

- Mode: Oral Viva-Voce
- Total Marks: 100
- Evaluation Criteria:
 - Conceptual clarity
 - Application of theories
 - Use of practical examples
 - Analytical reasoning
 - Communication skills and confidence

Course Outcomes (COs)

CO	Statement
	After completion of the Project the students will be able to
CO1	Demonstrate knowledge of core MBA subjects.
CO2	Apply theoretical frameworks to practical business scenarios.
CO3	Analyze business problems and propose strategic solutions.
CO4	Communicate ideas clearly and confidently in an oral format.
CO5	Reflect on learning and relate it to professional or entrepreneurial contexts.

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAHR403	Compensation Management	Elective	30	70	100	4
OL MBAHR404	Employee Relationship Management	Elective	30	70	100	4

OL MBAHR403: Compensation Management

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of wage and salary administration.
2. To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.
3. To explain the structure of compensation strategies and wage concepts and also to make relation between wages and skill levels.

Course Contents

Unit I	Conceptual View of Compensation Management, Theories of Compensation Management
Unit II	Compensation Management Strategies, Factors Influencing Compensation Management
Unit III	Process of Compensation Management, Job Evaluation and Compensation
Unit IV	Stakeholders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation
Unit V	Compensation Planning: Level, Structure and System Design. Compensation Survey, Effectiveness of Compensation System
Unit VI	Behavioral Dimension of Compensation: Factors Influencing Effective Compensation, Motivation and Compensation, Employee Behavior and Compensation, Organizational Justice and Consequence of Dissatisfaction
Unit VII	Concept of Performance Evaluation and Management, Performance Based Compensation Schemes
Unit VIII	Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits
Unit IX	Rewarding Team, Special Pay Plans
Unit X	Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation
Unit XI	Models of Executive Compensation, Executive Compensation System and Policy
Unit XII	Special Features: ESOPS; Taxation of Salary Income, Allowances, Perquisites and Retirement Benefits
Unit XIII	Union Role in Wages and Salary Administration
Unit XIV	Compensation Legislation, Budget and Administration
Unit XV	International Pay System

Text Books:

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill

Suggested Readings:

1. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices” ICFAI
2. Dipak Kumar Bhattacharya “Compensation Management” Oxford
3. Chingos Peter T “Paying for Performance- A Guide to Compensation Management”

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	ize and describe the basics concept and nature of wage and salary administration.
CO2	ss the importance of legal framework in overall compensation system of the organization.
CO3	n and examine performance based compensation and benefits.
CO4	s and compute the Executive Compensation in detail
CO5	and investigate the role of union in Wages and Salary Administration

OL MBAHR404: Employee Relationship Management

Course Objectives

This course enables the students:

1. To develop the understanding about the concept, significance and importance of industrial relations and describe its application in managerial decision.
2. To understand and analyze the role of trade union and collective bargaining.
3. To analyze different industrial dispute preventive and settlement machineries.
4. To introduce the various Labor Laws and the recent changes made in it to have a deep knowledge of laws related to labour welfare

Course Contents

Unit I	Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations
Unit II	Objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario
Unit III	ILO- Role and Functions
Unit IV	An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.
Unit V	Workers participation in Management, concept, objectives, importance, forms of workers participation in Management
Unit VI	Quality of Work Life: concept, principles techniques for improving QWL
Unit VII	Meaning, History of Trade, Functions and Importance of Trade Union
Unit VIII	Negotiation and collective settlements, problems of Trade Union in India
Unit IX	Employer Associations
Unit X	Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution
Unit XI	The Factories Act -1948- definition, measures to be taken in factories for health
Unit XII	Safety and Welfare of labour, duties of occupier.
Unit XIII	Minimum Wage Act- definition, object, scope; Workmen's Compensation Act- definition, object
Unit XIV	Payment of Wages Act, Employees Provident Fund Act
Unit XV	Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act

Text Books:

1. MonappaArun, industrial relations, Tata Mcgraw Hill, New Delhi
2. P. L. Malik's Handbook of labour and industrial law, Eastern Book Company.

Suggested Readings:

1. Kapoor N.D.: Handbook of labour and industrial law – Sultan Chand
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.
3. Dynamics of Industrial Relations, Mamoria CB, Himalaya Publishing House

Course Outcomes

After completion of the course the students will be able to:

CO	Statement
	After completion of the course the students will be able to
CO1	Understand, analyze and anticipate areas of labor-management problems.
CO2	Recognize the need for cooperative attitude at the place of work.
CO3	Classify legal and illegal actions and can take appropriate measures.
CO4	Understand and practice various laws that protect worker's rights to improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers.
CO5	Demonstrate effective functioning through labour legislation.

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAFM403	Financial Strategic Decisions	Elective	30	70	100	4
OL MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	4

MBA FM 403: Financial Strategic Decision

Course objectives

This course enables the students:

1. To develop framework for better understanding of financial principles and practices in corporate world.
2. To impart knowledge for understanding the working of financial markets.
3. To understand the financial system prevailing in India.

Course Contents

Unit I Strategic Financial Management, Meaning and concept of Strategic Decisions,

Unit II Strategy and Strategist, The 'Nine References' for Strategic Financial Management,

Unit III Strategic investigation of Growth or Profit.

Unit IV Financial System in India, Nature and Role of Money, Functions and Types of Money, Importance of Money, Demand and Supply of Money

Unit V Nature and Concept of Interest, Main Types of interest in the Market

Unit VI Inflation: Meaning and concept, Effects on Financial System of India, Controlling Factors of Inflation

Unit VII Financial Markets: Money Market & its Instruments:

Unit VIII Introduction to Money Market: Concept, Features, Objectives, Importance and Composition

Unit IX Money Market Instruments: Call Money, Treasury Bill, Commercial Paper, Certificate of Deposits,

Unit X Concept of Strategic Decision Meaning, Objectives of strategic decision making in Finance. Meaning and objectives of corporate restructuring,

Unit XI Kinds, concept and reasons for mergers and amalgamation.

Unit XII Meaning and kinds of takeovers. Meaning, types, advantages and disadvantages of factoring.

Unit XIII Analysis of Enterprise

Unit XIV Concept of Valuation

Unit XV EVA, MVA, Enterprise Value.

Text Books:

1. Khan M.Y., Indian Financial System, TMH Publication
2. Chandra Prasanna, Fundamental of Financial Mgmt., TMH Publication

Suggested Readings:

1. Bhole I., M., Financial Institutions & Markets, TMH Publication

OL MBAFM404: Merger, Acquisition & Corporate Restructuring

Course Objectives

This course enables the students:

1. To examine the reasons for mergers, acquisitions and corporate restructuring.
2. To understand and recognize situations in which restructuring can add significant value or create opportunity and identify the best restructuring options for a specific problem or challenge.
3. To understand the complex accounting, tax, legal, and regulatory issues in mergers and acquisitions.

Course Contents

Unit I	Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition
Unit II	Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale
Unit III	Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.
Unit IV	Different Methods of Valuation
Unit V	Valuation on the Basis of Assets, Earnings etc.
Unit VI	DCF Techniques, EVA, MVA , etc Dividend Decision.
Unit VII	Negotiation Approaches Determination of Swap Ratio & EPS analysis
Unit VIII	Funding of Merger
Unit IX	Post Merger Performance Measurement & Analysis
Unit X	Accounting Standards (AS-14)
Unit XI	Taxation Issues Involved in merger
Unit XII	Taxation Issues Involved in Acquisition
Unit XIII	Legal Aspects of Mergers & acquisition
Unit XIV	Takeover Code Takeover Defense Mechanism
Unit XV	Buyback of Shares Managing Post Merger Issues.

Text Books:

1. Verma J.C., Corporate Mergers, Amalgamations & Takeovers:
2. J.Fred Weston & Samuelc.Weaver. Merger & Acquisition, Tata McGraw Hill.

Suggested Readings:

1. Weston, Chung& Hoag Mergers Restructuring & corporate Control

Course Outcomes

CO	Statement
CO1	Understand the importance of Mergers, Acquisitions and Corporate restructuring to the business world. Understand the glossary of terms (language) used in M&A, the issues, and processes involved in an M&A.
CO2	Solve different practical problems in mergers and acquisition appraisal techniques.
CO3	Understand practically the various options available for funding of mergers and analyze them.
CO4	Understand practically the accounting & tax aspects of mergers & acquisitions
CO5	Understand the Legal & Strategic issues in an integrative manner and the interplay of global and cross-cultural factors in the context of mergers, acquisitions and restructuring.

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAMKT403	Digital and Social Media Marketing	Elective	30	70	100	4
OL MBAMKT404	Integrated Marketing Communication	Elective	30	70	100	4

MBAMKT403 : Digital and Social Media Marketing

Course Objectives

This course enables students:

1. To provide the skills and knowledge necessary in planning digital marketing campaigns within organizations.
2. To focus on integrating social media into the communications strategy and integrated communications mix.
3. To provide the basics of content creation and management for social media including blogs, podcasts, and posts.

Course Contents

Unit I	Overview of Digital Marketing, Digital Marketing Plan and Planning Process,
Unit II	Digital Marketing Environment,
Unit III	Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc
Unit IV	Digital Market Research
Unit V	Marketing database and Data Warehouses
Unit VI	Consumer online Behavior
Unit VII	Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling,
Unit VIII	Communication tools, Internet advertising, Public Relations, web sites, online events,
Unit IX	Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization
Unit X	Introduction to Social Media, Elements of Social Media, Types of social media (Facebook, Twitter, LinkedIn, Microblogging), Social media strategies, Social media Performance Metrics
Unit XI	Managing Information -Aggregators, Google Alerts, Blogs, Live Chat, Managing and Monitoring Social Media Campaigns, Trend in Social Media Marketing, Top Tactics of Strategic Social Marketers
Unit XII	Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.),On-site web analytics technologies
Unit XIII	Customer Life Cycle, Customer Satisfaction and Loyalty
Unit XIV	Customer Complaint and Defection, CRM Initiative to Retention of Customer,
Unit XV	Choosing the Right Vehicle, Developing & deploying CRM strategies,

Text Books:

- Digital Marketing (PB) Paperback – 2015 by Ahuja V (Author) – Oxford University Press, New Delhi
- Social Media Marketing : A Strategic Approach - Author: Krista Neher , Donald Barker , Melissa Barker , Nicholas Bormann - Cengage Learning
- Paul Greenberg “CRM at Speed of light”

Reference Books:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (English) 0003 Edition (Paperback) - Author: Ryan Damian Ryan – Kogan Page publishers
2. E-Marketing – Judy Strauss and Raymond Frost – PHI
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media-Author: Evans-Pearson India
4. Social Media Marketing (English) 1st Edition(Paperback) - Author: Michael R. Solomon, Tracy Tuten - Pearson

Course Outcome:

CO	Statement
	After completion the student will be able to:
CO1	Examine the ethical and legal issues in digital marketing and digital marketing research
CO2	Develop digital marketing strategies by interpreting the results of SEO
CO3	Identify the elements of social media marketing and social media analytics
CO4	Identify trends in social media marketing
CO5	Assess the efficiency of on-site web analytics

OL MBAMKT404: Integrated Marketing Communication

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of integrated marketing communication.
2. To know how the marketing communication process influences consumer decision making.

Course Content

Unit I	Concept and Process of Integrated Marketing Communications (IMC)
Unit II	Elements of IMC- Advertising – Classification of advertising- types- advertising appropriation- advertising campaigns
Unit III	Sales Promotion-Different types of Sales Promotion- relationship between Sales promotion and advertising
Unit IV	Publicity – Types of Publicity- relationship between advertising and publicity
Unit V	Personal Selling, Direct marketing and direct response methods, Event Management
Unit VI	Corporate Communication, Public Relations – Types of PR, Media relations
Unit VII	Community relations , Industrial relations, Government relations
Unit VIII	Employee relations (House Journals/Newsletter) , Crisis Management,
Unit IX	Trade Fairs and Exhibitions , E-commerce-Digital advertising-web and mobile
Unit X	IMC Message Design : AIDA model – Considerations for creative idea visualization
Unit XI	Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc,
Unit XII	Ad Agency- Departments of Ad Agency, Client Servicing-client Agency relationship-Account Planning
Unit XIII	Ethics and social responsibility in IMC campaigns
Unit XIV	Evaluating Marketing Communication Programmes, Word-of-Mouth Influence and Sponsorships-Packaging,
Unit XV	Point of Purchase Communications and Signage Recent trends

Text Books:

1. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
2. Advertising and IMC: Principles and Practices, 10th edition, Moriarty, Mitchell, Wells, Pearson Education

References:

1. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker, PHI
2. Foundations of Advertising Theory & Practice- S.A. Chunawalla& K.C. Sethia-Himalya publishing house
3. Integrated Marketing Communications – Duncon – Tata McGrawhill

Course Outcomes

CO	Statement
	After completion the student will be able to:
CO1	Classify advertising and sales promotion types
CO2	Relate a relationship between advertising and publicity
CO3	Examine the use of IMC tools in community relations , Government relations, Employee relations & Crisis Management
CO4	Design Integrated Marketing Communication for a brand
CO5	Evaluating Marketing Communication Programmes

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIT403	Strategic Management of IT	Elective	30	70	100	4
OL MBAIT404	Managing Digital Platform	Elective	30	70	100	4

OL MBAIT403: Strategic Management of IT

Course Objectives:

This course will enable the student to:

1. To understand the strategic use of Information Technology for Competitive Advantage
2. To understand Emerging trends of information technology to devise organization /business strategy

Course Content:

Unit I	Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment
Unit II	Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach
Unit III	Strategic Role of IT in gaining Competitive Advantages
Unit IV	ERP systems, Business Processes and IT
Unit V	Meaning and definition, introduction of Business Process, Organizational processes and Information systems
Unit VI	Use of ERP in Business Process • Business Process Reengineering
Unit VII	Using Information for Decision Making • How organization leverage data/information for competitive advantage
Unit VIII	Importance of database, data warehouse, Data mining , and Business Intelligence,
Unit IX	How they can be used as part of an organization strategy for Competitive Advantage
Unit X	Creating a Technology Strategy
Unit XI	Developing an IT Strategy
Unit XII	Writing your own strategy- Develop your web, web media and mobile strategy
Unit XIII	Technology Trends Emerging trends of information technology to device business strategy
Unit XIV	Web related technologies, web media, how to use world wide web for business and marketing purpose
Unit XV	Mobile technology impact of mobile technologies on business and mobile strategy for a business

Text Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson

Reference Books:

1. A Guide to Expert Systems by Donald Waterman
2. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3. Strategic Technology Management by Betz

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Develop a fundamental understanding of the ways IT can provide a competitive edge to organizations
CO2	Understand the use of Information Technology in business processes
CO3	Examine use of IT tools for in business decision making
CO4	Develop the ability to use IT as a real life problem solving tool in business organizations
CO5	Assess the strategic applicability of IT tools in contemporary business situations.

OL MBAIT404: Managing Digital Platforms

Course Objectives:

This course will enable the student to:

1. To understand the Need and Significance of IT resource in management of digitally enabled platforms for commercial activities
2. Understand the process of determining IT and Information System's Resource Needs in web based business
3. IT & Information Systems resources applications and issues faced during the process

Course Contents:

Unit I	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries, growth, forecasts, trends, key players,
Unit II	Reasons for their success etc. IT & Information Systems
Unit III	Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How
Unit IV	Challenges for these businesses in the domestic and international markets such as Business Development,
Unit V	Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights,
Unit VI	Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc
Unit VII	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models,
Unit VIII	Effective use of IT & Information Systems resources
Unit IX	Implementation and Acceptance, maintenance for productivity
Unit X	Introduction to IT and Information System Resource Management, Evolution of IT and Information System Resource Management (Software, Hardware,
Unit XI	Database, Networking, and communications technology, human resource etc)
Unit XII	Planning & Implementation of information technology and technology base system across the functions and sectors of the industries.
Unit XIII	Determining IT and Information System's Resource Needs:
Unit XIV	Needs Analysis, planning , System Cost Justifying and Investments,
Unit XV	Automation and Artificial Intelligence

Text Books:

1. IT Infrastructure & Management , Phalguni Gupta, Surya Prakash, Umarani, Jayaraman
2. Managing the IT Resource: Leadership in the Information Age by Luftman Pearson

Reference Books:

1. Managing IT Infrastructure – TMI
2. A Guide to PMBoK- Project Management Institute

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Identify and describe the core and allied functions of IT/ITeS and Telecom based services in India
CO2	Analyze and plan the requirements of setting up web based platform for innovations
CO3	Comprehend and work on the factors involving innovation management on web-based platform
CO4	Assess IT and Information System's Resource Needs and their usage in managing web-based Business
CO5	Determine, Plan and Arrange for IT base system's resource needs

IB SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIB403	Global Supply Chain & Logistics Management	Elective	30	70	100	4
OL MBAIB404	International Trade Documentation & WTO Regulations	Elective	30	70	100	4

OL MBAIB 403 Global Logistics and Supply Chain Management

Course Objectives:

1. To understand the concept of culture in business and its impact on various stakeholders.
2. To examine the role of culture in global management and cross-cultural communication.
3. To develop skills for negotiation and decision-making in multicultural contexts.
4. To learn global HR practices, including staffing, training, and motivating diverse teams.
5. To explore and manage corporate culture and strategies for cultural change.

Course Contents:

Unit I	Logistics Management: Concept and scope of logistics; Importance in modern business.
Unit II	Elements of the Logistics System: Key components, flow of goods, services, and information.
Unit III	Marketing and Logistics Mix: Integration of logistics with marketing strategy.
Unit IV	Logistics-Marketing Interface & Value Chain: Understanding interfaces and enhancing production efficiency.
Unit V	Shipping Industry: Overview of types of ships and global shipping systems (liner, tramp, chartering).
Unit VI	Shipping Intermediaries: Role of agents, forwarders, brokers, and other intermediaries.
Unit VII	Containerization and Infrastructure: Types of containers, ICDs (Inland Container Depots), CFS (Container Freight Stations), and CONCOR.
Unit VIII	Air Transport and Freight: Introduction to air transport systems, freight processes, and cargo handling.
Unit IX	International Air Transport: Role of IATA, air cargo systems, and regulatory bodies.
Unit X	Designing International Information Systems: Modules of logistics information systems and decision support.
Unit XI	Introduction to Supply Chain Management: Supply chain drivers, metrics, and classifications (efficient vs. responsive).
Unit XII	Designing the Supply Chain Network: Distribution networks and influencing factors.
Unit XIII	Transportation Decisions in Supply Chain: Transportation modes, costs, and strategic importance.
Unit XIV	Forecasting and Planning in Supply Chain: Demand forecasting methods and planning techniques.
Unit XV	IT and Coordination in Supply Chain Management: Role of IT, pricing strategies, and coordination across partners.

Text Books:

1. Vinod V. Sople, Logistics Management - The supply chain imperative, Pearson Education
2. Chopra S and P Meind "Supply chain management: Strategy, planning and operations" Biztantra, New Delhi.
3. S. Sudalaimuthu and S. Anthony Raj, Logistics Management for International Business, PHI

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, TataMc. GrawHill, NewDelhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications.
3. Reji Ismail,“Logistics Management” ExcelBooks.

OL MBAIB 404 International Trade Procedures & Documentation

Course Objectives:

By the end of this course, students will be able to:

1. Understand the Nature and Dynamics of International Trade
2. Gain Knowledge of Setting Up an Export Business
3. Develop Expertise in Export Documentation
4. Understand Export Financing and Risk Management
5. Acquire Knowledge of Import Procedures and Documentation

Course Contents:

Unit I	Introduction to International Trade: Need, importance, and advantages of global trade.
Unit II	Recent Trends and Leading Players in World Trade: Analysis of global trade movements and major players.
Unit III	India's Foreign Trade Profile: Export-import composition, destinations, and India's global trade position in merchandise and services.
Unit IV	India's Foreign Trade Policy and Trade Agreements: Key features of trade policy, bilateral and multilateral agreements, tariff benefits, project and deemed exports.
Unit V	Starting an Export Business: Steps to launch an export firm, product and market selection, buyer identification.
Unit VI	Export Registration and Legal Setup: Sales tax, Excise, EXIM code, and registrations with councils/boards.
Unit VII	Export Contract and Global Trade Rules: Elements of an export contract, INCOTERMS, UCP 600, and compliance requirements.
Unit VIII	Export Payment Terms and Letter of Credit: Types of payment, structure of LC, and settlement process.
Unit IX	Export Documentation – Types and Functions: Primary, regulatory, and shipping documents required for exports.
Unit X	Negotiation, Transport & Insurance Documents: Details on bills of lading, airway bills, marine insurance, and insurance certificates.
Unit XI	E-Documentation and Digital Trade Platforms: Introduction to e-documentation, online portals, and digital submission systems.
Unit XII	Export Finance – Institutions and Sources: Role of commercial banks, EXIM Bank, SIDBI, ECGC in trade finance.
Unit XIII	Export Risk and Insurance Management: Types of risks, export credit insurance, mitigation strategies.
Unit XIV	Import Procedures and Licensing: Steps in global sourcing, types of procurement, import licenses, and documentation.
Unit XV	Customs Regulations and Special Economic Zones: Import clearance, EPCG scheme, EOUs, SEZs, CEZs, and import-related risk management.

Text Books:

1. Aseem Kumar(2007) “Export and Import Management”, Excel Books Publications, New Delhi
2. David Stewart (2008)” International Supply Chain Management”, Cengage publications,
3. Ram Singh(2008) “Export Management” Indian Institute of Foreign Trade, NewDelhi

Reference Books:

1. P.K.Khurana (2010): Export Management, Galgotia Publication, NewDelhi
2. Jeevanandam C(2002) “Foreign Exchange: Practices Concepts and control” Sultan Chand Publications
3. Foreign Trade Policy(2015-2020): Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.

OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAOSC 403	International Logistics Management	Elective	40	60	100	3
OL MBAOSC 404	Warehouse Management	Elective	40	60	100	3

OL MBAOSC403: International Logistics Management

Course Objectives:

- To develop competencies and knowledge of students to become International logistics management professionals
- To orient students in the field of Logistics
- To help Students to understand international Logistics management

Course contents

Unit I	Definition, evolution, and concept of international logistics
Unit II	Components, importance, and objectives of international logistics
Unit III	Logistics subsectors, the work of logistics, and integrated logistics
Unit IV	Barriers to internal integration in international logistics
Unit V	Introduction and definition of customer-focused marketing and international marketing
Unit VI	Basis for international trade, its process, and importance
Unit VII	International marketing channels and the role of clearing agents
Unit VIII	Modes of transport in international marketing, their choice and associated issues
Unit IX	Transportation functionality and principles in international logistics
Unit X	Multimodal transport: characteristics, comparisons, and legal classifications
Unit XI	International air transport and air cargo tariff structure
Unit XII	Freight: definition, types of rates, structure, and freight practices
Unit XIII	Containerization: genesis, concept, classification, benefits, and constraints
Unit XIV	Inland Container Depot (ICD): roles, functions, CFS, export clearance, CONCOR operations
Unit XV	International commercial documents: contracts, terms of payment, insurance, packaging, customs clearance, infrastructure, brokerage, and Risk and Insurance Policy management

Text & Reference Books:

1. Course Material Prepared by LSC
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. International logistics by Pierre David, Publisher: Biztantra
4. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
5. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

Suggested Readings:

1. Agrawal D K, Logistics & Supply Chain Management , Macmillan India Ltd, 2003
2. Coyle et al., The Management of Business Logistics, Thomson, 7th ed., 2004
3. Bowersox Donald J, Logistical Management- The Integrated Supply Chain Process, Tata McGraw Hill, 2000

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Relate and discuss the importance of international logistics management in an organization.
CO2	Differentiate and manipulate the performance metrics and decision making in supply chain network and Apply the same in organization.
CO3	Recognize and calculate the transportation modes in international logistics needs and suitably apply it.
CO4	Apply the role of containerization types.
CO5	Practice role of Internet Technologies in Logistics Management

OL MBAOSC 404: Warehouse Management

Course Objectives:

- To develop competencies and knowledge of students to become Warehouse professionals [SEP]
- To orient students in the field of Logistics [SEP]
- To help Students to understand Warehousing and distribution centre operations

Course contents

Unit I	Introduction to warehousing, background and need for warehouses, conceptual importance
Unit II	Types of warehouses, broad functions of a warehouse, warehouse layouts and relation to functions
Unit III	Warehouse visits, videos, and understanding warehouse organization structure and benefits
Unit IV	Stages involved in receiving goods, advanced shipment notice (ASN), invoice item list
Unit V	Dock arrangement for counting, visual inspection of unloaded goods, recording formats
Unit VI	Computer-generated goods receipt notes, put-away list and its importance
Unit VII	Put-away process into storage locations, use of location codes, complete put-away activity
Unit VIII	Procedures for preparing warehouse dispatches
Unit IX	Core warehouse activities: receiving, sorting, loading, unloading, picking, packing, dispatch
Unit X	Analytical activities in warehouses and quality parameters, need and importance of quality checks
Unit XI	Procedure to create packing list/dispatch note, cross docking concept, suitable situations
Unit XII	Coordinating cross docking, importance of packing, packing materials and machines
Unit XIII	Reading and interpreting packing labels in warehouse operations
Unit XIV	Warehouse utilization, material handling equipment, DG handling, trends in analytical warehousing
Unit XV	Inventory management in warehouses, inbound and outbound operations, handling procedures

Text & Reference Books:

1. J P Saxena, Warehouse Management and Inventory Control- Vikas Publication House Pvt Ltd, First Edition, 2003. [SEP]
2. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, First Edition, 2006. [SEP]
3. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
4. Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach', Prentice HALL of India