

# 2021

## ACADEMIC YEAR

COURSE STRUCTURE FOR MASTER  
OF BUSINESS ADMINISTRATION



**RCM**  
Regional College of Management



#TransformationBeginsHere



SYLLABUS  
**MBA**  
2021-2023



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**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA**  
**ROURKELA**



**Curriculum and Syllabus**

**Of**

**MBA 2Yrs from the Batch 2018-19**

**(With Introduction of MBA (Agribusiness Management) w.e.f the Batch 2019-20)**

## **MBA (REGULAR) SYLLABUS: 02 Years Duration**

### **Scheme of Credit distribution**

#### **1. First Year MBA:**

- |     |                          |                            |              |
|-----|--------------------------|----------------------------|--------------|
| i.  | 1 <sup>st</sup> Semester | 9 papers of 3 credits each | = 27 credits |
| ii. | 2 <sup>nd</sup> Semester | 9 papers of 3 credits each | = 27 credits |

#### **2. Second Year**

- |     |                          |                     |          |              |
|-----|--------------------------|---------------------|----------|--------------|
| i.  | 3 <sup>rd</sup> Semester | Specialization- I   | 4 papers | = 12 credits |
|     |                          | Specialization- II  | 4 papers | = 12 credits |
| ii. | 4 <sup>th</sup> semester | Specialization – I  | 3 papers | = 9 credits  |
|     |                          | Specialization – II | 3 papers | = 9 credits  |

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|----|---|-------------|
| 3. | Internship during vacation after 2 <sup>nd</sup> Semester | = 4 credits |
|----|---|-------------|

- |    |  |             |
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| 4. | Seminar Presentation on any one elective in 4 <sup>th</sup> Semester | = 2 Credits |
|----|--|-------------|

**TOTAL = 102 credits**

### **Note:**

- Students may take any two Specializations out of the specified groups.
- However, students those who have taken admission in MBA in “Rural Management”, must have to take “Rural Management” as one of the specialization and another specialization from the remaining groups ( **excluding functional area “Agribusiness Management”**).
- Students those who have taken admission in “MBA (Agribusiness Management)”, must have to take “Agribusiness Management” as one of the specialization along with “Marketing”).

**(FIRST YEAR)**

**1<sup>st</sup> SEMESTER**

<b>Sl No.</b>	<b>Sub. Code</b>	<b>Name of the subjects</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	18MBA101	Managerial Economics	3-0-0	3	100	50
2.	18MBA102	Marketing Management	3-0-0	3	100	50
3.	18MBA103	Organizational Behaviour	3-0-0	3	100	50
4.	18MBA104	Management Principles	3-0-0	3	100	50
5.	18MBA105	Decision Science	3-0-0	3	100	50
6.	18MBA106	Business Communication	3-0-0	3	100	50
7.	18MBA107	Financial Accounting and Analysis	3-0-0	3	100	50
8.	18MBA108	Business Law	3-0-0	3	100	50
9.	18MBA109	Business Environment & Ethics	3-0-0	3	100	50
		<b>TOTAL</b>		<b>27</b>	<b>900</b>	<b>450</b>

**2<sup>nd</sup> SEMESTER**

<b>Sl No.</b>	<b>Sub. Code</b>	<b>Name of the subjects</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	18MBA201	Corporate Finance	3-0-0	3	100	50
2.	18MBA202	Indian Financial Systems and Services	3-0-0	3	100	50
3.	18MBA203	Human Resources Management	3-0-0	3	100	50
4.	18MBA204	Business Research	3-0-0	3	100	50
5.	18MBA205	Operations Management	3-0-0	3	100	50
6.	18MBA206	International Business	3-0-0	3	100	50
7.	18MBA207	Fundamentals of IT & ERP	3-0-0	3	100	50
8.	18MBA208	Corporate Strategy	3-0-0	3	100	50
9.	18MBA209	Entrepreneurship Development	3-0-0	3	100	50
		<b>TOTAL</b>		<b>27</b>	<b>900</b>	<b>450</b>
<b>The colleges may provide for a PD Lab for the students which shall be a non-credit course. An indicative list of lab sessions is attached for reference.</b>						
<b>Internship Training during vacation.</b>						

**SECOND YEAR OF MBA****1. ELECTIVES:**

<b>a) FUNCTIONAL AREA : MARKETING</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3 <sup>rd</sup>	18MBA301A	Consumer Behaviour	3-0-0	3	100	50
2.	3 <sup>rd</sup>	18MBA302A	Sales & Distribution Management	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303A	Digital Marketing	3-0-0	3	100	50
4.	3 <sup>rd</sup>	18MBA304A	Service Marketing	3-0-0	3	100	50
5.	4 <sup>th</sup>	18MBA401A	Retail Management	3-0-0	3	100	50
6.	4 <sup>th</sup>	18MBA402A	Product & Branding Management	3-0-0	3	100	50
7.	4 <sup>th</sup>	18MBA403A	B2B Marketing	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>b) FUNCTIONAL AREA : FINANCE</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3 <sup>rd</sup>	18MBA301B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	3 <sup>rd</sup>	18MBA302B	Financial Derivatives	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303B	Advanced Management Accounting	3-0-0	3	100	50
4.	3 <sup>rd</sup>	18MBA304B	Project Appraisal and Financing	3-0-0	3	100	50
5.	4 <sup>th</sup>	18MBA401B	Business Taxation	3-0-0	3	100	50
6.	4 <sup>th</sup>	18MBA402B	Behavioural Finance	3-0-0	3	100	50
7.	4 <sup>th</sup>	18MBA403B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>c) FUNCTIONAL AREA: HUMAN RESOURCES</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301C	Manpower Planning	3-0-0	3	100	50
2.	3rd	18MBA302C	Employee Relations	3-0-0	3	100	50
3.	3rd	18MBA303C	Compensation and Benefit Management	3-0-0	3	100	50
4.	3rd	18MBA304C	Performance Management System	3-0-0	3	100	50
5.	4th	18MBA401C	Team Dynamics at work	3-0-0	3	100	50
6.	4th	18MBA402C	Strategic HRM	3-0-0	3	100	50
7.	4th	18MBA403C	Industrial Legislations	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>d) FUNCTIONAL AREA: OPERATIONS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	3rd	18MBA302D	Pricing and Revenue Management	3-0-0	3	100	50
3.	3rd	18MBA303D	Operations Strategy	3-0-0	3	100	50
4.	3rd	18MBA304D	Sales and Operation Planning	3-0-0	3	100	50
5.	4th	18MBA401D	Management of Manufacturing System	3-0-0	3	100	50
6.	4th	18MBA402D	Sourcing Management	3-0-0	3	100	50
7.	4th	18MBA403D	Operations Research Applications	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>e) FUNCTIONAL AREA: SYSTEMS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	3rd	18MBA302E	Business Analytics	3-0-0	3	100	50
3.	3rd	18MBA303E	E-Commerce and Digital Markets	3-0-0	3	100	50
4.	3rd	18MBA304E	Managing Digital Platforms	3-0-0	3	100	50
5.	4th	18MBA401E	Strategic Management of IT	3-0-0	3	100	50
6.	4th	18MBA402E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
7.	4th	18MBA403E	Managing Software Projects	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>f) FUNCTIONAL AREA: RURAL MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	18MBA302F	Rural Marketing	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303F	Rural Development	3-0-0	3	100	50
4.	3rd	18MBA304F	Livelihood and Development Management	3-0-0	3	100	50
5.	4th	18MBA401F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	4th	18MBA402F	Cooperative Management	3-0-0	3	100	50
7.	4th	18MBA403F	Strategies for Smart Villages	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>



<b>g) FUNCTIONAL AREA: AGRIBUSINESS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	19MBA302G	Agricultural Commodity Trading	3-0-0	3	100	50
3.	3 <sup>rd</sup>	19MBA303G	Agricultural Marketing Management	3-0-0	3	100	50
4.	3rd	19MBA304G	Agricultural Input Management	3-0-0	3	100	50
5.	4th	19MBA401G	Agricultural Supply Chain Management	3-0-0	3	100	50
6.	4th	19MBA402G	Agrifood Processing Management	3-0-0	3	100	50
7.	4th	19MBA403G	International Trade in Agriculture	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

## 2. Compulsory Subjects:

<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Name of Subject</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3 <sup>rd</sup>	18MBA305	Internship *	0-0-2	4	-	100
2.	4 <sup>th</sup>	18MBA404	Seminar Presentation *	0-0-1	2	-	100

\* The assessment may be carried out weekly at college end.

### FIRST YEAR DETAIL SYLLABUS

<b>1<sup>st</sup> Semester</b>	<b>18MBA101</b>	<b>Managerial Economics</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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#### Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

**Module – I:** Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

**Module – II:** Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

**Module-III:** Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

#### Reference Books

- Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
- Managerial Economics, Salvatre, Srivastava, Oxford
- Managerial Economics, Keat, Young, Banerjee, Pearson,
- Managerial Economics, H L Ahuja, S. Chand
- Managerial Economics Theory and Applications, DM Mithani HPH
- Managerial Economics, PL Mehta Sultanchand & Co.
- Managerial Economics, DN. Dwivedi, Vikash

1 <sup>st</sup> Semester	18MBA102	Marketing Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Objectives:**

1. To sensitize the students to the dynamic nature of Marketing Management.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

**Module-I**

**Definition & Functions of Marketing**, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment.

**Module-II**

**Market segmentation**, Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

**Contemporary Topics:** Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing ( Concepts only)

**Module- III**

**Product:** Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC.

Packaging & Labeling, Basic concept of Branding

**Pricing Basics:** Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches

**Place:** The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only)

Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

**Promotion:** The role of marketing communications, Elements of promotion mix, IMC approach (Overview)

**Books:**

- Marketing: Baines, Fill and Page , Sinha , Oxford
- Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
- Marketing Management, Ramaswamy & Namakumari, McGrawHill
- Marketing Management – K Karunakaran, Himalaya Publishing House
- Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- Marketing Management – J.P Mahajan, Vikas
- Marketing Management - Rudani , S Chand

1 <sup>st</sup> Semester	18MBA103	Organizational Behaviour	L-T-P 3-0-0	3 Credits	35 hrs
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**Objectives:**

1. To develop an understanding of the behavior of individuals and groups inside organizations
2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

**Module-I :**

**Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB, Models of OB

**Module II :**

**Attitude:** Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

**Personality and values:** Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

**Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

**Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

**Module- III:**

**Foundations of Group Behavior:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

**Managing Teams:** Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

**Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

**Books:**

- Understanding Organizational Behaviour, Parek, Oxford
- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
- Organizational Behaviour, K. Awathappa, HPH.
- Organizational Behaviour, VSP Rao, Excel
- Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
- Organizational Behaviour, Hitt, Miller, Colella, Wiley
- Organizational Behaviour, Kabita Singh, Vikas
- Organizational Behaviour, Khanka, Schand

<b>1<sup>st</sup> Semester</b>	<b>18MBA104</b>	<b>Management Principles</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objectives:**

1. To explain the various concepts of management.
2. To make the students understand the contemporary management practices
3. To highlight professional challenges that managers face in various organization
4. To enable the students to appreciate the emerging ideas and practices in the field of management.

**Module – I:**

**Introduction:** Concept, Managerial functions, Levels of Management, Skills and Roles of a Manager; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, RensisLikert and McKinsey

**Module – II:**

**Organization:** Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce Organizing Knowledge Resource.

**Module – III:**

**Planning:** Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making

**Controlling :** Process, Standards and Bench Marking – Co-ordination-Principles of Co-ordination-Inter-Dependence, Change Management

**Books:**

- Management, Robbins, Coulter &Vohra, Pearson.
- Management: Text and Cases-VSP Rao, Excel Books
- Management Theory & practice – Chandan J. S, Vikas
- Management Theory & Practice - SubbaRao P &HimaBindu,HPH
- Principles and Practices pf Management – Kaul, Vikas
- Principles and practices of Management – Pillai , S Chand
- Introduction to Management and OB- Sahoo, Kar & Sahoo, ENKAY

<b>1<sup>st</sup> Semester</b>	<b>18MBA105</b>	<b>Decision Science</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

**Module-I:**

**Statistical Methods:**

Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

**Module II:**

**Decision Sciences & role of quantitative techniques.**

**Linear Programming:** Concept, Formulation & Graphical and Simplex Solution, **Assignment Models:** Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments. **Transportation Models:** Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

**Module-III:**

**Queuing Theory :** Concept, Single Server (M/M/I), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, **Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

**Books:**

- Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
- Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
- Quantitative Techniques-Davis.B, Oxford
- Operations Research by R. Pannarselvam, Prentice Hall
- Statistics for Business and Economics; R P Hooda, Vikas
- Operations Research by Nita Shah, Ravi Gor, HardikSoni, PHI
- Business Statistics : J K Sharma, Vikas



1 <sup>st</sup> Semester	18MBA106	Business Communication	L-T-P 3-0-0	3 Credits	35 hrs
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## MODULE – I:

### ORAL COMMUNICATION

- **Communication Basics:** The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts.
- **Language Skill 1 - Listening :** Listening Vs. Hearing – Importance of the listening skill – Types of Listening : Active Listening ; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill.
- **Language Skill 2 -Speaking:** Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

## MODULE – II :

### WRITTEN COMMUNICATION

- **Language Skill 3- Reading :** The process of Reading; Subskills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, Finger-pointing, Sub-vocalising, Reading aloud, and indiscriminate use of the Dictionary.
- **Language skill 4 - Writing :** The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages.  
Features of an effective business E-mail. Rules of Netiquette.  
Preparing a Résumé -Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

**Writing Business Reports:** Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report.Steps in planning and preparing a business report.

**Applied English Grammar for Business Writing:** Tenses – Subject Verb Concord – Modals – Active & Passive Forms – Non-finite forms – Punctuation

### **MODULE – III :**

#### **BUSINESS PRESENTATION & GROUP DISCUSSION**

- **Presentations :** Their importance for a manager - Features of a good business presentation– Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations. Individual and Group presentations.
- **Group Discussion :** Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

#### **Books :**

- Communication Skills: Sanjay Kumar & Pushpa Lata, Oxford University Press.
- Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and Mukesh Chaturvedi, Pearson.
- Business communication – Meenakshi Raman & Prakash Singh
- Business and Managerial Communication – Sailesh Sengupta, PHI Learning
- BCOM : Business Communication – A South Asian Perspective, Lehman, Dufrene & Sinha, Cengage Learning

1 <sup>st</sup> Semester	18MBA107	Financial Accounting and Analysis	L-T-P 3-0-0	3 Credits	35 hrs
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**Objectives:**

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

**Module-I:**

**Introduction to Accounting:** Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

**Module- II:**

Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

**Module-III:**

Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

**Books:**

- Financial Accounting for Management; Paresh Shah, Oxford
- Financial Accounting A managerial Perspective-Bapat&Raitha, McGrawHill
- Financial Accounting for Managers-Sanjay Dhamija, Pearson
- Financial Accounting and Analysis- Athma, HPH
- Financial Accounting for Management, A.K.Bhattacharya
- Financial Accounting for Management, Narayanswamy
- Financial Accounting by S.N MaheswariVikas Publications
- Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda

<b>1<sup>st</sup> Semester</b>	<b>18MBA108</b>	<b>Business Law</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Module – I**

**Law of Contract :** Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

### **Module – II**

**Special Contract:** Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Sales of Goods Act: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights. Consumer Protection Act: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

### **Module – III**

**Company Laws:** Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

### **Books:**

- Business Law –S R Mohapatra and S R Patra, HPH
- Business Law – N D Kapoor, S Chand
- Business Law – Pathak, Tata Mc Graw Hill

<b>1<sup>st</sup> Semester</b>	<b>18MBA109</b>	<b>Business Environment &amp; Ethics</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objectives:**

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

**Module I:**

**Concept of Business Environment:** Business Environment: Classification (Internal; External:- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Policies.

**Module II:**

**Environmental and Social Issues:** Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

**Module III:**

**Business Ethics:** Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

**Books:**

- Business Environment – B.N Ghosh, Oxford
- Business Ethics – Murthy, HPH
- Business Environment – RN Vadi, SR Mohapatra and SR Patra, HPH

## **Second Semester**

<b>2<sup>nd</sup> Semester</b>	<b>18MBA201</b>	<b>Corporate Finance</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Course Objective:**

To provide students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

### **Module I:**

**Foundations of Finance :** Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money, Compounding and discounting, Risk and Return concepts. Short term and long term sources of fund.

### **Module II:**

**Investment Decisions.** Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

### **Module III:**

**Current Assets Management:** Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, **Management of Cash :** Cash budget, Management of collections and disbursement, Investment of Surplus cash ; **Management of Receivables :** Terms of Credit, Credit Policy decision ; **Management of Inventory :** Techniques of Inventory planning and control.

### **Books :**

- Fundamentals of Financial Management, Van Horne, Pearson
- Financial Management, G Sudarsan Reddy, HPH
- Essentials of Financial Management, IM Pandey, Vikas
- Financial Management, Khan & Jain, McGraw Hill,
- Financial Management, Srivastav & Misra, Oxford.
- Financial Management – Tulsian (S Chand)
- Fundamentals of Financial Management, Brigham, Cengage
- Financial Management by Prasanna Chandra , Tata McGraw Hill

2 <sup>nd</sup> Semester	18MBA202	Indian Financial Systems and Services	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives :**

1. To familiarize the students with dynamics of Financial market, Financial instruments and Financial services and Financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

**MODULE-I: Indian Financial System:** Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems.

**Indian Banking and Insurance Systems:** Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

**MODULE- II: Money Market and Capital Market:** Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. **Primary Market:** Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. **Secondary Market:** Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Materialization Account. Brokers, Kinds of brokers, Registration of Brokers

**MODULE-III: Mutual funds:** Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers & Functions), Mutual fund investment vs Stock market investment. **Venture Capital:** Meaning, Types of venture capital, Stages of venture capital financing, exit routes, **Leasing:** Concept and classification, financial evaluation of leasing. **Hire Purchase:** Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

**Books :**

- Financial Markets and Services, Gordon & Natarajan, HPH
- Financial Services, Gupta, Agrawal, Kalyani
- Financial Services, Khan, TMH
- Financial Markets and Financial Services, Clifford, Gourang, PHI
- Indian Financial System, Guruswamy, TMH

<b>2<sup>nd</sup> Semester</b>	<b>18MBA203</b>	<b>Human Resource Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objectives:**

1. To introduce and explain different phenomenon of Human Resource management (HRM).
2. To enrich the students' understanding on HRM , which may enable them to implement the concepts in the workplace.

**Module I:**

**Concept,** Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning (HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

**Module II:**

**Performance Appraisal:** Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

**Module III:**

**Concepts of Career,** Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship behaviour, HRIS, Competency mapping, talent management, Employee engagement.

**Books:**

- HRM Text &Cases, Aswathappa,TMH.
- Personnel &Human Resource Management, P.Subba Rao, HPH
- Human Resource Management – VSP Rao , Excel
- Human Resource Management, Jyoti Venkates, Oxford
- HR, Denisi and Sarkar, Cengage.
- HRM &IR – Sahoo and Tripathy, ENKAY, New Delhi



<b>2<sup>nd</sup> Semester</b>	<b>18MBA204</b>	<b>Business Research</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objectives:**

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilling the objective of business decision making.

**Module I:**

**Introduction to RM:** Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

**Module II:**

**Data Analysis – I:** Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

**Module III:**

**Data Analysis – II:** Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

**Report writing and presentation:** Research Report, Types and significance, Structure of research report, Presentation of report.

It may be emphasized on practical aspects such as:

Use of software package to learn the following :-

- (i) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

**Books:**

- Research Methodology by Khatua and Majhi, HPH.
- Research Methodology by Kothari, Newage
- Research Methodology, by Deepak Chawla / NeenaSandhi (Vikas)
- Management Research Methodology- Krishnaswamy, Pearson
- BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
- Research Methodology, V. Upadade & A. Shende (S. Chand)
- Business Research Methods by Prahlad Mishra, Oxford
- Business Research Method by Cooper et.al, McGraw Hill
- Research Methodology, SR Mohapatra & SR Patra IK International, New Delhi

<b>2<sup>nd</sup> Semester</b>	<b>18MBA205</b>	<b>Operations Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

**Module I:**

**Overview of Operations Management and Capacity Planning :** Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

**Module II:**

**Facility Location and Layout, Inventory Management :** Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.

**Module III:**

**Scheduling, Project Management and Quality Management:** Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM; Basics of supply chain management; Quality management – concept, quality design, control chart (X,R,P), TQM, introduction to ISO 9000 and 14000 series.

**Books:**

- Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
- Operations Management, Chase et.al – Tata McGraw Hill.
- Production and Operations Management , Panneerselvam , PHI
- Production and Operations Management , S.N Chary , Tata McGraw Hill
- Operations Management, Meenakhi Kumari, Cengage
- Production and Operations Management, Kaniska Bedi, Oxford
- Production & Operations Management, SP Singh, Vikas Publication
- Essentials of Operations Management by Scott T Young – Sage Publication

<b>2<sup>nd</sup> Semester</b>	<b>18MBA206</b>	<b>International Business</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective :**

To gain adequate knowledge about the different aspects of the international business environment and global investment arena.

**Module-I :**

**International Business Environment:** International Business –Definition –features, Internationalizing business-Advantages –Limitations, difference between domestic and international business, factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – protection Vs liberalization of global business environment.Promotion of global business – different forms of international business – advantages and disadvantages. Ethical issues in international business – Ethical decision-making, role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements. Prospects and challenges of International trade.

**Module-II :**

**International Trade And Investment:**Challenges for global business – global trade and investment – theories of international trade (Classical and Modern Theory). Theory of International Investment (FDI & FII) – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages. Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – **instruments of trade policy:** Concept, Tariffs, Import Quotas, Types of Quotas, Export Subsidies, Voluntary Export Restraints, Administrative Policies.

**Module III :**

**International Strategic Management:**Organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**Books:**

- International Business, Jaiswal, HPH
- International Business ,Rakesh Mohan Joshi, Oxford University Press
- International Business, Vyuptakesh Sharan, Pearson

<b>2<sup>nd</sup> Semester</b>	<b>18MBA207</b>	<b>Fundamentals of IT &amp; ERP</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

To provide fundamental knowledge on the basic aspects of IT applications in business, Management Information Systems in place and Enterprise Resource Planning in different functional areas.

**Module I:**

**Basic IT Application.** : Role of IT in modern business, Basic concepts of computer networks Internet security, Data base management system, Data mining and business intelligence, Advantages and limitation of database system, Modern trends in e-governance.

**Module II:**

**Management information System:** Conceptual background of MIS, scope, classifications, characteristics, functions, functional information system (Marketing, HRIS, Financial Management, Production and Inventory Management), DSS, Decision making under uncertainty MIS applications in Industries (Hospital, Hotels, Banking and Manufacturing).

**Module III :**

**ERP Overview** : Definition, Needs and Characteristics of ERP, Role of Manager in implementing ERP issues and Benefits from ERP implementation, Emerging Trends of ERP applications, ERP applications in functional areas such as Human Capital Management, Financial Management, Supplier Relationship Management and Inventory Management.

**Books :**

- Management Information Systems – Sahil Raj, Pearson
- Enterprise Resource Planning – CVS Murty, HPH
- Management Information Systems – W.S. Jawdkar, TMH
- ERP – Rajesh Ray, TMH
- IT for Managers – Susila Madan, Taxman

<b>2<sup>nd</sup> Semester</b>	<b>18MBA208</b>	<b>Corporate Strategy</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective :**

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

**Module I :**

**STRATEGY AND PROCESS :** External& Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

**Module II :**

**INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE:** Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

**Module III :**

**STRATEGY IMPLEMENTATION AND EVALUATION :** The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances -Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**Books:**

- Strategic Management & Business Policy, Azar Kazmi, TMH,
- Strategic Management, R. Srinivasana, PHI,
- Strategic Management, Haberberg & Rieple, Oxford ,
- An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
- Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

<b>2<sup>nd</sup> Semester</b>	<b>18MBA209</b>	<b>Entrepreneurship Development</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course objectives:**

1. To sensitize the students to understand entrepreneurship as a career and skill required for it.
2. To provide knowledge on entrepreneurial environment and related issues.
3. To encourage learner to take entrepreneurship as profession and to participate in business incubation.

**Module- I:**

**Entrepreneurship:** Concept of entrepreneurship and intrapreneurship, Types of Entrepreneur, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

**Module- II :**

**Environmental Analysis for Enterprise :** Entrepreneurial Environment, Identification of Opportunities, Converting Business Opportunities into reality. Start-ups and business incubation, Setting up a Small Enterprise. Issues relating to location, Environmental Problems and Environmental pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan.

Accounting for small business, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

**Module-III :**

**Startup and Business Incubation :** Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

**Books:**

- Entrepreneurship Development and Management, Vasant Desai, HPH
- Entrepreneurship Management, Bholanath Dutta, Excel Books
- Entrepreneurial Development, Sangeeta Sharma, PHI
- Entrepreneurship, Rajeev Roy, Oxford University Press

<b>2<sup>nd</sup> Semester</b>	<b>18MBA210</b>	<b>Personality Development Lab.</b>	<b>L-T-P 0-2-0</b>	<b>0 Credits</b>	<b>15 hrs</b>
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**Course Objective :**

1. To improve the students' confidence, grooming, and communication skills.
2. To develop self-awareness in the students for the purpose of impression management and expectation management.
3. To prepare the students for On-line Aptitude Tests, Group Discussions, and Interviews during the recruitment process.

**Emphasis to be laid on the following aspects in the lab activities:**

1. What and why of personality development
2. Components : Physical appearance, confidence, voice; Communication style; Dressing and Grooming for success.
3. Introductions, Greetings, and the Art of Conversation.
4. Office Etiquette and Travel Etiquette.
5. Time Management Skills : Assessment of the present level of time use; Awareness of major time-wasters ; Practice of better time management techniques.
6. Self-concept; Self-awareness through SWOT analysis; Impression Management.
7. Expectation Management and Sustainability on the job : Awareness Raising through Case Studies.
8. Taking an On-line Aptitude Test in English
9. Group Discussion Practice
10. Facing Job Interviews.

**Summer Internship projects and Presentation Guidelines.**

- a. The students are required to choose an organization for summer internship on completion of the 2<sup>nd</sup> semester. The college authority need to provide adequate counseling to the students looking at his / her area of interest during the second semester.
- b. The student shall be attached to a faculty in the relevant area for guidance during the internship. The students shall maintain daily diary at the summer training venue. The daily diary shall form a part of the summer internship project report. He / She has to record progress and the discussion with the officials of the Organization. On completion of the summer training, the concerned faculty as well as the official of the concerned organization shall verify the record and authenticate it.
- c. The Students while preparing the project report shall devote one chapter as to what he / she has actually done during the training period. The students should not prepare vague or false report and should avoid writing a topic relating to an elective area yet to be studied.



- d. The students must make following analysis in four chapters:
  - i. Industry Analysis
  - ii. Company Analysis
  - iii. Competitors Analysis
  - iv. Clients or customer Analysis
  - v. Challenges faced by the company.
- e. The last chapter should mention about his / her training experience in the Organization. If the students believe that there are scopes for improvement (SFI) in the area of his / her training, he / she must mention the same.
- f. The Report should be limited to 20-25 pages.
- g. The summer internship evaluation should be done during the continuance of 3<sup>rd</sup> Semester. The evaluation should be made out of 100.
- h. The Principal shall form a committee of faculty members to take the viva voce and forward the marks to the University on notice. In case, he feels the need for an external examiner, he may invite a Professor of repute and expert in the field.

**SECOND YEAR DETAIL SYLLABUS**

**ELECTIVES:**

<b>a) FUNCTIONAL AREA : MARKETING</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3 <sup>rd</sup>	18MBA301A	Consumer Behaviour	3-0-0	3	100	50
2.	3 <sup>rd</sup>	18MBA302A	Sales & Distribution Management	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303A	Digital Marketing	3-0-0	3	100	50
4.	3 <sup>rd</sup>	18MBA304A	Service Marketing	3-0-0	3	100	50
5.	4 <sup>th</sup>	18MBA401A	Retail Management	3-0-0	3	100	50
6.	4 <sup>th</sup>	18MBA402A	Product & Branding Management	3-0-0	3	100	50
7.	4 <sup>th</sup>	18MBA403A	B2B Marketing	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301A</b>	<b>Consumer Behaviour</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

- To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.
- To identify consumer behavior and to analyze emerging issues in buying behavior.

**COURSE OUTCOME:**

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

**Module -I:**

**Theories of Consumer Behaviour:** Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, implication of these theories, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

**Module - II :**

**Individual Determinants of Behaviour:** Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior, Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

**Module - III**

**Models of Consumer Behaviour:** Engel- Kollat-Blackwell Model. Changing Consumer Behaviour and its dynamics, Consumer Behaviour in online marketing, Characteristics of modern women and Netizens. Consumer decision Journey and stages, Omni Channel Behaviour.

**Books :**

- Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
- Consumer Behavior Indian Perspective , Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, Satish K. Bhatra& S H HKazmi, Excel Books

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302A</b>	<b>Sales &amp; Distribution Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

- To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
- To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

**Module-I :**

**Sales Management:** Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

**Module - II :**

**Distribution Management:** Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

**Module - III :**

**Logistics management :** Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

**Books :**

- Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, Tata McGraw
- Sales and Distribution Management – Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L.Gupta, Excel Books
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303A</b>	<b>Digital Marketing</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective :**

- To understand online consumer behavior and concept of cyber branding.
- To understand the technological importance of SEO
- How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight into future trends that will affect future development of digital marketing.

**Module – I :**

**Basics of Digital Marketing :** Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence,

**Module – II :**

**Search Engine Marketing :** PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

**Module – III :**

**Google Analytics, AdWords, Ad Sense :** Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

**Books :**

- Using Google™ AdWords and AdSense, M. Miller, Que Publishers
- Digital Marketing –Kamat and Kamat-Himalaya
- Marketing Strategies for Engaging the Digital Generation, D. Ryan,
- Digital Marketing, V. Ahuja, Oxford University Press
- Digital Marketing, S.Gupta, McGraw-Hill
- Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

<b>3<sup>rd</sup> Semester</b>	<b>18MBA304A</b>	<b>Service Marketing</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

**Module-I:**

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

**Module-II:**

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

**Module –III:**

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

**Books :**

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
- Services marketing, GovindApte, Oxford University Press
- Services marketing, Rajendranargundkar, Tata Mcgraw Hill

<b>4<sup>th</sup> Semester</b>	<b>18MBA401A</b>	<b>Retail Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:**

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

**Module - I :**

Emergence of organized retail in India, Retailing – Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

**Module - II :**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

**Module - III :**

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

**Books :**

- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc Graw Hill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management ,Suja Nair, Himalaya Publishing Home

4 <sup>th</sup> Semester	18MBA402A	Product & Branding Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

**Module – I :**

**Product Management :** Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

**Module-II :**

**Branding :** Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

**Module- III :**

**Brand management :** Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

**Books :**

- Product Management, D. R. Lehmann & R. S. Winer, 4<sup>th</sup> Edition, TATA McGraw-Hill publications
- Brand Management Practices –Sashikumar -Himalaya
- Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
- Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- Product Management, S. A. Chunawalla, Himalaya Publishing House.
- Strategic Brand Management, K. L. Keller, 2<sup>nd</sup> Edition, Pearson Publications.



4 <sup>th</sup> Semester	18MBA403A	B2B Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives:**

- To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.
- To study the Strategic Market Planning for Products and Channels in B2B Market

**Module-I**

**Introduction to Business Marketing:** The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

**Module-II**

**Segmentation, Targeting and Positioning of Business Marketing:** Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high performance, Pricing and bidding, Role of branding in B2B marketing.

**Module-III**

**Distribution Management:** Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management – need & importance in Business Marketing, Tendering and quotation management, negotiation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

**Books :**

- B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
- B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
- B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
- Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
- B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

<b>b) FUNCTIONAL AREA : FINANCE</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3 <sup>rd</sup>	18MBA301B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	3 <sup>rd</sup>	18MBA302B	Financial Derivatives	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303B	Advanced Management Accounting	3-0-0	3	100	50
4.	3 <sup>rd</sup>	18MBA304B	Project Appraisal and Financing	3-0-0	3	100	50
5.	4 <sup>th</sup>	18MBA401B	Business Taxation	3-0-0	3	100	50
6.	4 <sup>th</sup>	18MBA402B	Behavioural Finance	3-0-0	3	100	50
7.	4 <sup>th</sup>	18MBA403B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301B</b>	<b>Security Analysis &amp; Portfolio Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**OBJECTIVES:** To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

**Module-I:**

**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on single Asset and on 'n' assets portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

**Module-II**

**Investment Models, Selection:** Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optional portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

**Module-III:**

**Fundamental and Technical Analysis and evaluation:** Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, Portfolio management strategies.

**Books:**

- Security Analysis & Portfolio Management, S.Kevin, PHI
- Security Analysis & Portfolio Management, P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
- SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302B</b>	<b>Financial Derivatives</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:** This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

### **Module-I**

**Financial Derivatives – An overview :** Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

### **Module-II**

**Future Market :** Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

### **Module-III:**

**Options Market and SWAP:**Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, And Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

### **Books:**

- Options , Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management, Srivastava, Oxford
- Derivatives and Risk Management, Verma J.R, TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303B</b>	<b>Advanced Management Accounting</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Module-I.**

**Introduction to Cost Accounting and Management Accounting:** Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

### **Module-II.**

**Methods and Techniques:** Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Short term decisions using variable costing, short term decisions using relevant costing, Product costs using activity based costing.

### **Module-III**

**Management Tools:** Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales). Balance Score card for measuring total business unit performance. Financial Measures of Performance : Investments and EVA

### **Books:**

- A text book on Cost and Management Accounting, M.N Arora,Vikas
- Advanced Management Accounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House
- Management Accounting, Khan and Jain, Mc GrawHill

<b>3<sup>rd</sup> Semester</b>	<b>18MBA304B</b>	<b>Project Appraisal and Financing</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Module - I: Project Identification and Formulation**

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

### **Module-II: Project Cost Estimation and Project Appraisal:**

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

### **Module -III: Project Financing and Risk Analysis**

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination,

### **Reference Books:**

- Project Appraisal and Financing – Lath, Prasar-Himalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.Singh-HPH
- Projects Management ,Prasanna Chandra, Mc GrawHill

<b>4<sup>th</sup> Semester</b>	<b>18MBA401B</b>	<b>Business Taxation</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module-I:**

**Direct Taxation:** Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

**Module-II:**

**Income sources:** Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions.

**Module-III:**

**Introduction to indirect taxation:** Computation of tax under GST, Value added tax.

**Books:**

- Business Taxation – Mohapatra, Sahu - Himalaya
- Business Taxation - A. Pathak and S. Godiawala , Mc Graw Hill Publication
- Taxation - Singhania , Taxmann
- Taxation – Hariharan

<b>4<sup>th</sup> Semester</b>	<b>18MBA402B</b>	<b>Behavioural Finance</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Module- I**

**Foundations of Finance:** Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

### **Module –II**

**Prospect Theory:** Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

### **Module-III:**

**External Factors and investors behavior:** Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

### **Reference Books:**

- Behavioral Finance: Sinha PK - Himalaya
- Behavioral Finance: Shuchita Singh and Batt, Vikas.
- Value investing and behavioral Finance, Parag Parikh, TMH
- Understanding Behavioral Finance, Cengage
- Behavioral Finance, Chandra, Mc GrawHill



<b>4<sup>th</sup> Semester</b>	<b>18MBA403B</b>	<b>Mergers and Corporate Restructuring</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module-I:**

**Financial Policy and Corporate Strategy:** Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

**Module-II:**

**Mergers and Takeover:** Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures

**Module-III:**

**Corporate Restructure:** Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

**Books:**

- Mergers Acquisiotn and corporate restructuring –Sinha PK - Himalay
- Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi
- Strategic Financial Management, Jakhotia, Vikas
- Strategic Financial Management, Ravi M Kishore, Taxman

<b>c) FUNCTIONAL AREA: HUMAN RESOURCES</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301C	Manpower Planning	3-0-0	3	100	50
2.	3rd	18MBA302C	Employee Relations	3-0-0	3	100	50
3.	3rd	18MBA303C	Compensation and Benefit Management	3-0-0	3	100	50
4.	3rd	18MBA304C	Performance Management System	3-0-0	3	100	50
5.	4th	18MBA401C	Team Dynamics at work	3-0-0	3	100	50
6.	4th	18MBA402C	Strategic HRM	3-0-0	3	100	50
7.	4th	18MBA403C	Industrial Legislations	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301C</b>	<b>Manpower Planning</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objective:** To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

**Module – I :**

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting – Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

**Module – II :**

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

**Module – III :**

Strategic HRP : Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

**Books :**

- Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya
- Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience, 1971
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302C</b>	<b>Employee Relations</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**COURSE OBJECTIVE:**

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

**Module - I:**

**Introduction to Employee Relations:** Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

**Module – II :**

**Industrial Relations :** Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function. Industrial Dispute : Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

**Module – III :**

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

**Books:**

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. Labour Welfare, Trade Unionism and Industrial Relation- Punecker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson
5. Industrial Relations, Monappa, TMH

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303C</b>	<b>Compensation and Benefit Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**COURSE OBJECTIVE:**

- 1. To learn basic compensation concepts and the context of compensation practice
- 2. To learn the concepts of payment and employee benefits issues.
- 3. To understand various benefits an employee can avail during service.

**COURSE OUTCOME:**

- 1. Students can apply various compensation scheme and employee welfare measures at workplace which can help them for better human resource management.

**Module I:**

**Conceptual and Theoretical Aspects of Compensation:** Concept of compensation, The 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

**Module-II:**

**Wage Administration and Wage Determination:** Principles of Wage and Salary administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

**Module III:**

**Employees Benefits:** Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

**Books:**

- Compensation Management – Bhatia Kanchan, HPH
- Compensation, Milkovich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
- Compensation and Reward Management, B.D. Singh, Excel Books
- Compensation Management in a Knowledge, Based World, Henderson, Pearson

3 <sup>rd</sup> Semester	18MBA304C	Performance Management System	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- 1. To describe the nature of performance management and outline the core objectives of performance management
- 2. To Identify the different performance appraisal techniques that can be used by organizations.

### COURSE OUTCOME:

- Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

**Module-I: Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

**Module-II: Measuring Performance:** Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

**Reward Systems and Legal issues:** Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

**Module-III: Performance Management Application & Improvement:** Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

### Books :

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu, Excel Books

<b>4<sup>th</sup> Semester</b>	<b>18MBA401C</b>	<b>Team Dynamics</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module-I :**

**Characteristics and Process:** Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

**Module – II:**

**Basic issues before Team:** Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

**Module –III:**

**Organizational Context of Teams:** Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

**Books:**

- Group Dynamics for Teams, Daniel Levi, Sage Publications
- Group Dynamics and Team Intervention, Timothy M Franz, Wiley
- Team Building, Dyer and Dyer, Wiley
- Group Dynamics, Donelson R Forsyth, Thomson
- Successful Team Building Tools- Elaine Biech, Pfeiffer

4 <sup>th</sup> Semester	18MBA402C	Strategic HRM	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVE:**

To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

**Module – I :**

**Understanding Strategic HRM :** Introduction : Traditional Vs. Strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

**Module – II :**

**Aligning HR Systems with business strategy:** Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

**Module – III :**

**International and comparative strategic HRM:** Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

**Books :**

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Strategic Human Resource Management-Rajees Viswanthan -Himalay
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.



<b>4<sup>th</sup> Semester</b>	<b>18MBA403C</b>	<b>Industrial Legislations</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module- I:**

**Labour and Employment Laws in India:** Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act,1948; Employees’ Compensation Act,1923,

**Module - II:**

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees’ Provident Fund Act,1952; Employees’ State Insurance Act, 1972; Payment of Bonus Act,1965.

**Module - III:**

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

**Books:**

- Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
- Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
- Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar , Vrinda
- Labour Laws, Taxmann.

<b>d) FUNCTIONAL AREA: OPERATIONS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	3rd	18MBA302D	Pricing and Revenue Management	3-0-0	3	100	50
3.	3rd	18MBA303D	Operations Strategy	3-0-0	3	100	50
4.	3rd	18MBA304D	Sales and Operation Planning	3-0-0	3	100	50
5.	4th	18MBA401D	Management of Manufacturing System	3-0-0	3	100	50
6.	4th	18MBA402D	Sourcing Management	3-0-0	3	100	50
7.	4th	18MBA403D	Operations Research Applications	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301D</b>	<b>Supply Chain Management &amp; Logistics</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **COURSE OBJECTIVES**

- To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students

**Module I : Supply Chain Foundations:** Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

**Module II: Distribution Management:** Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

**Module III: Aligning logistics to customer needs:** Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

### **Books:**

- Supply Chain and Logistics Management, Bowersos, Mc GrawHill
- Operations and Supply Chain Management, Chase,Shankar, Jacobs, Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302D</b>	<b>Pricing and Revenue Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **COURSE OBJECTIVES**

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

#### **Module – I: Introduction to Revenue Management [RM] :**

Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing – Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

#### **Module – II : Economy of Revenue Management :**

Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre-commitment and Demand Uncertainty, Peak-load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

#### **Module – III : Network and Capacity Control in Revenue Management**

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement

### **BOOKS :**

- Kalyan T Talluri, Garrent J. Van Ryzin,|| The Theory and Practice of Revenue Management||, Springer Publications, New York, 2004
- Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations||, Amer Hotel and Motel Association, 2010

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303D</b>	<b>Operations Strategy</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **COURSE OBJECTIVES**

- To make understand the students about what is operations strategy and how its applied in the field of operations management
- To offer operations strategy in terms of business process, capacity, technology and facilities domains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chain management

**Module – I : Operations strategy** – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

**Module – II : Systems & Processes and Capacity Strategy and Management** – Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

**Module – III : Quality Strategy, Purchasing and Supply network strategy** - Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain

### **BOOKS :**

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications,

<b>3<sup>rd</sup> Semester</b>	<b>18MBA304D</b>	<b>Sales and Operation Planning</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **COURSE OBJECTIVES**

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

**Module – I : Operations Planning:** Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

**Module – II : Capacity Planning:** Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

**Module – III : Operations Scheduling & Distribution Planning:** Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

### **BOOKS :**

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> Edition, 2015
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)

4 <sup>th</sup> Semester	18MBA401D	Management of Manufacturing System	L-T-P 3-0-0	3 Credits	35 hrs
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### COURSE OBJECTIVES

- To make the students to understand underlying concepts of general manufacturing systems
- To provide more insights on cellular manufacturing systems
- To expose the students in to Just-in-Time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and Flexible manufacturing systems

**Module – I : Manufacturing systems** – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements –Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis, Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis & minimization of inter-cell movement.

**Module – II : Just-in-time systems** – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems, –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

**Module – III : Synchronous manufacturing (Theory of Constraints)** – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS, Machine loading and scheduling.

### BOOKS :

- Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc., 1999
- T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> Edition, 2015
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014

4 <sup>th</sup> Semester	18MBA402D	Sourcing Management	L-T-P 3-0-0	3 Credits	35 hrs
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### COURSE OBJECTIVES

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

**Module – I : Introduction to Global Sourcing** – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy, Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation– Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

**Module – II : Supplier Research and Market Analysis**– Vendor Rating – Objectives, Self certify vendor management, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals – Planning and Methods, Contract negotiation, Vendor performance monitoring and controlling.

**Module – III : Analytical Tools in Sourcing, Pricing Analyses** : Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing, Green Sourcing.

### BOOKS :

- Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications, 2011
- Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage Publications, 2017
- SathitParniangtong, Supply Management: Strategic Sourcing, Springer Publications, 2016
- Robert W. Turner, Supply Management and Procurement: From the Basics to Best-in-class, J.Ross Publishing, 2011



4 <sup>th</sup> Semester	18MBA403D	Operations Research Applications	L-T-P 3-0-0	3 Credits	35 hrs
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### COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programming applications
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

**Module – I : Overview of Operations Research** –Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory's Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

**Module – II :** Scheduling System – Single machine, Flow shop and Job shop Scheduling methods –Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

**Module – III :** Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale's method and Wolfe's method. Staff transfers Problem– Two stage supply chain distribution problem.

### BOOKS :

- KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
- HamadyTaha: Operations Research, Mac Millan Co., 2016
- Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
- J.K.Sharma, Operations research Theory and applications, 2012
- Pradeeprabakarpai, Operations research – Principles and practice, oxford higher education, 2012
- Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003

<b>FUNCTIONAL AREA: SYSTEMS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	3rd	18MBA302E	Business Analytics	3-0-0	3	100	50
3.	3rd	18MBA303E	E-Commerce and Digital Markets	3-0-0	3	100	50
4.	3rd	18MBA304E	Managing Digital Platforms	3-0-0	3	100	50
5.	4th	18MBA401E	Strategic Management of IT	3-0-0	3	100	50
6.	4th	18MBA402E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
7.	4th	18MBA403E	Managing Software Projects	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301E</b>	<b>Data Mining for Business Decisions</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### Course Objectives

- To acquaint students with the theoretical and practical elements of Data Mining and their applications.
- To acquire practical exposure in analyzing a business problem using appropriate model
- To develop the skills to use the model for a predictive analytical solution

**Module-I :** Introduction to Data Mining – Deriving Value from Data Mining – Applications– Basic concepts, Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis– Visualizing Data– Applications

**Module-II :** Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications. Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Applications

**Module-III :** Best Practices in Data Analytics and BI – clustering – Decision trees– Neural networks– Associations/Market Basket analysis– Text Mining

### Books :

- Anil Maheshwari, Data Analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung, Predictive Analytics, Wiley, 2015
- Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Wiley, 2014

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302E</b>	<b>Business Analytics</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### Course Objectives

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty

**Module – I:** Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics; Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

**Module – II:** Data Visualization for Manager: Visualization imperative-Message to charts-Visual Perception-Grammar of Graphics (Using R)- Component level design of tables and graphs-Storytelling using Visualization;

**Module – III:** SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis; Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

### Books :

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning
- SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing —, McGraw Hill
- Bernard Marr, “Big Data : Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
- R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), JorisMeys (Author)

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303E</b>	<b>E-Commerce and Digital Markets</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### Course Objectives

- Students will learn about foundations of E-Commerce.
- Students will be able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship

### Module – I:

**E-Commerce :** Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

### Module – II :

**Digital Payment Systems** Introduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

### Module – III:

**E-business Channel functions & E-Business Entrepreneurship** Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function, Designing Electronic market – strategic E-Marketing – E – Marketing Tool –E-Business Entrepreneurship

### Books :

- Kenneth C.Laudon Carol GuercioTraver —E-Commerce, 14<sup>th</sup> edition, 2018, Pearson.
- Russ, Henneberry —Digital Marketing for Dummies| Willey January 2017
- S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective| PHI , Edition, 2016
- Gary P.Schneider —Electronic Commerce| Course Technology Inc 12th edition 2017
- VandanaAhuja —Digital marketing| OXFORD HIGHER Education, 3th edition 2017
- ShivaniArora —E-Commerce| 2017 edition.

<b>3<sup>rd</sup> Semester</b>	<b>18MBA304E</b>	<b>Managing Digital Platforms</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Course Objectives**

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital Platform

**Module – I:** Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

**Module – II:** Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies ,Future of Digital Platforms – Participation – Social Media Strategies.

**Module – III:** Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self-Branding Strategies – Digital business Innovation – Decision Rights and Control

**Books :**

- Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
- Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
- Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
- Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
- Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08– Apr–2016

<b>4<sup>th</sup> Semester</b>	<b>18MBA401E</b>	<b>Strategic Management of IT</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### Course Objectives

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the Strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

**Module – I: Strategy Formulation:** Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications **Value Chain Analysis:** The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

**Module – II: IT Strategy:** Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios, **Strategy Information:** Strategic information systems (SIS)– Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

**Module – III: Transformation Drivers:** Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

### Books :

- CA. Deepak Pandian & CA. Aneesh Noor Mohammed , Strategi Management & Information Technology Paperback, Kothari Academic & Research Publications ,2016.
- Neil Ritson , Strategic Management, Ventus Publishing ApS, 2011.
- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University , Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson MyLab Management with Pearson eText, Global Edition, ©2019 Availability: 01 Mar 2018 •
- Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers, 1st Edition, by J.–C. Spender, Oxford University Press, 2014
- Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010

4 <sup>th</sup> Semester	18MBA402E	Managing Digital Innovation and Transformation	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

**Module-I :** Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

**Module-II :** Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

**Module-III :** Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

### Books :

- Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, McGraw Hill Education (India) Private Limited, 2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
- Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan, J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014



4 <sup>th</sup> Semester	18MBA403E	Managing Software Projects	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- To understand software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for Software Projects.
- To know how to monitor and control Software Projects.

### Module – I:

**Introduction to Software Project Management :** Introduction– Software Project –vs–other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

### Module – II:

**Project Evaluation and Programme Management :** Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

### Module – III:

**Selection of an appropriate project approach and Software Effort estimation:** Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

### Books :

- Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
- Joel Henry, Software Project Management, Pearson, 2011
- Kathy Schwalbe, Project Management in IT, Cengage, 2011
- Sanjay Mohapatra – Software Project Management – Cengage –2011

<b>FUNCTIONAL AREA: RURAL MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	18MBA302F	Rural Marketing	3-0-0	3	100	50
3.	3 <sup>rd</sup>	18MBA303F	Rural Development	3-0-0	3	100	50
4.	3rd	18MBA304F	Livelihood and Development Management	3-0-0	3	100	50
5.	4 <sup>th</sup>	18MBA401F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	4 <sup>th</sup>	18MBA402F	Cooperative Management	3-0-0	3	100	50
7.	4 <sup>th</sup>	18MBA403F	Strategies for Smart Villages	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301F</b>	<b>Agribusiness Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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### **Module –I**

#### **Introduction of Agri Business**

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

### **Module-II**

#### **Agri-Business Environment**

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

### **Module – III**

#### **Legislations and Recent trends**

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

#### **Books:**

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz
- Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

<b>3<sup>rd</sup> Semester</b>	<b>18MBA302F</b>	<b>Rural Marketing</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objectives:** Its objective is to equip students more strongly for a career in marketing agri-inputs and outputs, food products, consumer goods, crafts and services, and in developing rural markets and value chains.

**Module-I:**

Rural Market Structure, Rural consumer buying behaviour, Rural Marketing environment, Rural Marketing Information System, Research and Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of Rural marketing, Rural Marketing Agencies.

**Module-II:**

Rural Marketing Mix, Product decisions, Pricing Decisions, Promotion decisions, Distribution and Channel Management, Relationship Management, Physical distribution, Sales force management

**Module-III:**

Agri-marketing Scope, Role in Economics development, Demand and Supply of farm products, Marketing of Agricultural inputs and farm products, Strategy for agri-marketing

**Books:**

- Rural Marketing- R Ramakrishnan, Pearson
- Rural Marketing- Dogra and Ghuman, TMH
- Rural Marketing- Badi and Badi- HPH
- Rural Marketing, Kashyap

<b>3<sup>rd</sup> Semester</b>	<b>18MBA303F</b>	<b>Rural Development</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module-1 :**

Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

**Module-2 :**

Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

**Module-3 :**

Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

**Books:**

- Rural Development-Principles,Policies and Management, Katar Singh
- Fundamentals of Rural Development, TahirHussain
- Rural Development in India, B.K.Sahu

<b>3<sup>rd</sup> Semester</b>	<b>18MBA304F</b>	<b>Livelihood and Development Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objective:** It is aimed at providing a closer understanding of various livelihood models and approaches, and their applications and experiences at national and international level, and the issues and challenges confronted in building sustainable livelihoods.

**Module-I :**

NGO Management, Agri-based, livestock-based and natural resource-based livelihood options in rural areas. Development Programs in various sectors (Health, Education, WASH, Food Security and Nutrition), policies, institutional mechanisms.

**Module-II:**

Decentralized planning and governance, Disaster Management, Relief and Rehabilitation and Development Training.

**Module- III:**

**Processing and preservation of foods.**

Scope of food processing; historical developments; principles of food processing and reservation. Processing and preservation by heat: blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation-types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

**Books:**

- Rural Development and Livelihoods in India, Niranjana Sahoo
- Food Processing and Preservation, S Sivasankar, PH

4 <sup>th</sup> Semester	18MBA401F	Rural Credit and Micro Finance	L-T-P 3-0-0	3 Credits	35 hrs
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#### MODULE –I:

**Financing Rural development :** Functions and policies of RBI in Rural banking, NABARD---- Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing.

Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasing. Term loans for irrigation, Farm mechanization. Financing Rural Non Farm sector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

#### MODULE-II:

##### **Problems and Prospects in Rural banking and Priority sector financing :**

Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans. Role of Rural banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based Financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.

#### MODULE: III:

**Perspectives of Micro finance :** Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components

##### **Books:**

- Microfinance-Principles and Approach, V Rengarajan
- Microfinance in India, Rais Ahmad
- Essentials of Microfinance, Sulphey, Vivek Vaswan

4 <sup>th</sup> Semester	18MBA402F	Cooperative Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Module- I :**

**Theory of Co-operation:** Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism- Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society- Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDB, NCUI.

**Module – II**

**Cooperative Management:** Concept of Management-Definition- Principles-Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-maintenance of Records and Statistics.

**Module – III:**

**Cooperative Banking :** Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions, Banking regulation Act as applicable to Cooperative banks in India.

**Books:**

- Co-operative Management- Principles and Techniques, S Nakkiran
- A text Book on Cooperative Management, DrP.C.Dhal



<b>4<sup>th</sup> Semester</b>	<b>18MBA403F</b>	<b>Strategies for Smart Villages</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Module-I:**

Introduction of a smart village, Issues concerning income generation, Education and skill development and Agriculture

**Module – II:**

Issues relating to Housing, Energy, Waste Management and water and sanitation management

**Module – III:**

Issues concerning Transport, Health and well-being, Environment and Governance

**Books:**

- Planning, Housing and Infrastructure for smart villages, Hemant Doloi, Ray Green and Sally Donovan, Routledge

<b>g) FUNCTIONAL AREA: AGRIBUSINESS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	19MBA302G	Agricultural Commodity Trading	3-0-0	3	100	50
3.	3 <sup>rd</sup>	19MBA303G	Agricultural Marketing Management	3-0-0	3	100	50
4.	3rd	19MBA304G	Agricultural Input Management	3-0-0	3	100	50
5.	4th	19MBA401G	Agricultural Supply Chain Management	3-0-0	3	100	50
6.	4th	19MBA402G	Agrifood Processing Management	3-0-0	3	100	50
7.	4th	19MBA403G	International Trade in Agriculture	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>3<sup>rd</sup> Semester</b>	<b>18MBA301F</b>	<b>Agribusiness Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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## **Module –I**

### **Introduction of Agri Business**

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

## **Module-II**

### **Agri-Business Environment**

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

## **Module – III**

### **Legislations and Recent trends**

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

### **Books:**

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz  
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

3 <sup>rd</sup> Semester	19MBA302G	Agricultural Commodity Trading	L-T-P 3-0-0	3 Credits	35 hrs
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**Objective:** To understand the marketing procedure for commodity futures through commodity exchanges

### Module –I

Introduction to commodity derivatives and price risk management in agricultural markets; organizational setup of exchanges and specifications of futures contracts in world's leading commodity exchanges

### Module-II

Mechanics of forward transaction and futures trading; hedging price risk using futures contracts; option transaction concept and mechanism, price discovery mechanism and market efficiency

Clearing house and margin system; clearing, settlement and delivery of contracts

### Module – III

Market surveillance and risk control; trading in warehouse receipts (WRs): WRs and collateralized commodity financing

Regulation of futures and trading practices in leading national and regional exchanges in India.

### Books:

- Hull, John C. 2017. *Fundamentals of futures and options markets*, Boston, Pearson publication.
- Derivatives and Risk Management, Srivastav, Oxford
- Ram, P. V. and Bala, S. D., 2016, *Strategic Financial Management*. Snow White Publ.

<b>3<sup>rd</sup> Semester</b>	<b>19MBA303G</b>	<b>Agricultural Marketing Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objective:** To provide the students an understanding of concepts, policies, strategies and decisions relating to marketing that can be associated with agribusiness organizations.

### **Module –I**

Meaning and scope; Agricultural market structure – meaning, components and dynamics of market structure; agricultural marketing and economic development, functions of agricultural marketing

Benefits of infrastructural developments in the field of agricultural marketing; physical Infrastructure; institutional infrastructure- Public Sector Institutions (Regulatory Central/State Institutions for marketing of agricultural produce, Agencies for warehousing, Other important organizations in Agricultural Marketing Government/ Government Sponsored Autonomous Bodies), Co-operative Institutions in Agricultural Marketing

Major changes in policy and marketing strategies of farm supplies; Marketing management (Product, pricing, distribution and promotion) of farm inputs- fertilisers, seeds, plant protection chemicals, electricity, water, farm machinery, animal feed and medicines etc.

### **Module-II**

Marketing management of products from plant origin, products from animal origin and processed products; export potential of agro-based products. An overview of marketing of processed food products, marketing strategies, marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Value Chain in Food Retailing: value chain and value additions across the chain in food retail, Principal trends in food wholesaling and retailing, Competition and pricing in food retailing, various retailing formats, the changing nature of food stores, market implications of new retail developments, food service marketing.

### **Module – III**

Marketing Mix in Food Retail Management, Merchandise Management, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix

for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers & Brand Management in Retailing.

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Logistics, procurement of Food products and Handling Transportation of Food Products. Retail Sales Management: Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

**Books:**

- Singh, Sukhpal, 2011. *Fresh food retails in India: Organisation and impacts*, Allied publishers Pvt. Ltd., New Delhi
- Mahapatra S, 2017, Food Retail Management, Kalyani Publishers, Delhi
- Zentes, Joachim, Morschett, Dirk, Schramm-Klein, Hanna (2017). *Strategic Retail Management: Text and International Cases*, Springer Gabler
- Agrawal, Narendra, Smith, Stephen A. (2015). *Retail Supply chain Management: Quantitative Models and Empirical Studies*, Springer; 2nd revised edition
- Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
- Kohls, R. L. and Uhj, J. N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
- Kotler P. Keller K, Koshy A. & Jha M. 2013. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu.
- Mohan J, Agri-Marketing Strategies in India, NIPA
- Sharma Premjit. 2010. Agri-Marketing Management, Daya Publishing House

<b>3<sup>rd</sup> Semester</b>	<b>19MBA304G</b>	<b>Agricultural Input Management</b>	<b>L-T-P 3-0-0</b>	<b>3 Credits</b>	<b>35 hrs</b>
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**Objective:** The present course aims at familiarizing the participants with various aspects of agricultural input marketing in India. This will help them in gaining a deeper understanding of the four P's of marketing as applied to agricultural input marketing. Also an exposure to social and ethical issues is oriented in the course.

### **Module –I**

Market for agricultural inputs-Nature of demand, promotional media, nature of competition, a framework for understanding the markets for inputs, agronomic potential, agro economic potential, effective demand, actual consumption.

Marketing of seeds-Government policy, product, trade practices in seed production, seed pricing, input costs, distribution system, management of seed distribution. proper storage of seeds, promotion, problems faced by seed industry, strategy for a seed enterprise, source of seeds, terms of transaction for seed procurements.

### **Module-II**

Marketing of fertilizers-Nature of Indian fertilizer market, product, fertilizer distribution, marketing cost and margins, credit, dealer selection and management, fertilizer promotion and extension, promotional program, advertising in fertilizers, emerging marketing mix in fertilizer, extension strategy for the future, marketing of biofertilizers, strategies for fertilizer marketing.

Marketing of pesticides-Market profile, structure of industry, farmer behaviour, problems of farmers in pesticide purchase and usage, marketing mix, bio pesticides market development and promotion activities, problems in marketing of bio pesticides. Integrated pest management.

### **Module – III**

Marketing of tractors-Segments in tractor market, market share, nature of demand, buyer behaviour, role of distribution, promotion, MNC's. Marketing of credit-Nature of market, market segment, market players, marketing mix, marketing options. Strategies for input marketing-Client and location specific promotion, joint promotion, interdependence of input markets, management of demands, developmental marketing, usp, extension services, ethics in business, sustainability. Management and optimisation of water inputs Alternative farming technique such hydroponics , aquaponics , permaculture etc, . Use of modern technology such as sensors, 'Smart fields' , cloud services and the technology startup ecosystem for soil-water & crop management.

### **Books:**

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

- S. P. Seetharaman : *Agricultural Input Marketing*, Oxford & IBH Pub. Co.
- C. S. G. Krishnamacharyulu: *Rural Marketing : Text and Cases*, Pearson Education India
- Mahapatra S., *Management of Agricultural Inputs*, New India Publishing Agency, Delhi
- Pingali Venugopal (2014). *Agri-input Marketing in India*, SAGE Publication; 1st Edition
- S. S Acharya, N. L Agarwal (2012) *Agricultural Marketing in India*, Oxford & Ibh Publishing Co. Pvt Ltd.; 6th Edition



4 <sup>th</sup> Semester	19MBA401G	Agricultural Supply Chain Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Objective:** To introduce the students to the concepts, processes and framework of agricultural supply chain management.

### Module –I

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Innovations in Global Agri-SCM

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. SCM Metrics/Drivers and Obstacles.

### Module-II

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

### Module – III

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. Case Studies on the following:(a) Green Supply Chains (b) Global Supply Chains (c) Coordination in a SC. Value of and distortion of information: Bullwhip effect (d) Sourcing and contracts in SC (e) Product availability with uncertain demand (f) Inventory planning with known /unknown demand (g) Cases from FAO/IFPRI etc.

**Books:**

- Acharya, S. S., and Agarwal, N. L., 2011, *Agricultural marketing in India*. Oxford and IBH.
- Altekar, R. V., 2006, *Supply Chain Management: Concepts and Cases*. PHI
- Chopra, S., Meindl, P. and Kalra, D. V., 2016, *Supply chain management: Strategy, Planning, and Operation*, Pearson Education India
- Mohanty R.P.2010. *Indian Case studies in Supply Chain Management & other Learning Resources*. OXFORD
- N. Chandrasekaran.2010. *Supply Chain Management: Process, system & Practice*. OXFORD.
- Singh Sukhpal. *Organic Produce Supply Chains in India-organisation and governance*. Allied Publ.,

4 <sup>th</sup> Semester	19MBA402G	Agrifood Processing Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Objective:** The objective of this course is to acquaint the students with different food processing techniques and their management

### Module –I

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Non-thermal food processing techniques (aseptic processing, individual quick freezing and cryogenic freezing, high pressure technology, heat and ultrasound, high voltage pulse technology, irradiation, membrane technology). Packaging of foods, Labelling techniques, Advanced packing techniques- Active & intelligent packaging, Retort pouch packaging etc.)

### Module-II

Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Food Safety & Quality, Food Standards (AGMARK, Codex alimentations, BIS/ISO, PFA, FPO, FSSAI, Total Quality Management (TQM), Hazard Analysis and Critical Control Points (HACCP), etc.

### Module – III

Case studies on project formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc. Case studies relating to HACCP (identification of CCP in various processing lines/methods) etc.

### Books:

- Acharya SS & Aggarwal NL. 2004. *Agricultural Marketing in India*. Oxford & IBH.
- Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Springer
- Jelen P. 1985. *Introduction to Food Processing*. Reston Publishing.

- Potly VH & Mulky MJ. 1993. *Food Processing*. Oxford & IBH.
- P. J. Fellows (2016). *Food Processing Technology Principles and Practice*, Woodhead Publishing, 4th Edition
- Potter, N. N. (2018). *Food science*. McGraw-Hill Education, 6th Edition
- Singh R.P, Heldman D.R (2013). *Introduction to Food Engineering*. Elsevier Inc., 5th Edition
- J. Scott Smith, Y.H. Hui (2013) *Food Processing: Principles and Applications*, Wiley

4 <sup>th</sup> Semester	19MBA403G	International Trade in Agriculture	L-T-P 3-0-0	3 Credits		35 hrs
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**Objective:** To impart knowledge to the students about international trade in agriculture and various provisions under WTO in the new trade regime.

### Module –I

International trade – basic concepts, WTO and its implications for Indian economy in general and agriculture sector in particular.

TRIPS, TRIMS quotas, anti dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; CDMs and carbon trade.

### Module-II

Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India.

India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.

### Module – III

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, market entry methods, export procedures & documentations.

### Books:

- Study materials by the Center for WTO Studies, ITPO, New Delhi, The Future of Indian Agriculture
- International Trade and Food Security, Edited by F Brouwer, LEI - Wageningen UR, The Netherlands, P K Joshi, IFPRI, India. 2016



# REGIONAL COLLEGE of MANAGEMENT

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