



MASTER OF BUSINESS ADMINISTRATION (INTEGRATED)
SYLLABUS
AND
EXAMINATION SCHEME
2020-2025

MBA (INT) I AND II SEMESTER: 2020-2021

MBA (INT) III AND IV SEMESTER: 2021-2022

MBA (INT) V AND VI SEMESTER: 2022-2023

MBA (INT) VII AND VIII SEMESTER: 2023-2024

MBA (INT) V AND VI SEMESTER: 2024-2025

MASTER OF BUSINESS ADMINISTRATION (INTEGRATED)
(TEN SEMESTER PROGRAMME)
CHOICE BASED CREDIT SYSTEM

INTERNAL ASSESSMENT = IA; END-TERM ASSESSMENT = ETA

Paper Code	Course Type	Course Name	L	T	P	L+T+P/ Hours	CREDIT	IA+EA
MBA (I) 101	Core Course (CC)	Principles and Practices of Management	3	1	0	3+1+0	4	40+60
MBA (I) 102	Core Course (CC)	Business communication	3	1	0	3+1+0	4	40+60
MBA (I) 103	Core Course (CC)	Financial Accounting	3	1	0	3+1+0	4	40+60
MBA (I) 104	Core Course (CC)	Business Statistics	3	1	0	3+1+0	4	40+60
MBA (I) 105	Core Course (CC)	Business Laws	3	1	0	3+1+0	4	40+60
MBA (I) 106	Core Course (CC)	Computer Application in Management with MS Office	0	0	2	0+0+2	2	50+0
MBA (I) 107	Non-CGPA Credit Courses (NCCC)	Tally Part I	0	0	2	0+0+2	2	50+0
MBA (I) 108	Non-CGPA Credit Courses (NCCC)	Seminar Presentation	0	0	2	0+0+2	2	50+0
MBA (I) 109	Non-CGPA Credit Courses (NCCC)	Personality development	0	0	4	0+0+4	4	0+100
MBA (I) 110	Non-CGPA Credit Courses (NCCC)	Comprehensive Viva Voce (Virtual Credit)	18	-	10		34	850
		Total						

MBA (I) II Semester								
Paper Code	Course Type	Course Name	L	T	P	L+T+P/ Hours	CREDIT	IA+EA
MBA (I) 201	Core Course (CC)	Organizational Behavior	3	1	0	3+1+0	4	40+60
MBA (I) 202	Core Course (CC)	Financial Management	3	1	0	3+1+0	4	40+60
MBA (I) 203	Core Course (CC)	Marketing Management	3	1	0	3+1+0	4	40+60
MBA	Core Course (CC)	Human Resource Management	3	1	0	3+1+0	4	40+60












MBA (I) 310	Non-CGPA Credit Courses (NCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	0+100
	Total		18	-	10		34	850

MBA (I) IV Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/Hours	CREDIT	IA+EA
MBA (I) 401	Core Course (CC)	Strategic Management	3	1	0	3+1+0	4	40+60
MBA (I) 402	Core Course (CC)	Higher Accounting	3	1	0	3+1+0	4	40+60
MBA (I) 403	Core Course (CC)	Environmental Science	3	1	0	3+1+0	4	40+60
MBA (I) 404	Core Course (CC)	Business Ethics, Corporate Social Responsibility and Governance	3	1	0	3+1+0	4	40+60
MBA (I) 405	Core Course (CC)	Production and Operations Management	3	1	0	3+1+0	4	40+60
MBA (I) 406	Core Course (CC)	E- Commerce	3	1	0	3+1+0	4	40+60
MBA (I) 407	Non-CGPA Credit Courses (NCCC)	Project: Financing from banks for inception of business enterprise	0	0	2	0+0+2	2	50+0
MBA (I) 408	Non-CGPA Credit Courses (NCCC)	Event Management	0	0	2	0+0+2	2	50+0
MBA (I) 409	Non-CGPA Credit Courses (NCCC)	Personality Development	0	0	2	0+0+2	2	50+0
MBA (I) 410	Non-CGPA Credit Courses (NCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	0+100
	Total		18	-	10		34	850

MBA (I) V Semester

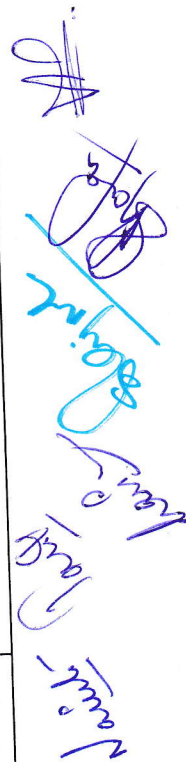
Paper Code	Course Type	Course Name	L	T	P	L+T+P/Hours	CREDIT	IA+EA
MBA (I) 501	Core Course (CC)	Income Tax, Law and Practices	3	1	0	3+1+0	4	40+60
MBA (I) 502	Core Course (CC)	Enterprise Resource Planning	3	1	0	3+1+0	4	40+60

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MBA (I) 503	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 1*	3	1	0	3+1+0	4	40+60
MBA (I) 504	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 1*	3	1	0	3+1+0	4	40+60
MBA (I) 505	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 2*	3	1	0	3+1+0	4	40+60
MBA (I) 506	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 2*	3	1	0	3+1+0	4	40+60
MBA (I) 507	Non-CGPA Credit Courses (NCCCC)	Export Management and Documentation	0	0	2	0+0+2	2	50+0
MBA (I) 508	Non-CGPA Credit Courses (NCCCC)	Personality Development	0	0	2	0+0+2	2	50+0
MBA (I) 509	Non-CGPA Credit Courses (NCCCC)	French Language Part I	0	0	2	0+0+2	2	50+0
MBA (I) 510	Non-CGPA Credit Courses (NCCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	0+100
	Total		18	-	10		34	850

MBA (I) VI Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/Hours	CREDIT	IA+EA
MBA (I) 601	Core Course (CC)	Operations Research	3	1	0	3+1+0	4	40+60
MBA (I) 602	Core Course (CC)	Corporate Accounting	3	1	0	3+1+0	4	40+60
MBA (I) 603	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 3*	3	1	0	3+1+0	4	40+60
MBA (I) 604	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 3*	3	1	0	3+1+0	4	40+60
MBA (I) 605	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 4*	3	1	0	3+1+0	4	40+60
MBA (I) 606	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 4*	3	1	0	3+1+0	4	40+60
MBA (I) 607	Non-CGPA Credit Courses (NCCCC)	Project Planning	0	0	2	0+0+2	2	50+0
MBA (I) 608	Non-CGPA Credit Courses (NCCCC)	French Language Part II	0	0	2	0+0+2	2	50+0

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MBA (I) 609	Non-CGPA Credit Courses (NCCC)	Learning Through Movies	0	0	2	0+0+2	2	50+0
MBA (I) 610	Non-CGPA Credit Courses (NCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	0+100
		Total	18	-	10		34	850

MBA (I) VII Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/Hours	CREDIT	IA+EA
MBA (I) 701	Core Course (CC)	Supply Chain Management	3	1	0	3+1+0	4	40+60
MBA (I) 702	Core Course (CC)	Data Analytics	3	1	0	3+1+0	4	40+60
MBA (I) 703	Core Course (CC)	Specialization Group - 1 Elective 5*	3	1	0	3+1+0	4	40+60
MBA (I) 704	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 5*	3	1	0	3+1+0	4	40+60
MBA (I) 705	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 6*	3	1	0	3+1+0	4	40+60
MBA (I) 706	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 6*	3	1	0	3+1+0	4	40+60
MBA (I) 707	Non-CGPA Credit Courses (NCCC)	Advance MS-Excel	0	0	2	0+0+2	2	50+0
MBA (I) 708	Non-CGPA Credit Courses (NCCC)	Aptitude & Mock Interview	0	0	2	0+0+2	2	50+0
MBA (I) 709	Non-CGPA Credit Courses (NCCC)	Major Research Project	0	0	2	0+0+2	2	50+0
MBA (I) 710	Non-CGPA Credit Courses (NCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	0+100
		Total	18	-	10		34	850

MBA (I) VIII Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/Hours	CREDIT	IA+EA
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MBA (I) 801	Core Course (CC)	Goods and Services Tax	3	1	0	3+1+0	4	40+60
MBA (I) 802	Core Course (CC)	Total Quality Management	3	1	0	3+1+0	4	40+60
MBA (I) 803	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 7*	3	1	0	3+1+0	4	40+60
MBA (I) 804	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 7*	3	1	0	3+1+0	4	40+60
MBA (I) 805	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 8*	3	1	0	3+1+0	4	40+60
MBA (I) 806	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 8*	3	1	0	3+1+0	4	50+0
MBA (I) 807	Non-CGPA Credit Courses (NCCCC)	Database Management System Using MS Access	0	0	2	0+0+2	2	50+0
MBA (I) 808	Non-CGPA Credit Courses (NCCCC)	Aptitude & Interview	0	0	2	0+0+2	2	50+0
MBA (I) 809	Non-CGPA Credit Courses (NCCCC)	Major Research Project	0	0	2	0+0+2	2	0+100
MBA (I) 810	Non-CGPA Credit Courses (NCCCC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	850
		Total	18	-	10		34	

MBA (I) IX Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/ Hours	CREDIT	IA+EA
MBA (I) 901	Core Course (CC)	Industrial Project Report	0	0	12	0+0+12	12	400+400
		Total						800

MBA (I) X Semester

Paper Code	Course Type	Course Name	L	T	P	L+T+P/ Hours	CREDIT	IA+EA
MBA (I) 1001	Core Course (CC)	Industrial Project Report	0	0	12	0+0+12	12	400+400
		Total					12	800

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MBA (I) 101 PRINCIPLES & PRACTICE OF MANAGEMENT

Credit – 04

Teaching Objectives

- The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organization. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy.

Course Outcomes: On completion of the course students will be able:

- CO1: To develop understanding of concepts, functions and strategies of management.
- CO2: To illustrate different ways of implementing tools and techniques used in performing managerial job.
- CO3: To enable student's skills to predict, analyze and understand the environment of the organization.
- CO4: To help the students to develop cognizance of the importance of management principles and responsibilities of managers.

UNIT I

Management: Concept, Nature, Importance, Management vs. Administration, Management Skills, Levels of Management, Introduction to Functions of Management, Characteristics of Quality Managers.
Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations School
Social Responsibility of Managers and Ethics in Managing

UNIT II

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Objective Setting: Concept, Types and Process of Setting Objectives, Operational Planning Tools, M.B.O., Concept, Process and Managerial Implications, Decision Making : Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty

UNIT III

Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs, Departmentation
Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing

UNIT IV

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal
Directing: Concept, Direction and Supervision. Motivation: Concept, Maslow's Need Hierarchy Theory and X and Y theory, Leadership: Different types of Leaders

UNIT V

Controlling: Concept, Process of Controlling, Methods of controlling: Pre-control, Concurrent Control, Post-control, Tools for Pre-control of Inputs, Concurrent Control of Operations, Post Control of Outputs, The Quality Concept
Factors affecting Quality, Developing a Quality Control System, Total Quality Control,

Text Books

- Robbins & Coulter (2006). *Management* (9th ed.). Delhi: Prentice Hall of India
- Stoner, Freeman & Gilbert Jr (2009). *Management* (6th ed.). Delhi: Pearson Education.
- Agarwal, R. D. (1982). *Organization and Management*. New Delhi: Tata McGraw-Hill Education.

Suggested Readings

- Koontz Harold & Weihrich Heinz (2008). *Essentials of management* (5th ed.). New Delhi: Tata McGraw Hill.
- Robbins S.P. and Decenzo David A. (2009). *Fundamentals of Management Essential Concepts and Applications* (6th ed.). Delhi: Pearson Education
- Weihrich Heinz and Koontz Harold (2008). *Management: A Global and Entrepreneurial Perspective* (12th ed.). New Delhi: McGraw Hill

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MBA (I) 102 BUSINESS COMMUNICATION

Credit – 04

Teaching Objectives

- Students through this subject will be able to prepare effective business communication strategies and also able to apply appropriate problem solving skills to business communication.

Course Outcomes: Upon completion of course, the students will be able to

- CO1: Elaborate on the concepts of Industrial Relation.
- CO2: Illustrate the role and applicability of the various Acts.
- CO3: Outline the important causes and impact of industrial disputes.
- CO4: Summarize important provisions of various Acts

UNIT I

Meaning and Objectives of Communication, Significance of Communication in business organization and its process, Communication Barriers, Inter cultural and Team Communication, Interpersonal Communication,

UNIT II

Media and Types of communication, Communication Media Choices, Verbal and Non-verbal communication, Formal Vs. Informal of communication, Listening, Communication through Social Media,

UNIT III

Techniques of group decision-making, Committees: Meaning, Essentials, Advantages and Disadvantages and types of committees. Conferences: Meaning, Essentials, Importance and difference between conference and committee, Business meetings, The role of Business Presentations, Planning and organizing presentation.

UNIT IV

Tips of clear writing, Drafting of effective business letter, kinds of business letters (a) Enquires and Replies (b) Order and their execution (c) Complaints and Adjustment (d) Collection letter (e) Sales letter and Memo, Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

UNIT V

Drafting of Notice Agenda, Minutes, Report writing, Effective listening Speeches and Presentation, Interview and Modern technology of business communication, Mass Media, Public Relations Management, Cross Cultural and Global Communication.

Text Books

- Subba Rao, P., Kumar, B. A., & Bindu, C. H. (2012). *Business Communication*, Cengage Learning India. Pvt. Ltd.
- Pal, R., & Korlahahi, J. S. (2013). *Essentials of Business Communication*. Sultan Chand & Sons.: New Delhi.
- Sen Gupta, S. (2011). *Business and Managerial Communication*, PHI.

Suggested Readings

- Newman, O. (2015). *Communicating in business*. Cengage Learning.
- Bailey, S. (2013). *Academic Writing for International students of Business*. London: Routledge.

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MBA (I) 103 FINANCIAL ACCOUNTING

Credit – 04

Teaching Objectives

- This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Outcomes: On completion of the course the students will be able:

- CO1: To build up understanding about the conceptual background of the principles of accounting and accounting standards.
- CO2: To develop skills for recording business transactions under double entry system.
- CO3: To make Rectification entries, Adjustments entries and Reconciliation statement to match cash book and pass book.
- CO4: Upsurge the ability through the creation of statements of account for a sole trader/proprietor by making trading account, profit and loss account, and balance sheet.
- CO5: Assess the various conditions of maintaining accounts of non-profit making organizations, Branch, Departments, consignment and royalty accounts.

UNIT I

Meaning of bookkeeping, accounting and accountancy (comparative study in terms of objectives, scope & relation), Objectives, scope, and limitations of accounting, Accounting information systems, Users of accounting information, accounting concepts, conventions and principles of accounting (GAAP), Introduction to accounting standards, Need, Benefits and limitations

UNIT II

Accounting cycle; Double entry system of accounting, Classification of accounting: traditional and modern and rules of journal entry, classification, Journalizing of transactions, Sub division of journal, Posting to ledger, Preparation of trial balance, Practical problems on all aspects of journal, ledger and trial balance.

UNIT III

Rectification of errors, Adjustments and their entries, Bank Reconciliation statement, Preparation of final accounts, Advance practical problems on all aspects.

UNIT IV

Accounting of Non-profit organizations, Consignment Accounts, Departmental Accounts

UNIT V

Branch Accounts, Royalty Accounts, IFRS-Basics.

Text Books

- Lal, Jawahar and Seema Srivastava (2014). *Financial Accounting*, Delhi: S Chand publishing.
- Monga, J. R. (2017). *Financial Accounting: Concepts and Applications*. New Delhi: Mayoor PaperBacks.
- Maheshwari S. N. (2018). *Financial Accounting*. New Delhi: Vikas Publication.

Suggested Readings

- Shukla, M.C., T.S. Grewal and Gupta, S.C. (2006). *Advanced Accounts (16th ed., Vol. I)*. New Delhi: S. Chand & Co.
- Tulsian, P.C. (2007). *Financial Accounting*, Tata McGraw Hill, New Delhi.
- Goyal B.K., and Tiwari, H.N., (2018). *Financial Accounting*, New Delhi: Vikas Publishing House.
- Jain, S.P. and Narang, K.L., (2014). *Financial Accounting*, Kalyani Publishers, New Delhi

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MBA (I) 104 BUSINESS STATISTICS

Credit – 04

Teaching Objectives

- The objective of this course is to develop student's familiarity with the basic concept and tools in business statistics.
- These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.
- **Course Outcomes:** Upon successful completion of this course students will be able to
 - CO-1. Understand the key terminologies, concepts, tools and techniques used in business statistical analysis.
 - CO-2. Analyze statistical data using measures of central tendency, dispersion, skewness and kurtosis.
 - CO-3. Use probability distributions to model different types of business situations.
 - CO-4. Calculate and interpret the time-series, simple correlation and linear regression equation for a set of data.
 - CO-5. Knowledge about inferential aspects such as test of hypotheses and associated concepts.

UNIT I: ROLE OF STATISTICS

Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, standard deviation, coefficient of variation (C.V.), Skewness, Kurtosis.

UNIT II: PROBABILITY THEORY

Basic Terminology, Discrete and Continuous probability distributions, basic concepts and applications of Binomial, Poisson and Normal distributions.

UNIT III: TIME SERIES ANALYSIS

Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

UNIT IV: CORRELATION AND REGRESSION

Correlation: Meaning, and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application

UNIT V: ESTIMATION THEORY AND HYPOTHESIS TESTING

Sampling theory; Formulation of Hypotheses; Application of z test, t-test, F_test and Chi-Square test

Text Books

1. Beri, G.C. (2009). *Business Statistics* (3rd ed.). Tata McGraw Hill.
2. Sharma, J.K. (2006). *Business statistics* (2nd ed.). Pearson Education, ISBN: 8131798666, 9788131798669
3. Gupta, S.P. (2014) *Statistics* (43rd ed.). S.Chand & Sons.

Suggested Readings

1. Render and Stair J.R. (2000). *Quantitative Analysis for Management* (7th ed.). Prentice - Hall.
2. Rubin, L. (2000). *Statistics for Management*, Pearson, New Delhi 7th Edition.
3. Black, K. (2009). *Business Statistics for Contemporary Decision Making*, Wiley Student Edition.
4. Richard I. Levin and David S. Rubin. (1998) *Statistics for Management*, Pearson Education, 7th Edition.

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MBA (I) 105 BUSINESS LAWS

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with General Principles of contract formation enunciated in the Indian Contract Act, 1872.
- The course aims to acquaint the students with comprehensive information on Specific contractual relations like Indemnity, Guarantee, Pledge, Principles of Agency etc.
- The course aims to acquaint the detailed conceptual analysis on Principles laid down under Partnership Act 1932, Sale of Goods Act, 1930, Negotiable Instruments Act, 1881 and Consumer Protection Act, 1986.

Course Outcomes: After completing the course, the student shall be able to:

CO1: Knowledge; Basic and broad knowledge in business laws in management.

CO2: Ability to apply concepts, principles and theories to understand simple business laws. 3. Awareness of the global business laws and its impacts on businesses.

UNIT I: CONTRACT ACT, 1872

Part A: Definition of a Contract and its essentials, Formation of a valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts, Part B: Contract of Indemnity and Guarantee, Bailment and Pledge, Agency

UNIT II: PARTNERSHIP ACT, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners; Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firm, Dissolution of firms.

UNIT III: NEGOTIABLE INSTRUMENT ACT, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT IV: CONSUMER PROTECTION ACT, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and penalties.

UNIT V: THE INFORMATION TECHNOLOGY ACT, 2000

Definitions, Digital signature, Electronic governance, Secure electronic records and secure Digital signatures, Regulating and certifying authorities. Penalties and adjudication, offences.

Text Books

1. Singh, A. (2013). *Law of contract and specific relief* (11th ed). Eastern Book, Company
2. Pollock, & Mulla (2013). *The Indian contract and specific relief Act* (14th ed). LexisNexis
3. Cheshire, & Fifoot (2010). *Law of contract* (10th ed). LexisNexis
4. N. D. Kapoor (2018). *An introduction to Mercantile Law*, Delhi: Sultan Chand And Sons

Suggested Readings

1. Singh, A. (2011). *Sale of goods* (7th ed). Eastern Book, Company
2. Anson (2010). *Law of contract* (29th ed). Oxford: Oxford University Press
3. Bridge, M. G. (Ed.) (2013). *Benjamin's Sale of Goods* (8th ed). Sweet & Maxwell.
4. Atiyah, P.S. (2010). *Sale of goods* (12th ed). Pearson Education
5. M. C. Kuchhal, (2016). *Business Law*, Vikas publication New Delhi
6. Gulshan Kapoor (2018). *Business Laws*, New Age International Private Limited

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MBA (I) 106 COMPUTER APPLICATION IN MANAGEMENT WITH MS OFFICE

Credit – 04

Teaching Objective

- Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management.

Course Outcomes: Upon completing this syllabus, students will be able to:

- CO1: Understand the basics of Computer hardware, software, operating system, internet, data processing, MS-Word, MS-Excel and MS-Power point.
- CO2: Analyse the need of computer hardware and software to the assigned task.
- CO3: Apply the MS-Word for document preparation, MS-PowerPoint to represent data and figure, MS-Excel to do some statistical analysis and MS-Access to perform basic database operation.
- CO4: Utilization of Internet concepts and protocol used in communication.
- CO5: Explore the use email to communicate and search engine to gather data from internet.

UNIT I: INTRODUCTION

Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computer; types of software: system software and application software, some basic terms related to operating system.

UNIT II: MS WORD

Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creating, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge.

MS Powerpoint: Preparation of powerpoint presentation, what to include and what not to include in slides, inserting new slide and deleting any slide, use of master slides, insertion of figure, graphics and charts in presentation.

UNIT III: INTRODUCTION TO MS EXCEL

Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Consolidation, Consolidating With Identical Layouts, Consolidating With Different Layouts.

UNIT IV: DATA PROCESSING

File Management System, Database Management System, Database Models, Main Components of a DBMS, Creating and Using a Database, Introduction to MS Access : Introduction to DBMS, Databases. Basic Working of MS-Access, Tools and Menus in MS-Access, creating tables in MS-Access.

UNIT V: BASIC ELEMENTS OF A COMMUNICATION SYSTEM

Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission, Multiplexing Techniques, Need for Computer Communication Networks, Types of Network, Network Topologies, Network Protocol, OSI and TCP/IP model, The Future of Internet Technology, Internet Protocol, World Wide Web, E-mail, Search Engines.

Text Books

1. Sinha, P.K., & Sinha, P. (2017). *Computer fundamentals*, BPB publication (6th ed)
2. Morley and Parker (2010). *Understanding Computers: Today and Tomorrow*, Cengage Learning
3. Lambert, J., & Cox, J. (2007). *MS-Office word step by step*. Microsoft Press, ISBN: 9780735637887

Suggested Readings

1. Rajaraman (2014). *Fundamentals of computers*, publisher: Prenticehall of India, New Delhi
2. White, C. M. (2016). *Data communication and Computer Network*. White, Cengage learning
3. Shelly (2001). *Business data communication*, publisher: Bombay: Thomson Learning
4. Ram, B. (2000). *Computer fundamentals*, New Age Int.

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 Nair, Paul, R Banerjee, and others.

MBA (I) 107 TALLY PART I

Credit - 02

Teaching Objective

- The objective of the course is to develop expertise among the students in relation to application of accounting software (Tally ERP 9.0 Basics) for the maintenance of proper accounting reports, generation of reports and analysis & interpretation of reports.

Course Outcomes: On completion of the course students will be able to:

- CO1: Demonstrate a good understanding the concept of creating a company, enter accounting voucher entries including advance voucher entries.
- CO2: Apply critical thinking and problem solving skill for reconcile bank statement, accrual adjustments, and also, print financial statements.
- CO3: develop understanding of Maintaining Inventory and Godown of an organization.
- CO4 Apply GST & TDS rules practices in real business.
- CO5 generates and analyzes the different MIS Reports.

UNIT I

Introduction – Salient Features of Tally, Technology Advantages.

Getting Functional with Tally – Tally start up, Mouse I keyboard Conventions, Switching between screen Areas, Quitting Tally.

Setting up of company in Tally- Create a company, Select a company, Alter a company, and Shut a Company.

Company Features – F1: Accounting Features, F2 Inventory Features, F3: Statutory & Taxation, F4: Tally.NET Features, F6: Add-on Features.

Configurations – General Configuration, Numeric Symbols, Accts/Inventory Info Configuration, Voucher Entry Configuration, Invoice/ Orders Entry Configuration, Payroll Configuration, Banking Configuration, Printing Configuration, E Mailing Configuration, Data Configuration, 11) L Configuration, Advanced Configuration, Licensing Configuration

Practical Work out

UNIT II

Chart of Accounts- Pre defined Groups of Accounts.

Groups- Creating Single group, Creating Multiple Groups, Displaying Group, Altering Group

Ledgers- Creating Single Ledger, Creating Multiple Ledgers, Displaying Ledger, Altering Ledger

Practical Work out

UNIT III

Stock Groups- Creating Single Stock Group, Creating Multiple Stock Groups, Displaying Stock Groups, Altering Stock Group.

Stock Categories- Creating Single Stock Category, Creating Multiple Stock Categories, Displaying Stock Category, Altering Stock Category.

Units of Measure- Simple Units, Compound Units, Creating Simple Units, Creating Compound Units, Displaying Units of Measures, Deleting Units of Measure

Godowns- Creating Single Godown, Creating Multiple Godowns, Displaying Go downs, Altering go downs

Stock Items- Creating Single Stock Item, Creating Multiple Stock Item, Displaying Stock items, Altering Stock items

Practical work out

UNIT IV

Voucher Types- Predefined Vouchers in Tally, Creating Voucher type, Displaying Voucher Type, Altering Voucher Types.

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Accounting Vouchers- Contra Voucher (F4), Payment Voucher (F5), Receipt Voucher (F6), Journal Voucher (F7), Purchase Voucher (F9), Sales voucher (F8), Credit Note Voucher (Ctrl+F8), Debit Note Voucher (Ctrl+F9), Reversing Journal Voucher (F10), Memo Voucher (Ctrl+F10), Optional Voucher, Post Dated Vouchers
Inventory Vouchers - Purchase Order, Sales Order, Rejections Out, Rejection In, Stock Journal, Delivery Note, Receipt Note, Physical Stock Voucher
 Practical work out

UNIT V

Financial Statements - Balance Sheet, Profit & Loss A/C, Trail Balance, cash flow statement, Fund flow statement
Accounting Books & Reports - Cash Book, Bank- 13 Miscellaneous Register, Sales Register Journal Register, Debit Note Register, Credit Note Register, Day Book, and Statistics
Inventory Books & Reports - Stock Summary, Stock Item Summary, Stock Group Summary, Stock Transfer Register, Movement Analysis, Physical Stock Register
Exemption Reports - Negative Stock, Negative Ledgers
 Practical Work out

Text Book

1. Tally.ERP 9 by Tally Education Pvt. Ltd., Sahaj Enterprises, Bangaluru India

Suggested Readings

1. Official Guide to Financial accounting using Tally .ERP 9 With GST-(Largest Selling, Revised and 2018 Updated Edition)
2. Simple Tally - Version 6.3 By A. K. Nadhani, K.K. Nadhani

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MBA (I) 108 SEMINAR PRESENTATION

Credit – 02

Teaching Objectives

- The major objective of the course is to update students with latest topics in management.

Course Outcomes: On completion of the course students will be able to:

- CO1: Students will be able to gather information about latest topics of management
CO2: Students will be able to analyze the business environment

The format of seminar report:

1. The seminar report has to be submitted in **one hard copy in spiral bound***.
2. A **soft copy*** of the report is also required to be submitted.
3. The report should include the Cover Page, Declaration, Certificate of the faculty guide, Acknowledgement and Table of Contents with page numbers.
4. The cover should include title of the report, logo of PIMG, submitted to Prestige Institute of Management, Gwalior, submitted by-name of the students, and name of faculty guide.
5. The Suggested Readings should be proper and in **APA format**.
6. The font used will be **Times New Roman**.
7. The font size for main Heading -16, Sub-heading-14 bold, Text-12 and content must be justified.
8. All the reports should be signed by the respective faculty guide at the time of submission.
9. Grammatical mistakes and spelling errors should be avoided.
10. The total time for presentation of each group is 9 minutes. After that there will be 2 minutes for queries asked by the audience and faculty members.
11. It is compulsory for every participant of each group to give presentation of their respective topic.
12. The faculty has a right to reject the work of the students if inadequate and shoddy. Hence, students are specially advised to take care of the quality of material they develop and add adequate Suggested Readings of the sources from which they have taken the material.
13. For the required format specimen copy of the report is available in the reference room.

Rules

- Group number and members in each Group for each section is displayed on notice board.
 - The names of allotted Seminar faculty Guides is displayed on the notice board.
 - Members of Group will not be changed in any case.
 - Group topic of Seminar will be allocated to each Group by the respective faculty guide.
 - Students are advised to contact their respective faculty guides as soon as their names are displayed on notice board. Take topic from them (Topic will be allocated by their respective faculty guide on first come first serve) and get same topic registered with the Seminar coordinator prescribed date
 - If topic is not registered within the given time frame fine @ 10/ day will be charged from the each student in each group.
 - Groups once registered under a faculty guide will not be changed in any case.
 - Topics once registered with the Seminar coordinator will not be changed in any case.
 - Seminar files should be spiraled (1 Hard copy) and soft copy (CD) of the same submitted to Seminar Coordinator by prescribed date.
 - If the seminar file is not submitted by the given date fine @ Rs 20/day will be charged from the each student in each group.
- Note** - Students are advised to adhere to the date and time limit.

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MBA (I) 109 PERSONALITY DEVELOPMENT (Part I)

Credit – 02

Teaching Objectives

English Proficiency course will provide you with:

- The confidence to speak and write in English at your workplace, college or home
- An understanding of English Grammar
- A dramatically increased English vocabulary

Course Outcomes: English Proficiency course will benefit the students, if they:

- Need to improve their English for personal or professional reasons
- Need to communicate confidently in English
- Are looking to move or study abroad

UNIT I: COMMUNICATIVE ENGLISH GRAMMAR (FUNCTIONAL)

Parts of Speech + Exercises, Tenses + Exercises, Reported Speech + Exercises, Active passive (through activity & exercises), To help students in sentence construction & Comprehension + Exercise, Application Writing

UNIT II: WORD POWER

Vocabulary (Synonyms, Antonyms, Homonyms, Homophones) + Pronunciation Drill + Exercises (Quizzing/Crossword) + Tongue Twisters, One Word Substitution, Etymology: Roots, Prefixes & suffixes

UNIT III: WRITING ABILITY TEST

Articles Reading from Newspaper or from any other resource & writing a review on it (100-150 Words), Newspaper Reading: Elaboration of News in class (Students are supposed to collect the news from their own resource), Reading Ability Test: Unseen Passage/Comprehension – to be done by all the PD faculty members collectively in collecting the material

UNIT IV: GROOMING: (ROUTINE PROCESS)

Self-presentation (... as is.....should be...) To focus on one's own self grooming & coming true to the Institute's discipline, Presentation Skills FOI (Field of Interest) (Presentation through power point by the students on the topics of their own choice in five minutes)

UNIT V: PICK & SPEAK / EXTENPORE / JAM (ON THE SPOT COACHING)

Individual Activity: (On the availability of time/Stand by) Topics (could be situational) to be selected randomly on the spot. Topics will be decided by the faculty, SPIN A YARN (Group Activity): Proverbs/ Idioms /Sayings (On the availability of time/Stand by), Body Language: General Mannerisms (On the availability of time/Stand by)

MBA (I) 201 ORGANISATIONAL BEHAVIOUR

Credit – 04

Teaching Objective

- This subject integrates the study of management principles and practices with the study of human behavior within organizations. The focus is upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development.
- The primary goal of this subject is to prepare students for advanced leadership roles in modern organization.

Course Outcomes: Upon completion of this course competency, the student will:

- CO1: become effective leaders by addressing the human side of enterprise.
 CO2: Understand individual behavior in organizations, including attitudes, job satisfaction, emotions, personality, values, perception, decision making, and motivational theories.
 CO3: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
 CO4: Understand the organizational system, including organizational structures, culture, human resources, and change.

UNIT I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with Other Fields, Organizational Behavior: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II

Perception and Attribution: Concept, Nature, Process, Importance, Management and Behavioral Applications of Perception.
 Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity
 Personality: Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits, Major Personality Attributes Influencing O.B
 Learning: Concept and Theories of Learning.

UNIT III

Motivation: Theories of Motivation, Early and Contemporary views
 Leadership: Style and Theories of Leadership-Trait, Behavioral and Situational Theories
 Analysis of Interpersonal Relationship
 Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making

UNIT IV

Organizational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Dysfunctional Uses of Power-
 Knowledge Management & Emotional Intelligence in Contemporary Business Organization
 Organizational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

UNIT V

Conflict: Concept, Sources, Types, Functionality and Dys functionality of Conflict, Classification of Conflict Intra Individual, Interpersonal, Intergroup and Organizational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.
 Stress: Understanding Stress and its Consequences, Causes of Stress, Managing Stress.

Text Book

1. Robbins, S. P., & Judge, T. (1992). *Essentials of Organizational Behavior*. Pearson, London.

Suggested Readings

Naresh *Prashant* *Abhinav* *R. Banerjee* *[Signature]*

1. Newstrom, J. (2014). *Organizational Behavior: Human Behavior at Work*. McGraw-Hill Higher Education, New York.
2. Luthans, F. (2012). *Organizational Behavior: An Evidence Based Approach*. McGraw Hill Higher Education, New York.
3. McShane, S. L., Von Glinow, M. A., & Radha, S. R. (2009). *Organizational Behavior (Skimming and Scanning)*. McGraw Hill Higher Education, New York.

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MBA (I) 203 MARKETING MANAGEMENT

Credit – 04

Teaching Objective

- The subject will enable student to be clear with all the core concepts, contexts, theories and practical implication of Marketing in real world. The students will also understand the significance of Marketing as strategic and essential function in an organisation business strategy.

Course Outcomes: On completion of the course, the students will be able to:

- CO1: Demonstrate understanding of the marketing, its importance and marketing environment.
- CO2: Critically analyze the concepts of marketing mix, product mix, promotion mix and market segmentation.
- CO3: Analyze the concepts of pricing and aspects related to distribution.
- CO4: Evaluate the consumer buying motives and understand product life cycle.
- CO5: Assess the organization's strategic, operational and tactical marketing decisions.

UNIT I

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research

UNIT II

Analysing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analysing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development, New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding

UNIT III

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies

UNIT IV

Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix

UNIT V

Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing

Text Book

- Kotler, P., & Armstrong, G. (2016). *Principles of Marketing*. 15th ed, Pearson education, London.

Suggested Readings

- Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2016). *Principles of Marketing. A South Asian Perspective* Cengage Learning.
- Grewal, D. and Levy, M. Marketing Management, 5th edition, McGraw Hill, New York.
- Ramaswamy, V. S., & Namakumari, S. (2009). *Marketing management: Global perspective, Indian context*. Macmillan.

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 R. Banerjee
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MBA (I) 204 HUMAN RESOURCE MANAGEMENT

Credit – 04

Teaching Objectives:

- The student is able to get a bird's eye view of concepts of human resource management including HR Planning, HR Development and retention

Course Outcomes: After passing the course students will be able to

- CO1: develop the understanding of the concept, functions and processes of human resource management and to understand its relevance in organizations.
 CO2: Integrate perspective on role of HRM in modern business. Ability to plan human resources, forecasting & strategies.
 CO3: Measure- Employee Involvement, Diversity, competencies, Absenteeism, Employee Turnover, Employee Retention, Job Satisfaction, Employee Loyalty, Employee Commitment, Stress and Performance.
 CO4: Develop and use HR Metrics, Write a job advertisement.
 CO5: Design and formulate various HRM processes such as Recruitment, Selection, Training, Performance Appraisal, Compensation, Retention, Separation etc.

UNIT I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM; Human Capital in Organizations; Managing Human Resources in Organizations; HR Management Roles; Effects of Technology on HRM; Workforce Diversity; HR Management Competencies and Careers; Best HR Practices of Top Business Organizations in India. **HR Metrics:** Measuring - Employee Involvement, Diversity, Competencies.

UNIT II

Assessing the Internal Work force: Jobs and Skills Audit, Organizational Capabilities Inventory, Using a Skills Database; **Forecasting HR Supply and Demand:** Forecasting Methods and Periods, HR On-the-Job Discovering What Works with a "Skills Database", Forecasting the Demand for Human Resources, Forecasting the Supply of Human Resources; **Measuring Effectiveness Using HR Metrics:** HR Score Card, HR Audit.

UNIT III

Organization/Individual Relations: The Psychological Contract, Generational Differences; Job Satisfaction, Loyalty, and Commitment: Loyalty and Organizational Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation, Management Implications for Motivating Individual Performance; **Retention of Human Resources:** Myths About Retention, Why People Stay or Leave; **Drivers of Retention:** Characteristics of the Employer, Job Design/Work, Career Opportunities; **Employee Absenteeism:** Types of Absenteeism, Controlling Absenteeism; Employee Turnover: Types of Employee Turnover; Turnover and "Churn"; **HR Metrics:** Measuring - Job Satisfaction, Employee Loyalty and Employee Commitment.

UNIT - IV

Jobs and Job Analysis: Nature of Job and Work; Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis; **Job Design/Re-Design:** Classic Approaches to Job Design, Characteristics of Jobs, Using Teams in Jobs, Types of Teams, Advantages and Disadvantages of Team Jobs; **Nature of Job Analysis:** Task- Based Job Analysis, Competency-Based Job Analysis, Choosing a Job Analysis Approach; **Job Analysis Methods:** Observation, Interviewing, Questionnaires, Computerized System; **Behavioral Aspects of Job Analysis:** "Inflation" of Jobs and Job Titles, Employee and Managerial Anxieties, Current Incumbent Emphasis; **HR Metrics:** Writing a Job Advertisement.

UNIT V

Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; Online Recruiting; Recruitment Alternatives; **Foundation of Selection:** Selection Process; Recruitment and Selection Process of Top Business Organisations in India; **Establishing the Performance Management System:** Introduction; Purpose; **The Appraisals Process:** Appraisals Methods; Evaluating Absolute Standard; Relative Standard Methods; Factors that can Distort Appraisals; Comparing

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Performance Appraisal Methods of Top Business Organizations in India; **Stress Management:** Models, Types, Techniques and Interventions of Stress Management; **HR Metrics:** Measuring – Stress, Performance

Text Books

1. Decenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management*. John Wiley & Sons, Inc.
2. Mathis, R. L., & Jackson, J. H. (2008). *Human Resource Management*. Cengage Learning.
3. Rao, P. (2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House, New Delhi.

Suggested Readings

1. Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2007). *Managing Human Resources*. Upper Saddle River, NJ: Pearson/Prentice Hall.
2. Bernardin, H. J. (2002). *Human Resource Management: An Experiential Approach*. Irwin Professional Pub.
3. Cascio, W. F. (2012) *Human Resource Management*, McGraw Hill.
4. Halder, U. K., & Sarkar, J. (2013). *Human Resource Management*. Oxford University Press, India.

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MBA (I) 205 INTERNATIONAL BUSINESS

Credit – 04

Teaching Objective

- To develop understanding of international business, this is considered essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Outcomes: On completion of this course, the students will be able to:

- CO1: Explain the concepts in international business with respect to foreign trade/international business
 CO2: Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
 CO3: Analyse the principle of international business and strategies adopted by firms to expand globally
 CO4: Integrate concept in international business concepts with functioning of global trade

UNIT I

Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Differences in Culture; Ethics in International Business.

UNIT II

Economic, Political, Cultural and Legal environments in International Business; The Foreign Exchange Market; The International Monetary System; The Global Capital Market; Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

UNIT III

International Trade Theories; The Political Economy of International Trade; Regional Economic Integration; Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

UNIT IV

WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements; World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers

UNIT V

Exporting, Importing, and Countertrade Global Production; Outsourcing, and Logistics Global Marketing; R & D Global Human Resource Management Accounting in the International Business; Financial Management in the International Business.

Text Books

1. Hill Charles, W. L. (1997). *International Business: Competing in the Global Marketplace*. Irwin/McGraw-Hill.
2. Aswathappa, A. (2005). *International Business*, 2e. Tata McGraw-Hill Education.

Suggested Readings

1. Ball, D. A., McCulloch, W. H., Frantz, P., Geringer, M., & Minor, M. (2008). *International Business: The Challenge of Global Competition*. McGraw-Hill/Irwin.
2. Paul, J. (2008). *International Marketing: Text and Cases*. Tata McGraw-Hill Education.

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MBA (I) 206 ENTREPRENEURSHIP AND SMALL SCALE BUSINESS MANAGEMENT

Credit – 04

Teaching Objectives

- This course introduces the students to the basics of entrepreneurship and small business management.
- Students gain an understanding of how to establish and manage a small business.

Course Outcomes: After the completion of the course, the students will be able to:

- CO1: Develop the skills and qualities required to be a successful entrepreneur
 CO2: Understand the function of an entrepreneur and the challenges faced by them.
 CO3: Learn how to start an enterprise and design business plans.
 CO4: Analyze and compare the different funding agencies available for funding new enterprises.
 CO5: Analyze and compare the different entrepreneurial agencies available for the growth of entrepreneurship in India

UNIT I

Evolution and Concept of Entrepreneurship, Concept of Entrepreneur, Manager, Individual and Corporate Entrepreneurs, Characteristics of Successful Entrepreneurs, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities Through Change, Entrepreneurship as a Career, the Changing Role of the Entrepreneur

UNIT II

Theories of Entrepreneurship - Innovation Theory by Schumpeter and Imitating, Theory of High Achievement by McClelland, X Efficiency Theory by Liebenste in, Influences On Entrepreneurship Development: Socio Cultural, Political, Economical, Personal, Entrepreneurial Success and Failure, Reasons And Remedies, Scope of Small Business activities in National Economy.

Women Entrepreneurs: Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

UNIT III

Entrepreneurship Training and Development Programme, EDP & its Phases Development of Support System, Need of License, Capital Issues and Legal Environment of Business; Entrepreneurial Planning and Monitoring.

UNIT IV

Creating Entrepreneurial Venture-the Business Plan as an Entrepreneurial Organization, Project Management- Technical, Financial, Marketing Personnel and Management Feasibility Reports (DPRs), Financial Schemes Offered by Various Financial Institutions Like Commercial Banks, Offered by Various Financial Institutions Like – Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Subsidies, Grants etc- With Special Reference to 'Export Oriented Units'.

UNIT V

Role of the following agencies in the entrepreneurship development

1. DIC- District industrial center, 2. SISI – small industry service institute, 3. EDII – Entrepreneurship Development Institute of India, 4. NIESBUD – National Institute of Entrepreneurship and small business Development, 5. NEDB – National Entrepreneurship Development Board, 6. SIB, 7. CSIO

Text Books

1. Desai, V. (2009). *Dynamics of entrepreneurial development and management*. Himalaya Publishing House.
2. Holt, D. H. (1992). *Entrepreneurship: New Venture Creation*. Pearson.

Suggested Readings

1. Taneja, S., & Gupta, S. L. (2001). *Entrepreneurship Development-New Venture Creation*. Global Media.
2. Nagarajan, K. (2005). *Elements of Project Management*. New Age International.
3. Dollinger, M. (2008). *Entrepreneurship*. Marsh Publications.

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Dr. P. K. Singh
Dr. S. K. Singh
Dr. S. K. Singh

MBA (I) 207 TALLY PART II**Credit – 02****Teaching Objective**

- The objective of the course is to develop expertise among the students in relation to application of accounting software (Tally ERP 9.0 Basics) for the maintenance of proper accounting reports, generation of reports and analysis & interpretation of reports.

Course Outcomes: After completing the course, the student shall be able to:

- CO1: Demonstrates a good understanding of the concept of Security Controls of Tally REP 9.0.
 CO2: Apply critically thinking for deciding Cost Centers and Cost Categories. company, enter accounting voucher entries including advance voucher entries.
 CO3: Apply critically thinking and problem-solving skills for established Budgetary control system.
 CO4: understand the concept with Enabling Job Costing in Tally

UNIT I: TECHNOLOGICAL ADVANTAGES OF TALLY

Tally Vault- Using Tally Vault Features

Security Controls- Activate Security Control, Create Security levels, Users and Password, Altering and Displaying a User /Type of Security, Loading Company with a User name

Tally Audit- Using Tally Audit Features

Backup and Restore- Backup, Auto Backup, Restore

Split Company Data

Export and Import of Data – Export of Data, Exporting of Data, Re import into another company, Import of data, Export to Excel

ODBC Connectivity

Web Enabled, Print Preview and Online Help- Web Enabled, Internet Publishing, Upload, Mass Mailing, Print Preview, and Local/Online Help.

Printing Reports- Display & Print, Multi Account Printing, Type of Print Configuration, Print Format.

Practical work out

UNIT II: ADVANCED ACCOUNTING IN TALLY

Bill Wise Details- Activating Bill wise Details, New Reference, View Outstanding Statement against Reference, View outstanding statement, View Ledger outstanding Report , View Age wise outstanding statement, Payment Performance of debtors, Advance on account, bill wise Details for Non Trading Accounts, Practice Exercises

Cost Centers and Cost Categories- Activating Cost Category and Cost Center, Creating Cost Categories, Creating Cost Center, Applying Cost Centers to Ledger accounts, View cost, Center Reports

Voucher Classes- Creating a Voucher Class, Invoice Entry⁺ Using Voucher Class, Payment Entry using Voucher Class, Stock Journal using Voucher Class

Multiple Currencies – Creating Foreign Currencies, Altering Currencies, Deleting Currencies, Voucher Entry using foreign Currency , Displaying Forex Gain/Loss, Adjusting Forex Gain/Loss, Practice Exercises

Interest Calculations – Interest Calculation in Simple Mode, Interest Calculation in Advanced Mode
Practice Exercise

Budget & Control – Activating Budget, Creating a budget, Displaying Budget and Variances, Altering a Budget, Deleting a Budget, Practice Exercises

Scenario Management – Reversing Journals, Memorandum Vouchers, Optional Vouchers, Activating Scenarios, Creating a scenario, altering a Scenario, Deleting a Scenario

Banking – Multiple Instrument Support & Tracking, Cheque Printing, Bank Reconciliation Statement, Deposit Slip, Payment Advice.

Practical Work Out

UNIT III: ORDER PROCESSING

Order Processing – Purchase order Processing, Altering a Purchase Order Sales Order Processing, Altering a sales Order, Display Order Position, Display Columnar Order Stock Details, Adjusting Order

Recorder Levels – Defining Recorder Levels, Display Recorder Status, Practice Exercises

Tracking Numbers – Using Tracking Numbers, Display Purchase Bills Pending

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Batch Wise Details, Activating Batch wise Details, Using Batch Wise Details in Purchase Invoice, and Using Batch Wise Details in Sales Invoice

Additional Cost Details – Activating Additional Cost Details, Creating Purchase Voucher with Additional Cost Details, Creating Purchase Invoice with Additional Cost Details, Creating Purchase Invoice with additional Cost details, appropriate additional Costs, Additional Costs incurred after Purchase, Practice Exercise

Bill of Material (BOM)– Creating Bill of Material, Creating a Manufacturing Journal, Using Bill of Material, Practice Exercises

Price Levels and Price Lists– Activating Price Lists and Defining Price Levels, Using Price Lists

Stock Valuation – Stock Valuation Method, Display Stock Summary

Zero Valued Entries – Creating Zero Valued Entries

Inventory Ageing Analysis – View Inventory Ageing Report

Different Actual and Billed Quantities – Using Different Actual and Billed Quantities

Practical Work out

UNIT IV: JOB COSTING

Configuring Job Costing in Tally – Company setup, Enabling Job Costing in Tally

Creating Masters for Job Costing – Creating Jobs as Job Cost Centers, Creating Ledgers, Creating Godowns Dedicated to Job, Creating Units of Measures, Creating Stock Items, Creating Voucher Type with Voucher Class

Recording Transaction – Creating receipt Note, Creating Purchase Invoice, Creating Transfer Journal, Creating Consumption Journal, Creating Payment Voucher, Creating Sales Invoice, Creating stock Journal of Return of Materials

Job Costing Repots – Job Work Analysis Report, Material Consumption Summary, Godown Summary, Comparative Job Work Analysis

Practical Work Out

UNIT V: JOB ORDER PROCESSING

Features of Job Order Processing in Tally

Configuring Job Order Processing Tally – Company Setup, Enabling Job Order Processing, Voucher Type Setup

Job Order Processing – Job Work Out Order, Job Work in Order

Job Order Reports – Job Work out Reports, Job Work in reports

Practical Work Out

Text Book

1. Tally Education Pvt Ltd. (2015). *Tally ERP 9*. Bengaluru: Sahaj Enterprises.

Suggested Readings

1. Education, T. (2018). *Now Official Guide to Financial Accounting Using Tally. ERP 9 with GST*. BPB Publications.
2. Nadhani, A. K. & Nadhani K.K. (2018). *Simple TallyVersion 6.3*. BPB Publications

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MBA (I) 208 BOOK REVIEW

Credit - 02

Teaching Objectives

- The major objective is to develop reading habits in students as well as developing their analytical skills.

Course Outcomes: On completion of the course students will be able to:

- gather knowledge from different books they will review
- learn critical analysis of a book

Before reading, consider:

- Title - What does it suggest?
- Preface or Introduction - Provides important information about the author's intentions or the scope of the book. Can you identify any limitations? Has the author ignored important aspects of the subject?
- Table of Contents - Shows how the book's organized -- main ideas, how they're developed (chronologically, topically, etc.)

Points to ponder as you read the *entire* book:

- What's the general field or genre? Does the book fit?
- From what point of view is the book written?
- Do you agree or disagree with the author's point of view?
- Make notes as you read, passages to quote in your review.
- Can you follow the author's thesis, "common thread"?
- What is the author's style? Formal? Informal? Suitable for the intended audience?
- Are concepts well defined? Is the language clear and convincing? Are the ideas developed? What areas are covered, not covered? How accurate is the information?
- Is the author's concluding chapter, the summary, convincing?
- If there are footnotes, do they provide important information? Do they clarify or extend points made in the text?
- If relevant, make note of the book's format - layout, binding, etc. Are there maps, illustrations? Are they helpful?
- Is the index accurate? What sources did the author use -- primary, secondary? Make note of important omissions.
- What did the book accomplish? Is more work needed? Compare the book to others by this author, or books in this field by other authors. (Use the books listed in the bibliography.)

Writing the Review:

- Include title, author, place, publisher, publication date, edition, pages, special features (maps, etc.), price, ISBN.
- Hook the reader with your opening sentence. Set the tone of the review. Be familiar with the guidelines -- some editors want plot summaries; others don't. Some want you to say outright if you recommend a book, but not others.
- Review the book you read -- not the book you wish the author had written.
- If this is the best book you have ever read, say so -- and why. If it's merely another nice book, say so.
- Include information about the author-- reputation, qualifications, etc. -- anything relevant to the book and the author's authority.
- Think about the person reading your review. Is this a librarian buying books for a collection? A parent who wants a good read-aloud? Is the review for readers looking for information about a particular topic, or for readers searching for a good read?
- Your conclusion should summarize, perhaps include a final assessment. Do not introduce new material at this point.
- To gain perspective, allow time before revising.

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Writing a Fiction Book Review

Note: You don't have to answer every question -- they're suggestions!

Points to Ponder:

- What was the story about?
- Who were the main characters?
- Were the characters credible?
- What did the main characters do in the story?
- Did the main characters run into any problems? Adventures?
- Who was your favorite character? Why?

Your personal experiences

- Could you relate to any of the characters in the story?
- Have you ever done or felt some of the things, the characters did?

Your opinion

- Did you like the book?
- What was your favorite part of the book?
- Do you have a least favorite part of the book?
- If you could change something, what would it be? (If you wish you could change the ending, don't reveal it!)

Your recommendation

- Would you recommend this book to another person?
- What type of person would like this book?

Things to Bear in Mind:

Don't be intimidated by famous authors -- many have written mediocre books.

Don't review books by people you know, love, or hate.

Do you want to be a book reviewer? Start by doing. Write book reviews for local newspapers. If they don't have a book review section, start one.

If you have a specialty -- romance, mystery, dark fantasy -- cultivate it, become an expert.

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MBA (I) 209 PERSONALITY DEVELOPMENT (PART II)

Credit – 02

Teaching Objectives

- To make student self-aware.
- An understanding of communicative English grammar
- A dramatically increased English vocabulary

Course Outcomes: On completion of the course student will be able to:

- improve their English for personal or professional reasons
- communicate confidently in English

UNIT I

Know Yourself/ Who am I? To help students in identifying their core potential to form the **VISION & MISSION**, To help the students for what they found most important in the themselves or what is that area they want to improve, The students to make “**ME CHART**” through SWOT analysis

UNIT II

Communicative English Grammar: Kinds of Sentences (based on Structure), Simple, Compound & Complex Sentences, Transformation of Sentences, Active & Passive Voice: in the process form, Reported speech: in the process form, **In the process form:** e.g. making a cup of tea/How to polish your shoes/Making sandwiches/asking a baby to brush his/her teeth/ how to wash your clothes, etc. **With the help of using all the tenses:** How you did it? (PAST), How to do it? (PRESENT), How will you do it? (FUTURE), Framing Questions: Question Tags & Answer Tags

UNIT III

Word Power: Words often confused, Elaboration of Proverbs: Fill in the blanks, explain it & to make a story on it, Idiomatic Equals/Phrasal Verbs: Explaining the meaning & making a sentences on it, Prepositional phrases. **Movie Review on Inspiring Movies/ Video Clips:** To ask the students give the write-up (on the video clip seen) in 300 words in his own handwriting, Dr. A P J Kalam., Steve Jobs, Harsha Bhogle, Shiv Khera, Stephen R. Covey, Zig Ziglar, Deepak Chopra, etc.

UNIT IV

Group Discussion on current issues

UNIT V

Speech Craft (Effective Public Speaking): On current issues like, Women Empowerment, Girl Child discrimination, Demonetization, Clean India, Terrorism, Environmental degradation (Save mother), Save water, **INTER SEMESTER COMPETITION CAN BE HELD** on the above topics. **Articulation Skills (On the availability of time/Stand by)**

Text Books

1. Wren, P. C., Martin, H., & Prasad Rao, N. D. V. (2008). High School English Grammar and Composition, New Delhi: S. Chand & Company Ltd.
2. Lewis, N. (1991). *Word power made easy*. Simon and Schuster.

Suggested Readings

1. Mitra, B. K. (2011). *Personality development and soft skills*. Oxford University Press.

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MBA (I) 301 COMPANY LAW

Credit – 04

Teaching Objectives

1. The course aims to acquaint the students about the formation a company.
2. The course aims to acquaint the students with comprehensive information on Formation of a company, who are promoters and how a company is registered, is brought into and understand the procedure of incorporation of a company.
3. The course aims to acquaint the detailed conceptual analysis on Principles laid down under The Companies Act, 2013 regarding drafting of Memorandum of Association and Articles of Association, Prospectus will be discussed, in order to, understand the formation of a company.

Course Outcomes: On successful completion of the course, the student will be able to:

Students will understand the concepts Company Law.

CO1: They will come to know the Process of formation and registration of the company.

CO2: They will understand the importance of the memorandum of association and Article of association

CO3: They will understand the legal rules related to issue of Prospectus and shares.

CO4: They will come to know the Process of winding up of the company.

Unit I

Companies Act, 2013: History and Development of Company Law, Nature and definitions of company: Objectives of Company Law. Kinds of Companies, Advantages, Management and Administration of Company

Unit II

Meaning of Formation of Company, Stages in the Formation of Company Promotion of Company, Registration and Incorporation of Company, Certificate of Incorporation and commencement of Business. Promoters Company Promoters, Legal Position of Promoters, Function of Promoters, Remuneration of Promotes, Duties and Obligation of Promotes and Liabilities of Promoters

Unit III

Forms of Memorandum of Association. Clauses of Memorandum of Association, Article of Association, Alteration of Memorandum of Association and alteration of Article of Association

Unit IV

Directors: Definitions, Types of Directors, Duties and Powers. Meetings- need of meetings, Kinds and procedures of meetings.

Unit IV

Definition of Prospectus, Legal Rules Relating to the issue of Prospectus. Types of prospectus, Share and Share Capital, Borrowing Powers, Prevention of Oppression and Mismanagement. Provision Regarding Winding, Up of Company

Text Books

1. Indian Company Act, 2013
2. Avtarsingh – Introduction to Company Law
3. N. D. Kapoor, Elements of Company Law, Sultan Chand Educational Publishers, New Delhi

Reference Books

1. L.C.B. Gower. Principles of Modern Company Law (2013) Sweet and Maxwell London.

Handwritten signatures and initials:
 Naiti, P. Singh, Rajni, R. Banerjee, and others.

2. Palmer Palmers Company Law (1987). Stevans, London
3. R.R. Pennington. Company Law (1990). Butterworths
4. A. Ramiya. Guide to the Companies Act. (1998), Wadhwa
5. S.M. Shah Lectures on Company Law (1998), Tripathi, Bombay
6. Indian Company Law Act 2013.
7. Dr. N.V. Paranjpe – New Company Law 2013.
8. PrachiMankar – Insight into the New Company Law.

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MBA (I) 303 MANAGERIAL ECONOMICS**Credit – 04****Teaching Objectives**

1. The course aims to acquaint the student with an overview of managerial economics.
2. The course aims to acquaint the Nature and Scope of Managerial Economics.
3. The course aims to acquaint the Production function.

Course Outcomes: After completion of this course the student will be

- CO1: understanding theories, concepts, processes and frameworks of demand and supply, market structures, production cost and marketing strategies, profit theories and demonstrate the concept of national income; identify its components, demonstrate the circular flow of income and illustrate inflation and its types
- CO2: analyzing real-world business problems with reference to economic environment, conditions, and indicators and various income identities with government
- CO3: applying time series analysis and forecasting technique to encourage critical thinking, analytical skills which help in taking complex economic decision
- CO4: evaluating and measuring trend-setting factors for projection of sales and demand curves; elasticity's of demand and supply and measuring control on inflation

Unit -I

Concepts and Techniques- Concept, Nature and Scope of Managerial Economics, Five fundamental concept of Economics (Incremental Concept, Opportunity Cost concept, Discounting Concept, EquiMarginal Concept, Time Perceptive Concept). Difference between Role and Responsibility of Managerial Economist, Theory of Firm.

Unit -II

Utility Analysis: Concept, Types of Utility, Features of utility, Law of Diminishing Marginal Utility, assumptions & exceptions of Law of Diminishing Marginal Utility,
Theory of Demand: Meaning & Definition, characteristics, Types of Demand, Law of Demand, Exceptions of Law of Demand.
Elasticity of Demand: Concept, Definition, Importance, Types, and Measurement of Elasticity of Demand. Supply Analysis: Concept, Elasticity of Supply & Exception of Law of Supply

Unit -III

Factor of Production – Land, Labor, Capital, Enterprise,
Meaning of Production, Production function, Types of Production Functions, Law of Variable Proportion, ISOQUANT, Return to Scale.

Unit -IV

Market Structure – Concept, Definition, Characteristics, Classification, Price determination under Perfect Competition, Imperfect Competition – Monopoly, Monopolistic Competition, Oligopoly (Kinked Demand Curve)

Unit -V

New Economic Policy-1991; Liberalization, Privatization, Globalization, Impact of LPG on Present Economics Condition, Business Cycle, Inflation – Meaning, Types, Measurement and Remedies of Inflation.

Text Books

Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill
Dwivedi, D.N Managerial Economics, Vikas Publication
Varshney, R.L. & Maheshwari, R.L. | Managerial Economics.

References

Dewett, K.K. Modern Economic Theory, S.Chand Publication
Adhikary, M Business Economics, New Delhi, Excel Books
Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan
Debabrata Dutta Managerial Economics-PHI

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MBA (I) 304 - RESEARCH METHODOLOGY

Credit - 04

Teaching Objectives:

The student learns the application of research to various functions of management.

Course Outcomes: On successful completion of the course students will be able to:

- CO1: Write a literature review that synthesizes and evaluates literature in a specific topic area to justify a research questions
- CO2: Apply appropriate research design and methods to address a specific research question and acknowledge the ethical implications of the research.
- CO3: Develop a research proposal as the basis for a thesis
- CO4: Present and defend a research proposal

UNIT I**Background:**

1. Introduction to Research: Definition, Objectives, Nature, Significance
2. Types of Research
3. The Research Process
4. Developing Research Questions
5. Research Design

UNIT II**Literature Review:**

1. Literature Review Development
2. Styles of Referencing: HBR, APA, IEEE

Quantitative Methods - I:

1. Sampling: Merits and demerits of sample and population, Techniques of sampling, Factors effecting sample size, Sampling design
2. Types of Data and methods of collection of data
3. Types of Variables
4. Designing and Coding Questionnaires
5. Data Entry and Screening: Editing, Tabulation and coding
6. Hypothesis Testing

UNIT III**Introduction to SPSS****Quantitative Methods - II: Using SPSS**

1. Association: Correlation Coefficients
2. Regression
3. Association - Chi-square Tests.

UNIT IV**Quantitative Methods - III: Using SPSS**

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1. Difference: t-tests.
2. Difference: ANOVA.
3. Reliability and Validity

UNIT V

Report Preparation

1. Types and Layout of Research Report.
2. Precautions in preparing the Research Report.
3. Bibliography and Annexure in the Report.
4. Research Ethics and Integrity

Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

- Chapman, C. (2015). *R for Marketing Research and Analytics*. New York, NY: Springer Science & Business Media, LLC.
- Cooper, D.R., & Schindler, P.S. (2014). *Business Research Methods* (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
- Malhotra, N.K., & Birks, D.F. (2007). *Marketing Research: An Applied Approach* (3. ed). Harlow: Financial Times Prentice Hall.
- Poynter, R. (2010). *The Handbook of Online and Social Media Research: Tools and Techniques for Market Researchers*. New York: Wiley.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage Learning.

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MBA (I) 305 MANAGEMENT INFORMATION SYSTEM**Credit – 04****Teaching Objectives**

1. The course objective is to enable students to gain the perspectives and abilities that they will need to manage organizations in what is increasing being known as the information age.
2. To make required personal and organizational changes to implement the new technologies in established and in new organizations.

Course Outcomes: On the successful completion of this course, the student will be able to:

- CO1: Demonstrate an understanding of the role the Management Information Systems for achieving competitive advantage through informed decision making
 CO2: Analyze and synthesize business information and computer systems to facilitate evaluation of strategic alternatives
 CO3: Effectively communicate strategic alternatives to facilitate decision making
 CO4: Establish an awareness of various techniques used in system analysis and design
 CO5: Develop an understanding of the principles and techniques used for developing a management information system

UNIT I

An overview MIS: Definition, The Role of Information System in Business Today, Strategic Business Objectives of MIS, Relation of MIS with other Academic Disciplines; Operating elements of an Information system. Relational Database Structure and uses in MIS.

UNIT II

Management Information System Structure: Based on management Activity: Hierarchy of Management Activity; Information systems for Operation Control; Information system for management Operation Control and Information systems for strategic Planning. Based on Organizational Function: Sales and Marketing Subsystem; Production Subsystem; Logistics subsystems; personnel Subsystem; Financial and Accounting Subsystems; Information Processing subsystem; Top Management Subsystems, Synthesis of MIS Structure; Some issues in MIS Structure.

UNIT III

Decision Support System, Expert System, Concept of Information: Definition, Information presentation; Quality of Information; Value of Information in Decision Making and other value; Age of Information Human as an Information Processor: General Model, Newell Simon Model, Limits and Characteristics of on Human Information Processing, managers as information Processors.

UNIT IV

System Concept: Definition, General model and Types of systems; Subsystems; System stress; System Change; Preventing System Entropy; System Concept and Organization; System Concept Applies to MIS; Computer aided software engineering (CASE tool).

UNIT V

Systems Analysis and Design: System Development Life Cycle Stages; Initiation Planning; system Analysis; Design, Coding and Testing Implementing and Training; Prototyping; Rapid application Development (RAD); End User Computing; Object Oriented Programming. Contemporary/ emerging technologies:

- Cloud and mobile computing
- E-commerce, m-commerce
- Basics of Internet of Things

Text Books

1. Goyal, P. D., (2000), Management Information System: Managerial Perspectives, Macmillan India Limited, New Delhi.

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2. Davis, B., Gordon, (1984), Management Information Systems: Conceptual Foundations, structure and Development (2nd ed.), McGraw Hill international Edition, New York

References

1. O'Brien, J. A., & Marakas, G. (2010). Management information systems (10th ed.). New Delhi: Tata McGraw Hill Higher Education.
2. C. S. V. Murty; Management Information System: Text, Cases and Applications, Himalaya Publishing House, Mumbai, 2014.

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MBA (I) 306 PROJECT MANAGEMENT

Credit – 04

Teaching Objectives

1. The course aims to acquaint the student with an overview of Project Management.
2. The course aims to acquaint the Nature and Scope of Project Management.
3. The course aims to acquaint the Project Appraisal & Projects Monitoring.

COURSE OUTCOMES: On completion of the course students will be:

- CO:1 Understanding the basic fundamentals of project development in the realistic environment
 CO:2 Learning the various stages of project appraisal
 CO:3 Understanding and analyzing the process of project implementation
 CO:4 Learning the monitoring and control of projects
 CO:5 Evaluating different projects based on different quantitative methods

UNIT 1**Concept of Project and Project Management**

Concept of a project, Categories of project, Project development cycle. Concept of project management, Tools and techniques of project management

UNIT 2**Project Formulation:**

Project identification, Project formulation and preparation: Market and demand estimation, market survey, Demand forecasting technical factors-Material inputs, Technology, Production, Plant capacity, Location and site, Civil works, charts, Layouts, Work schedule, Cost of project, Means of financing, Estimates of cost, Financial projections.

UNIT 3**Process of Project Appraisal:**

Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, Wage rate, Exchange rates, Treatment of taxes, Social cost-benefits, Treatment of risk and uncertainty, Sensitivity analysis and probability approach single as well as multiple projects.

UNIT 4**Project Implementation:**

Project scheduling, Network techniques or resource and cost budgeting and scheduling, Project management teams and coordination.

UNIT 5**Monitoring and Control of Projects:**

Monitoring and Control of Projects Monitoring and post implementation, Evaluation of the project, Project financing, Project Profitability Projections.

Text Book

1. Dr. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review McGraw Hill Education; 8 edition

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MBA (I) 307 SKILL DEVELOPMENT

Credit - 02

Under this subject student will undergo different skill development projects and they have to prepare a report in the following format:

1. Skill learnt
2. Name of the trainer
3. Duration
4. Explanation of the process
5. Applicability of the skill
6. Learning

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MBA (I) 308 SOCIAL PROJECT

Credit – 02

In this subject students have to undertake social activities and prepare report on how the social projects were carried out. The format of report submission will be as follows:

1. Idea Generation
2. Coordinator of the event
3. Invited Guests
4. Beneficiaries
5. Process

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MBA (I) 309 INDUSTRIAL VISIT

Credit - 02

FORMAT FOR RESEARCH BASED REPORT

CHAPTER -1

- a. History of the Organization & Objectives of the organization
- b. Organizational Structure
- c. Financial Performance (Including quantitative aspects) & position, Costing methods and analysis of statements
- d. Personnel: Recruitment process, Personnel Policies, Training and Development and welfare activities
- e. Productions/ operations: products/ services offered, lay out of the facility, quality control, materials planning & control future plans
- f. Marketing : areas of operations, competitors, market share, advertising & sales promotion

CHAPTER-2

- a. Strengths and weakness of the organization
- b. Suggestions : discuss with management
- c. Any other special point observed by you

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MBA (I) 401 STRATEGIC MANAGEMENT

Credit – 04

Teaching Objectives

- The subject introduces the student to the various aspects of strategic management.
- To build up an understanding of evolving theories and trends of domestic and global sustainable development and their relation with business management.
- To develop a familiarity with all the tools and techniques used for formulation, implementation and evaluation of the strategies.
- **CO: On completion of the course, the student will be able to**
- CO1: design, deploy and evaluate business strategies.
- CO2: conduct environmental scanning using different methods.
- CO3: implement tools and techniques for strategic analysis and decision making.

UNIT 1

Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

UNIT 2

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix, Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT 3

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT 4

Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT 5

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Text Books

1. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
2. Thompson & Strickland; Strategic Management, Concepts and Cases. TMH, 2009.
3. Wheelen and Hunger, Strategic Management, 2009

Reference Books

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.

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MBA (I) 402 HIGHER ACCOUNTING

Credit – 04

Teaching Objectives

1. The course aims to acquaint the student with an overview of Higher Accounting.
2. The course aims to acquaint the Principles of partnership.
3. The course aims to acquaint the Accounting Applications in Various service providers companies.

Course Outcomes: On completion of this course, student will able to:

- CO1. Know about the accounting records in partnership accounting.
- CO2. Understand about accounting under hire purchases and installment system.
- CO3. Understand the accounting of Insurance and Banking companies.
- CO4. Understand about accounting of the hotel, electricity and railway companies.

UNIT 1

Concept of partnership, Partnership deed, Preparation of capital account, Past adjustment, Goodwill, Change in profit sharing ratio, Admission of a partner, Retirement of a partner, Death of a partner.

UNIT 2

Dissolution of a partnership firm with insolvency, Amalgamation of partnership firms, Sale of firm.

UNIT 3

Accounts for hire purchase and installment system, Investment accounting.

UNIT 4

Accounting for insurance companies and Accounting for banks, Accounting policies for banking sector.

UNIT 5

Double account system (including accounts of electricity companies), Hotel company's accounts.

Text Books

- Grewal T.S. Double Entry Book Keeping, Sultan chand publishing
- Shukla, M.C., T.S. Grewal and S.C. Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
- Sehgal, Ashok, and Deepak Sehgal. Advanced Accounting. Part -I. Taxmann Applied Services, New Delhi.

References

- Tulsian, P.C. Advanced Accounting. Tata Mc Graw Hill, New Delhi.
- Jain, S.P. and K.L. Narang. Financial Accounting. Kalyani Publishers, New Delhi.
- Gupta, Nirmal. Financial Accounting. Sahitya Bhawan, Agra.
- Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi

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 Navin, Pankaj, @, R. Banerjee, and others.

MBA (I) 403 ENVIRONMENTAL SCIENCE

Credit – 04

Teaching Objective

To impart environmental education to students
 To generate sensitivity in students towards the environment
 To generate concern in student related to natural resources

Course Outcome: After the completion of the course, the students will be able to:

CO1: Demonstrate critical thinking skills in relation to environmental affairs.
 CO2: Ability to integrate disciplines and fields that intersect with environmental concerns.
 CO3: Awareness, knowledge, and appreciation of the intrinsic values.
 CO4: Demonstrate an integrative approach to environmental issues with a focus on sustainability.

Unit 1 : Multidisciplinary nature of environmental studies

Definition, scope and importance
 Need for public awareness.

Unit 2 : Natural Resources :**Renewable and non-renewable resources :**

Natural resources and associated problems.

- Forest resources : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
 - Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 - Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
 - Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, waterlogging, salinity, case studies.
 - Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
 - Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- Role of an individual in conservation of natural resources.
 - Equitable use of resources for sustainable lifestyles.

Unit 3 : Ecosystems

- Concept of an ecosystem.
 - Structure and function of an ecosystem.
 - Producers, consumers and decomposers.
 - Energy flow in the ecosystem.
 - Ecological succession.
 - Food chains, food webs and ecological pyramids.
 - Introduction, types, characteristic features, structure and function of the following ecosystem:-
- Forest ecosystem
 - Grassland ecosystem
 - Desert ecosystem
 - Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit 4 : Biodiversity and its conservation

- Introduction – Definition : genetic, species and ecosystem diversity.
- Biogeographical classification of India
- Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels.
- India as a mega-diversity nation

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- Hot-spots of biodiversity.
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

Environmental Pollution

Definition

- Cause, effects and control measures of :-

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear hazards

- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution.
- Pollution case studies.
- Disaster management: floods, earthquake, cyclone and landslides.

Unit 5 : Social Issues and the Environment

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case Studies
- Environmental ethics : Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.

Case Studies.

- Wasteland reclamation.
- Consumerism and waste products.
- Environment Protection Act.
- Air (Prevention and Control of Pollution) Act.
- Water (Prevention and control of Pollution) Act.
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation.
- Public awareness.

Human Population and the Environment

- Population growth, variation among nations.
- Population explosion – Family Welfare Programme Environment and human health.
- Human Rights.
- Value Education.
- HIV/AIDS.
- Women and Child Welfare.
- Role of Information Technology in Environment and human health.
- Case Studies.

Exercise

- Visit to a local area to document environmental assets river/forest/grassland/hill/mountain
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

MBA (I) 404 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE
Credit – 04

Teaching Objective

To have grounding on theory through the understanding of real life situations and cases

Course Outcomes: Upon the completion of course the students will be able to:

- CO1: Explore the relationship between ethics & business and the subsequent theories of ethics.
- CO2: Explain the management of ethics at workplace, ethical dilemma, code of ethics etc.
- CO3: Understand the legal context of ethics and application of different laws.
- CO4: Appraise some of the competing demands on business when scrutinizing the ethics of business activity and philosophy of economic growth and its implications for business.
- CO5: Discuss the moral and social responsibility dimensions of corporate governance. Process and structure of Corporate Governance.

UNIT I INTRODUCTION

Definition & nature of Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II ETHICS THEORY AND BEYOND

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

UNIT III LEGAL ASPECTS OF ETHICS

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of Competition Act and FEMA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV ENVIRONMENTAL ETHICS

Environmental Protection Act 1986, Water Act 1974 and Air Act 1981 (Major provisions related to prevention and control of environmental pollution); Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; corporate governance and its Evolution; Governance practices and regulation; Structure and development of boards; Role government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

TEXTBOOKS

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCES

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheeshkumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

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MBA (I) 405 - PRODUCTION AND OPERATIONS MANAGEMENT

Credit – 04

Course Objectives:

The students learn the nuances of layout planning, forecasting, production planning, aggregate planning and Inventory.

Course Outcomes: On completion of the course, the students will be able to:

CO1: Learn the general concepts of operations, product design, plant location and Layout planning.

CO2: Understand and analyze forecasting, work design and measurements.

CO3: Demonstrate the concepts of Production planning, Capacity planning, Aggregate Planning and Master Scheduling.

CO4: Understand and learn the concepts of Inventory and Just in Time.

UNIT I

Introduction - An overview, Definition of production and operations management, Production cycle, Process Selection and Design, Responsibilities of operations manager, Product design, Plant location, Layout planning.

UNIT II

Forecasting as a planning tool, Forecasting types and methods (Qualitative and Quantitative); Measurement of errors, Monitoring and controlling, Productivity and work study, Method study, Work measurement.

UNIT III

Production planning techniques, Capacity Management, Lean Production, Line of balance, Scheduling types & principles, Aggregate Planning- Techniques, Aggregate Planning in Services, Disaggregating the aggregate plan, Master Scheduling, The Master Scheduling Process.

UNIT IV

Inventory management –Objectives, Nature, Importance, Inventory ordering Policies, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis, Just in Time Production.

UNIT V

Project Management – Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows. Project Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure

Suggested Readings:

- Stevenson, W. J. (2018). *Operations Management*, 12th Ed. McGraw Hill Education.
- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K. and Srivastava, S. K. (2011). *Operations Management: Processes and Supply Chains*, 9th Ed. Pearson.
- Chase, R. B., Jacobs, F. R., Aquilano, N. J. (2003). *Operations Management for Competitive Advantage*, 10th Ed. Tata McGraw Hill.
- Mahadevan, B. (2010). *Operations Management: Theory and Practice*, 2nd Ed. Pearson.
- Chary, S. N. (2009). *Production & Operations Management*, 4th Ed., Tata McGraw Hill.

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MBA (I) 406 E- COMMERCE**Credit – 04****Teaching Objective**

The basic purpose of this subject is to familiarize the students with the preliminary aspects and basic concepts of e-commerce. So that the students may have an overall views while applying the concept of this subject.

Course outcomes: On successful completion of this course, the students will be able to:

- CO1: Articulate and demonstrate a basic understanding of e-commerce
- CO2: Illustrate a better understanding of the basics of Internet and related technologies
- CO3: Develop and apply the knowledge of electronic payments system and mechanism
- CO4: Apply the knowledge of content creation, content management and security features
- CO5: Demonstrate an effective grasp of the importance and applications of Google tools like SEO and AdWords

UNIT I: E-Commerce

Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce vs Traditional commerce; related concepts, i.e, m-commerce, and digital interface, Challenges of implementing e-commerce, A framework for electronic commerce.

UNIT II: Internet

Concept & evaluation of internet, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement for Internet.

UNIT III: Electronic Payment Systems

Overview of the Electronic Payment Technology, The Online Shopping Experience, Limitations of Traditional Payment Instruments, Electronic or Digital Cash, Digital Cash in Action, Electronic Checks (e-cheque), Online Credit Card-Based Systems, Types of Credit Card Payments, Other Emerging Financial Instruments, Debit Cards at the Point of Sale (POS), Smart Cards, E-Banking- IMPS, NEFT, RTGS, Paypal.

UNIT IV: E-Marketing

Models of e-marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, on line Service and Support; Marketing Issues: Attracting Customers; Marketing Issues: Keeping Customers; Technology and Marketing Strategy; Marketing Decision Support Systems.

UNIT V: Legal Aspects and Security Issues

Legal aspects of e-commerce, Security issues of e-commerce, Firewalls and Network Security, Types of Firewalls, Firewall Security Policies, E-locking; Transaction Security, Encryption and Transaction Security- Secret-Key Encryption, Public-Key Encryption; Cyber laws – aims and salient provisions; Cyber laws in India and their limitations.

Text Books

1. Kalakota, R., & Andrew, B. (2000). Winston. *Frontiers of Electronic Commerce*. India: Pearson Education.

References

1. Chan, H., Lee, R., Dillon, T., & Chang, E. (2007). *E-commerce, Fundamentals and Applications*. India: John Wiley & Sons.
2. Varey, R. J. (2002). *Relationship Marketing: Dialogue and Networks in the E-commerce era*. Chichester: Wiley.

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MBA (I) 407 PROJECT: FINANCING FROM BANKS FOR INCEPTION OF BUSINESS ENTERPRISE
Credit – 02

Course Outcomes: After the successful completion of this course the students will be able to
CO1: understand the process of loan financing for the start-ups at banks and financial institution
CO2: learn how to develop business plan after analysing financial, technical and marketing analysis
CO3: apply tools and techniques to project financial profitability, break-even point and DSCR
CO4: evaluate project proposal through various measuring/budgeting techniques

For a small business to get off the ground, or to keep one operating, it must have financing which is often in the form of a business loan. One form of small business financing is debt financing. Small businesses can apply to banks or other financial institutions, like credit unions, for commercial loans. Usually, banks do not make loans to start-ups, but they do make loans to ongoing businesses. In this project students have to make a detail plan of their proposed business idea for the loan application process.

This project will provide the functional knowledge to the students about loan financing process for start-ups or existing firms. Business owners, whether the firms are start-ups or existing firms, need to take some time and be able to articulate why they need a business loan and how much they need. Often, businesses may not be able to address the question of how much they need until they prepare their financial statements as part of their business plan. This detail business plan must contain that how much they need and how it will be disbursed. In fact, until having a good business plan, chances won't even know how much money you need or how fast you can repay it. The business plan is in addition to the loan application required by the financial institution. Business plans consist of many parts. A good business plan will have several years of past and project financial statements for your business. It will include a statement of collateral or the type and value of assets you will use to secure the loan. You will need to include an analysis of the market your business will serve as well as a statement of your own experience. During the preparation of project of financing from Banks for Inception of Business Enterprise students have to prepare a presentation of their business plan and application for their loan officer.

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MBA (I) 407 PROJECT: FINANCING FROM BANKS FOR INCEPTION OF BUSINESS ENTERPRISE
Credit – 02

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MBA (I) 408 EVENT MANAGEMENT**Credit – 02**

Under this subject students are required to be a part of core committee of any one event which institution is organizing in this particular semester to learn the insights of event management right from the Planning till execution of the event. Following will be the heads/ steps for preparing Event report.

1. Allotment of Event for Student/s by Faculty Coordinator
2. Planning of event
3. Execution of Event
4. Submission of Report on event under supervision of faculty Coordinator on following Heads:
 - a. Title Page
 - b. DCA i.e Declaration, Certificate and Acknowledgement
 - c. Introduction of the Event
 - d. Objectives of the Event
 - e. Recording of Events from First meeting till event day including meetings details, Guest Details, Committee Details, Responsibility list
 - f. Suggestions
 - g. Summary

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MBA (I) 408 EVENT MANAGEMENT**Credit – 02**

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 - f. Suggestions
 - g. Summary

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MBA (I) 501 INCOME TAXES, LAWS AND PRACTICES

Credit – 04

Teaching Objective

- The course aims to acquaint the student with an overview of Income tax law and practices.
- The course aims to acquaint the Benefits of Tax assessment.
- The course aims to acquaint the role of income tax authorities.

Course Outcomes: On completion of the course the students will be able:

- CO1: To acquire knowledge regarding the basic concepts of income tax law.
- CO2: To compute the taxable income/gain under different sources of Income of an individual.
- CO3: To determine eligible deductions and compute taxable income and tax liability of an individual.
- CO4: To understand the Assessment procedure & e-filing of Income Tax Returns and Computation of Tax.
- CO5: To obtain knowledge about TDS, advance payment of tax, income tax authorities, and provisions of appeal, revision and penalties.

UNIT I

Basic concepts of income, Agriculture income, Assessee, Previous year, Assessment year, Residence and Tax liability, Exempted incomes

UNIT II

Income from salaries, Income from house property, Profits and gains of business or profession

UNIT III

Capital gains, Income from other sources, Set off and carry forward of losses, Clubbing of income

UNIT IV

Deduction from gross total income available to all types of Assessee, Rebates and relief from tax liability, Assessment of total income of individuals

UNIT V

Computation of tax liability of individuals, Procedure of assessment, Income-tax authorities

Text Books

1. Mehrotra, H.C. (2018). Goods and service tax. In *Sahitya Bhawan Publication house*
2. Singhania, Dr V. K. (2018). *Income tax act-as amended by finance act 2018. Taxman* (62nd ed)

Suggested Readings

1. Ahuja, G., & Gupta, R. (2018). *Systematic approach to taxation: Containing income tax and GST*. New Delhi: Bharat Law House Pvt Ltd.
2. Ahuja, G., & Gupta, R. (2019). *Systematic approach to income tax*. New Delhi: Bharat Law House Pvt Ltd.

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MBA (I) 502 ENTERPRISE RESOURCE PLANNING

Credit – 04

Teaching Objectives

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments

Course Outcomes: After the completion of the course, the students will be able to:

- CO1: Understand the basic concepts associated with ERP systems for manufacturing or service companies.
 CO2: Evaluate the issues to be considered in planning, designing, and implementing integrated ERP systems.
 CO3: Analyze the factors associated with the success and failure of ERP.
 CO4: Identify emerging trends in ERP development.
 CO5: Estimate the ERP system and identify the major business functions where ERP software is used

UNIT I: INTRODUCTION

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be considered in planning design and implementation of cross functional integrated ERP systems.

UNIT II: ERP SOLUTIONS AND FUNCTIONAL MODULES

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III: ERP IMPLEMENTATION

Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Framework - Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees

UNIT IV: POST IMPLEMENTATION

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP implementation.

UNIT V: EMERGING TRENDS ON ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

Text Book

1. Leon, A. (2008). *ERP demystified* (2nd ed). Tata: McGraw-Hill.

Suggested Readings

1. Sinha, P. M., & Word, J. (2012). *Essentials of business process and information system*.
2. Vaman, J. N. (2018). *ERP in practice*. Tata: McGraw-Hill.
3. Leon, A. (2008). *Enterprise resource planning*. Tata: McGraw-Hill.
4. Jaiswal, M., & Vanapalli, G. (2009). *ERP*. India: Macmillan.
5. Grag, V. K., & Venkitakrishnan, N. K. (2006). *ERP- concepts and practice*. Prentice hall of India.
6. Summer (2008). *ERP*. Pearson Education.

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MBA (I) 507 EXPORT MANAGEMENT AND DOCUMENTATION

Credit – 02

Teaching Objectives

- The subject provides information regarding various export policies; rules and regulations; essential documentation; strategies for improving the efficiency of the work force, market presence and enhance product marketing and sale. Overall it provides guidance on how an export business can run successfully.

Course Outcome: On the completion of the project, report student will be able to

- CO1: Explain the concepts in custom clearance in international business with respect to foreign trade
- CO2: Apply the current documentation phenomenon and to evaluate the global business environment in terms of economic, social, and legal aspects
- CO3: Analyze the principle of international payments and incoterms
- CO4: Integrate concept in custom clearance concepts with the functioning of global trade
- CO5: demonstrate the role of various Exim associations in failing subsidies and credit facility.

UNIT I

Laws Governing India's Export Import Trade, The Customs Act, The Export Quality (Control and Inspection) Act, 1963, The Foreign Trade (Development and Regulation) Act, 1992, The Foreign Exchange Management Act, 1999, Foreign Exchange Management (Export of Goods and Services) Regulations, 2000, The Arbitration and Conciliation Act, 1996, International Commercial Practices, Central Board of Excise and Customs, Export Inspection Council (EIC), Indian Council of Arbitration (ICA)

UNIT II

Import Export Management Introduction; Concept Key Feature; Foreign Trade - Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Improving Export Performance; Counter Trade, INCO terms.

UNIT III

Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Export Assistance; Export-Import Primary Consideration, Import and Export Documentation: Introduction, Freight Forwarder's Powers of Attorney, Bill of Lading, Certificates of Origin, Letter of Credit, Export Import Policy of India; its Meaning; General Objectives; Highlight and Implication of Export-Import Policy 1997-2000 and Export-Import Policy 2002-2007.

UNIT IV

Processing of Export Order; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.

UNIT V

Export Assistance of India: Introduction, Importance of Export Assistance, Export Promotion Measure in India, Expansion of Production Base for Exports, Export Houses Status for Export of Services; Rendering Exports Price Competitive; Fiscal Incentives; Financial Incentives; Strengthening Export Marketing Effort, 100% Export Oriented Units (EOUs); Facilities for Units in EOUs, EPZs, EHTPs & STPs;

Text Books

- Export Import Policy, (2008). New Delhi: Ministry of Commerce, Government of India
- Janardhan, N. (1997). *Electronic Commerce*. New Delhi: Indian Institute of Foreign Trade

Suggested Readings

- Ram, P., & Garg, N. (2017). *Export-what, where, how*. New Delhi: Anupam Publishers.
- Nabhi's Board of Editors (2004). *Exporters Manual and Documentation*. New Delhi: Nabhi Publication.

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MBA (I) 508 PERSONALITY DEVELOPMENT(PART IV)

Credit – 02

Teaching Objectives

- The student will learn to develop attractive resume.
- To develop soft skills required in professional arena
- A dramatically increased **current affairs knowledge**

Course Outcomes: On completion of the course students will be able to:

- Need to improve their English for personal or professional reasons
- Need to communicate confidently in English

UNIT I: RESUME WRITING

Resume Writing + Covering Letter (Lab Activity)

UNIT II: GROUP DISCUSSION

- a. Current Issues
- b. Sports

UNIT III: WORD POWER

- a. Quizzing
- b. Crossword

UNIT IV: SOFT SKILLS

- a. P's & Q'
- b. Decision Making
- c. Assertiveness
- d. Team Building
- e. Positive Attitude
- f. Stress Management

UNIT V: ACTIVITY

- a. Skits (on Social/Burning Issues)
- b. Social Campaigns

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Handwritten signatures and initials in blue and black ink, including "Naik", "R. Banerjee", and "Sinha".

MBA (I) 509 FRENCH LANGUAGE PART I

Credit – 02

Teaching Objective

- This paper is to make students understand the basics of french languages and it's importance on today's time.

Course Outcome: On the completion of the project, report student will be able to
CO1: adapt themselves for jobs in French speaking nations.

UNIT I

Vocabulaire, Les nombres, Interrogatif, Translations of simple sentences from English in to french

UNIT II

Conjugaison, Questions based on grammar of unit 3 and unit 4 of the prescribed book, L'heure

UNIT III

Adjectifs, Les saisons, Les sign orthographiques, Les comparatives, Questions on the lesson of unit 3 of the prescribed book.

UNIT IV

Les verbs pronominaux, Les pronoms, Les verbs(1st,2nd,3rd), Questions on the lesson of unit 4 of the prescribed book.

UNIT V

Presenter quelqu'un, Presentez-vous, Easy writing (small paragraph): 1.Mon ami(e), 2 Mon cours de Français, 3. Ma ville, 4. Un site touristique.

Text Books:

1. Initial (part-I)-Unit 3 and Unit 4 -Sylvie poisson-Quinton,Marina Sala.

Suggested Readings:

1. Bonne Route
2. Sans Frontiere- part I
3. Dictionary:Larousse,Cassels,Oxford,Collins.

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Dr. D. D. D.

MBA (I) 509 FRENCH LANGUAGE PART I

Credit – 02

Teaching Objective

- This paper is to make students understand the basics of french languages and it's importance on today's time.

Course Outcome: On the completion of the project, report student will be able to
CO1: adapt themselves for jobs in French speaking nations.

UNIT I

Vocabulaire, Les nombres, Interrogatif, Translations of simple sentences from English in to french

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UNIT III

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UNIT IV

Les verbs pronominaux, Les pronoms, Les verbs(1st,2nd,3rd), Questions on the lesson of unit 4 of the prescribed book.

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Presenter quelqu'un, Presentez-vous, Easy writing (small paragraph): 1.Mon ami(e), 2 Mon cours de Français, 3. Ma ville, 4. Un site touristique.

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3. Dictionary:Larousse,Cassels,Oxford,Collins.

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MBA (I) 601 OPERATIONS RESEARCH

Credit – 04

Teaching Objective

- The objective of this course is to acquaint the student with quantitative techniques that are helpful in managerial decision-making practices.

Course Outcomes: On the successful completion of this course students will be able to

CO1: Understand the basic concepts and key terminologies in operation research techniques.

CO2: Analyze the linear Programming and transportation problems to reduced time and cost and maximized profit and sales.

CO3: Apply decision criteria methods to the problems of various decision making situations.

CO4: Use statistical quality control methods to quantify and sketch variations in quality problems

UNIT I: INTRODUCTION

Nature, Scope and Role of Operations research, Models in operations research, Phases of operations research, Techniques of operations research, Application of operations research techniques, Significance and Limitations of operations research.

UNIT II: LINEAR PROGRAMMING

Meaning of linear programming, Advantages and Limitations of linear programming, Application areas of linear programming, Formulation of linear programming problems, Graphical method of linear programming.

UNIT III: TRANSPORTATION PROBLEMS

Introduction, Balanced or Unbalanced Transportation Problems, Various methods of finding initial basic feasible solution: North-west corner method, Least cost method and Vogel's approximation method, Test of optimality by Stepping Stone method and Modi method.

UNIT IV: DECISION THEORY

Introduction and Structure of decision-making problems, Types of decision-making criteria, Decision-making under certainty, Decision-making under risk- Expected monetary value, Expected opportunity loss, Decision-making under uncertainty- Maximin, Maximax, Minimax regret, Hurwicz and Laplace criterion.

UNIT V: STATISTICAL QUALITY CONTROL

Meaning of quality control, Statistical quality controls Basics of statistical quality control, Chance causes and assignable causes, Objectives of statistical quality control. Benefits of statistical quality control. Control chart for variable: mean chart, R- chart, Control chart for attributes: c chart, np - chart and p - chart.

TextBooks

1. Paneerselvam, R. (2008). *Operations research, prenticehall of India, fourth print.*
2. Vohra, N. D. (2010). *Quantitative techniques in management.* Tata McGraw Hill.
3. Pradeep Prabakar, P. *Operations research—Principles and practice, Oxford higher education.*

Suggested Readings

1. Hamdy A Taha, (2004). *Introduction to Operations Research*, Prentice Hall India, Seventh Edition, Third Indian Reprint
2. G. Srinivasan, (2007). *Operations Research -Principles and Applications*, PHI
3. Gupta P.K, Hira D.S, (2007). *Problem in Operations Research*, S.Chand and Co
4. Kalavathy S, (2004). *Operations Research*, Second Edition, Vikas Publishing House
5. Frederick & Mark Hillier, (2005). *Introduction to Management Science – A Modeling and case studies approach with spreadsheets*, Tata McGraw Hill

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MBA (I) 602 CORPORATE ACCOUNTING

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of corporate accounting.
- The course aims to acquaint the accounting for amalgamation and reconstruction.
- The course aims to provide information about different decision making accounting techniques.

Course Outcomes: Upon completion of this course, students will be able to:

- CO1. Understand the statutory provisions regarding preparation of final accounts of companies
- CO2. Evaluate the different situations of capital issue to public like issue at premium, issue at discount, forfeiture of shares etc.
- CO3. Understand the various types of capital structure of the company and their representation in the balance sheet.
- CO4. Demonstrate an understanding about the profits of the company and their division.
- CO5. Understand the valuation of shares and goodwill and prepare financial statements accordingly.
- CO6. Develop the ability to prepare consolidated accounts for a corporate group.
- CO7. To help the students understand the techniques of restructuring and liquidating the corporate entities

UNIT I

Accounting For Share Capital: Issue and Forfeiture Of shares, Redemption of shares, Buyback of shares.

UNIT II

Accounting for Debentures: Issue of Debenture and Its classification, Different terms of issue of debenture, Redemption of debenture, Final accounts of limited liability companies as per the existing company Act, Contingency and events occurring after the balance sheet

UNIT III

Final accounts: Final accounts of limited liability companies as per the existing company Act. Valuation of Goodwill, Valuation of Shares.

UNIT IV

Accounting For Amalgamation and reconstruction: Forms of amalgamation and its motive, Types of Amalgamation, Methods Of amalgamation, Internal and External reconstruction and its accounting treatment, Difference between internal and external reconstruction.

UNIT V

Holding Companies: Accounting of Holding and Subsidiary Companies, and Liquidation of Companies.

Text Books

1. Maheshwari, S.N., & Maheshwari, S.K. (2009). *Corporate accounting*, New Delhi: Vikas
2. Shukla, S. M., & Gupta, K. L. (2018). *Corporate accounting*, Sahitya Publication

Suggested Readings

1. Monga, J. R. (2011). *Basic corporate accounting*, New Delhi: Mayur Paperbacks
2. Gupta, N., & Sharma, C. (2008). *Corporate Accounting theory and practice*, Ane Books, Pvt. Ltd.
3. Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2019). *Corporate accounting*, New Delhi: S.Chand and Co
4. Sehgal, A., & Sehgal, D. (2008). *Advanced accounting*, New Delhi: Taxman
5. Mukherjee, & Hanif (2017). *Corporate accounting*, New Delhi: Tata McGraw Hill

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MBA (I) 607 PROJECT PLANNING

Credit – 02

Teaching Objectives

- This course will enable students developing their own entrepreneurial projects.
- The purpose of the paper is to examine the project environment for planning, to consider the purpose for planning, to focus on stages of project planning.

Course Outcomes: On completion of the course students will be:

- CO:1 Applying Management learning in a practical way
 CO:2 Understanding and Preparing a project report
 CO:3 Learning Industrial working Environment
 CO:4 Visiting the different financial institutions and learning the process of project planning; getting practical inputs

Students are required to make a project on any business of their choice. As far as feasibility is concerned, the projects should elaborate the formulation, appraisal and sanction stages, involving the identification of investment options by the enterprise.

The guidelines are summarized as under:

1. General information: Priority of particular trade/ business, allocation of investment of funds, choice of techniques etc.
2. Preliminary analysis of alternatives: Gap between demand and supply for the output which are to be produced, data on the capacity to be produced at the time report is prepared, letters of intents/ licenses to be issued/ have been issued, technical feasibility. Location of project, profitability of different options, foreign exchange transactions (if required rate of return on investment (to be calculated). alternative cost calculation.
3. Project description: The report should contain a list of the operational requirements of plant. Requirement of resources like power and water, requirement of personnel. Transport costs. And activity wise phasing of construction/production/etc. and factors affecting it.
4. Marketing plan: Data on plan, demand and supply, selected markets, price sensitivity. Past trends in prices etc.
5. Capital requirement and costs: Information on all items of costs should be carefully collected and presented.
6. Operating requirements and costs: Costs related to raw materials and intermediaries, fuel, utilities, labour. Repair and maintenance, selling and other expenses.
7. Financial analysis: It relates to financial viability of the project. A proforma balance sheet for the project data should be presented, depreciation. Provision for clearance of foreign exchange requirement, feasibility report related to income tax. Rebates for priority industries. Incentives for backward areas, accelerated depreciation etc. including sensitivity analysis.
8. Economic analysis: Data related to costs and returns including indirect costs and benefits.
9. Miscellaneous aspects

An Illustrative implementation schedule related to following heads should be attached-

- a. Formulation of project report
- b. Application for term loan
- c. Term loan sanction
- d. Possession of land
- e. Construction of building / hiring of premises
- f. Getting power and water
- g. Placing orders for machinery
- h. Receipt and installation of machinery
- i. Manpower recruitment
- j. Trial production/ marketing/ services
- k. Commencement of production/ marketing/ services.

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R. S. Narayan

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MBA (I) 608 FRENCH LANGUAGE (PART II)

Credit – 02

Teaching Objective

- This paper is to make students understand the basics of french languages and it's importance on today's time.

Course Outcomes: On completion of the course students will be:

CO1: After learning the course, students will be to adapt themselves for jobs in French speaking nations.

UNIT I

Les alphabets, Les nombres, Formules de politesse rencontre, Translations of simple sentences from French in to English

UNIT II

Les jours de la semaine, les mois de l'année, Questions based on grammar of unit 1 and unit 2 of the prescribed book.

UNIT III

Temps, Les sign orthographiques, Questions on the lesson of unit 1 of the prescribed book.

UNIT IV

Noms, Les pronoms, Les verbs(1st,2nd,3rd), Questions on the lesson of unit 2 of the prescribed book.

UNIT V

L'heure, Les articles, Presentez-vous, Singulier et pluriel, Simple dialogue writing on a given topic.

Text Books

1. Initial (part-I)-Unit 1 and Unit2-Sylvie poisson-Quinton, Marina Sala.

Suggested Readings

1. Bonne Route
2. Sans Frontiere- part I
3. Dictionary: Larousse, Cassels, Oxford, Collins.

Naib *Paul* *R Banerjee* *Shayes* *Shah*

MBA (I) 609 LEARNING THROUGH MOVIES

Credit – 02

Teaching Objectives

- To stimulate learner's reflection of management concepts through cinema.

Course Outcomes: On completion of the course students will be able to:
 CO1: This course will enhance students' comprehensive skills, conceptual skills along with presentation skills and creativity.

CO2: This course will enhance understanding of management concepts among the students.

The format of LTM report:

1. The LTM report has to be submitted in **hard copy in spiral bound***.
2. A **soft copy*** (CD) of the report is also required to be pasted and submitted.
3. The report should include the Cover Page, Declaration, Certificate of the faculty, Acknowledgement and Table of Contents with page numbers.
4. The cover should include title of the report, logo of PIMG, submitted by-name of the students, and name of faculty guide.
5. The font used will be **Times New Roman**.
6. The font size for **main Heading -14, Sub-heading-12 bold and capital, Text-12**.
7. All the reports should be signed by the respective faculty guide before submission.
8. Grammatical mistakes and spelling errors should be avoided.
9. The total time for presentation of each group is 10 minutes. After that there will be 5 minutes for queries asked by the audience and faculty members.

Format of Report (Write up)

1. Front page.
 2. Declaration.
 3. Certificate.
 4. Acknowledgement
 5. Table of contents
- Chapter 1 Introduction
 Chapter 2 Movies Undertaken
 Chapter 3 View by Group

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MBA (I) 701 SUPPLY CHAIN MANAGEMENT

Credit – 04

Teaching Objective

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage

Course Outcomes: On completion of the course students will

- CO1: Memorize the concepts related to supply chain management.
 CO2: Explain the drivers/enablers of supply chain management performance.
 CO3: Illustrate the supplier sourcing strategy.
 CO4: Examine the impact of supply chain redesign strategy.
 CO5: Evaluate the supply chain distribution network.
 CO6: Synthesize the plan for supply chain restructuring.

UNIT I INTRODUCTION

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases -Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supplychain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buycontinuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a worldclass supply base- Supplier Development - World Wide Sourcing

UNIT III SUPPLY CHAIN NETWORK

Distribution Network Design – Role - Factors Influencing Options, Value Addition – DistributionStrategies - Models for Facility Location and Capacity allocation. Distribution Center LocationModels. Supply Chain Network optimization models. Impact of uncertainty on Network Design -Network Design decisions using Decision trees

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact ofsupply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycleproducts -multiple item - multiple location inventory management. Pricing and RevenueManagement

UNIT V CURRENT TRENDS

Supply Chain Integration - Building partnership and trust in SC Value of Information: BullwhipEffect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile SupplyChains -Reverse Supply chain. Agro Supply Chains.

Text Books

1. Shah, J. (2009). *Supply chainmanagement—Text and cases*. Pearson Education.
2. Chopra, S., &Meindl, P. (2007). *Supply chainmanagement-strategyplanning and operation*, PHIlearning/Pearson Education.

Suggested Readings

1. Ballou, R. H. (2007). *Business logistics/supply chain management: planning, organizing, and controlling the supply chain*. Pearson Education India.
2. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain: concepts, strategies and case studies*. Tata McGraw-Hill Education.
3. Altekari, R. (2005). *Supply Chain Management-Concept and Cases*. PHI.
4. Shapiro, J. (2002). *Modeling the supply chain*. Thomson Learning, Second Reprint.
5. Wisner, J. D., Tan, K. C., & Leong, G. K. (2014). *Principles of supply chain management: A balanced approach*. Cengage Learning.

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MBA (I) 702 DATA ANALYTICS

Credit – 04

Teaching Objective

- To know various multivariate data analysis techniques for business research

Course Outcome: On completion of this course, the students will be able to:

CO1: Demonstrate a good understanding of various software used in business analytics and other related activities

CO2: Develop and in-depth understanding of how the statistical data is used using statistical software and spreadsheets

CO3: Display a better understanding statistical tools and performing them using popular software like, SPSS and MS Excel

CO4: Analyzing data looking at different situations

CO5: Perform the multivariate statistical tools also

UNIT I: INTRODUCTION

Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building

UNIT II: PREPARING FOR MULTIVARIATE ANALYSIS

Introduction – Conceptualization of research problem – Identification of technique – Examination of variables and data – Measurement of variables and collection of data – Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data – Testing the assumptions of multivariate analysis – Incorporating non-metric data with dummy variables.

UNIT III: MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS, AND CANONICAL CORRELATION ANALYSIS

Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function – Validation of the model. Factor Analysis: Definition – Objectives – Approaches to factor analysis – methods of estimation – Factor rotation – Factor scores – Sum of variance explained – interpretation of results. Canonical Correlation Analysis – Objectives – Canonical variates and canonical correlation – Interpretation of variates and correlations.

UNIT IV: MULTIPLE DISCRIMINANT ANALYSIS, CLUSTER ANALYSIS AND CONJOINT

Multiple Discriminant Analysis – Basic concepts – Separation and classification of two populations – Evaluating classification functions – Validation of the model. Cluster Analysis – Definitions – Objectives – Similarity of measures – Hierarchical and Non – Hierarchical clustering methods – Interpretation and validation of the model. Conjoint Analysis – Definitions – Basic concepts – Attributes – Suggested Readings – Ranking of Suggested Readings – Output of Conjoint measurements – Utility – Interpretation.

UNIT V: MULTI DIMENSIONAL SCALING AND ADVANCED TECHNIQUES

Multi Dimensional Scaling – Definitions – Objectives – Basic concepts – Scaling techniques – Attribute and Non-Attributes based MDS Techniques – Interpretation and Validation of models. Advanced Techniques – Structural Equation modeling – Basic concepts – Stages in SEM – Application of SEM in business research.

Text Book

1. Hair, F. J., Anderson, E. R., Tatham, L. T., & Black, C. W. (2005). *Multivariate Data Analysis*, Pearson Education, New Delhi.

Suggested Readings

1. Tabachnick, B. G., Fidell, L.S. (2012). *Using multivariate statistics*. (Vol. 5). 6th Edition, Pearson.
2. Johnson, R. A., & Wichern, D.W. (2005). *Applied multivariate statistical analysis*. Prentice hall, New Delhi.
3. Anderson, R. D., Seveency, J. D., & Williams, A.T. (2002). *Statistics for Business and Economics*. Thompson, Singapore.

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MBA (I) 707 EXCEL AND ADVANCED EXCEL

Credit – 02

Teaching Objective

- Through this course it is intended to familiarize the students with the concepts of MS-Excel along with its practical use.

Course outcomes: after completion of this course, student will be able to:

CO1: Understand the use of MS-Excel in different statistics.

CO2: Apply mathematical functions, Date function and text function.

CO3: Design our own formula according to the need using conditional, mathematical and logical operator.

CO4: Explore which chart is suitable based on the data in excel to represent the report in more understandable format.

CO5: Implement Lookup, pivot table, filter, sorting to make the search more faster.

CO6: Analyse data by using Anova, Correlation, Covariance, Descriptive Statistics, Histogram and so on.

UNIT I: INTRODUCING SPREADSHEET

Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data.

UNIT II: SPREADSHEET BASIC

Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; Suggested Readings between worksheets. Time and date calculations: Dates; Times and Duration; Date and Time functions; Date & Time custom formatting.

UNIT III: RANGES AND FUNCTIONS

Creating named ranges; Using named ranges; Google Sheets. Different type of Charts. Controls in Ms-Excel, Macros, Working with formulas/functions: Lookup and Suggested Readings Functions, Logical Functions, Database functions, Date and time functions, Information functions, Math and trigonometry Functions, Statistical Functions.

UNIT IV: CONDITIONAL FORMATTING

Using Conditional formatting. Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting. Creating new rules and managing existing rules Data Sorting and Filtering: Sorting data A-Z and Z-A, Using Filters to sort data, Advance filtering options Pivot tables, Creating Pivot tables and using pivot table options, Changing and updating data range, Formatting Pivot table and making Dynamic Pivot Tables Pivot Charts: Changing and updating Data Range, Types of pivot charts and their usage, Formatting pivot charts and making Dynamic Pivot Charts, producing reports with a pivot table.

UNIT V: ANALYZING DATA WITH THE ANALYSIS TOOL PAK

Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, T-test, Z-test

Text Books

1. Harvey, G. (2015). *Excel 2016 All-in-one for Dummies*. John Wiley & Sons.
2. Alexander, M., Decker, J., & Wehbe, B. (2014). *Microsoft Business Intelligence Tools for Excel Analysts*. John Wiley & Sons.

Suggested Readings

1. Bucki, L. A., Walkenbach, J., Alexander, M., Kusleika, R., & Wempen, F. (2013). *Office 2013 Bible: The comprehensive tutorial resource* (Vol. 808). John Wiley & Sons.
2. Winston, W. (2016). *Microsoft Excel Data Analysis and Business Modeling*. Microsoft press.

Paul D
R Banerjee
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MBA (I) 708 APTITUDE AND MOCK INTERVIEW

Credit – 02

Teaching Objective

- To develop his course is taught to students to prepare them for placements

Learning outcome

- Students will be able to solve aptitude test that are conducted in selection process

UNIT I

Percentage (Basic + Advance), Profit and Loss, Simple Interest, Compound Interest

UNIT II

Ratio and Proportion, Partnership, Allegation and Mixture, Average, Age

UNIT III

Time, Work, Speed and Distance, Train

UNIT IV

Inequality, Data Interpretation, Inequality and Statistics

UNIT V

Basic rule (square root and cube root), Series, Analogy, Mensuration, Algebra, Basic Arithmetic

Mock Interview: Mock interview will be conducted by external experts from industry. Students will be trained with all three types of interview methods i.e. Face-to-face, telephonic, skype

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MBA (I) 709 MAJOR RESEARCH PROJECT PART I**Credit – 02****Teaching Objective**

- To develop deep understanding of basic research methods and its application to solve various business problems.

Course outcomes: after completion of this course, student will be able to:

- After going through the course, the student will be able to formulate research problems and evaluate alternative approaches to research.

1 Introduction

- 1.1 Conceptual Framework
- 1.2 Review of literature
- 1.3 Rationale
- 1.4 Objectives

2 RESEARCH METHODOLOGY

- 2.1 The study
- 2.2 The sample design
- 2.3 2.2.1 Population
- 2.3 2.2.2 Sample size
- 2.3 2.2.3 Sample element
- 2.3 2.2.4 Sampling technique
- 2.4 Tools to be used for Data collection
- 2.5 Tools to be used for Data Analysis,

3. CHAPTER SCHEME FOR MRP REPORT

Suggested Readings (in APA format)

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Part 1

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MBA (I) 801 GOODS AND SERVICES TAX

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Goods and Service Tax.
- The course aims to acquaint the Benefits of implementing GST.
- The course aims to acquaint the role of technology in GST.

Course Outcomes: On completion of the course the students will be able:

- CO1: To explain the structure of GST, analyze the benefits of GST and Distinguish the earlier indirect tax system and present indirect tax system (GST).
- CO2: To describe the functions, powers and structure of GST Council and GSTN and Define basic concepts and terms under CGST, SGST (M.P.), and IGST act.
- CO3: To understand the provisions of levy and collection of GST and describe the provisions, types and procedures of registration and assessment of tax and tax liability under GST.
- CO4: To describe the provisions of reverse charge mechanism and composition scheme of levy and explain importance and benefits of input tax credit and know the role of technology in GST.
- CO5: To compute the assessable value of transactions related to goods and services for levy and determination of custom duty liability.

UNIT I: INTRODUCTION OF INDIRECT TAX

Meaning, features, objectives, types of indirect tax- Central excise duty: Concept, salient feature, importance, ad-valorem duty central sales: Concept, salient feature, importance Value added Tax (VAT): Concept, salient feature, importance service tax: Concept, salient feature, importance.

UNIT II: GST (INTRODUCTION)

Introduction to GST: Meaning Objectives and basic schemes of GST, salient features, subsuming of taxes, Benefits of implementing GST, Constitutional amendments, Structure of GST (Dual Model). GST Council- structure, powers & Functions, Provisions for amendments. GST Acts- CGST, SGST (M.P.), and IGST act

UNIT III: PROCEDURES & LEVY UNDER GST

Registration under GST: Procedure for registration, Types of registration, Special provisions for casual taxable persons & non-resident taxable persons, exempted goods & services/rates of GST. Procedures relating to levy: CGST & SGST: scope of supply, tax liability on mixed & composite supply, time of supply of goods & services, value of taxable supply- Computation of taxable value & tax liability. Procedure relating to levy: IGST: Inter-state supply, Intra-state supply, zero rate supply, value of taxable supply- Computation of taxable value & tax liability, Input tax credit: eligibility, apportionment, inputs on capital goods, distribution of credit by input service distributor (ISD)- transfer of input tax credit- simple problems on utilization of input tax credit

UNIT IV: ASSESSMENT & RETURNS

Furnishing details of outward & inward supply, first return, claim of input tax credit, matching reversal and reclaim of input tax credit, Annual return and Final return, Problem of Assessment of tax and tax liability.

GST and Technology: GST Network: Structure, vision & mission, powers & functions. Goods & Service tax Suvidha providers (GSP): Concept, framework & Guidelines & architecture to integrate with GST system, GSP eco system.

UNIT V: CUSTOM DUTY

Introduction & nature, types of custom duty, provision of import & export, valuation of rules, transaction value & assessable value, computation of assessable value and calculation of custom duty.

Text Books

1. Khatoon, C.M., Kumar, N., & Venkatesh, S. N. (2017). *Goods and service tax*. Himalaya publishing house
2. Swain, A. K., & Agrawal, G. P. (2018). *GST concepts and application*. Himalaya publishing house

Handwritten signatures and initials in blue ink, including 'Naini', 'Ranajee', and others.

Suggested Readings

1. Modi, & Gupta (2019). *Goods and servicestax (GST)*. In SahityaBhawanpublicationdepot
2. Mehrotra, H.C., & Agarwal, V. P.(2019). *Goods and servicestaxGST*. In SahityaBhawan Publication house
3. Joseph Thoomkuzhy, r. T., DrJaya Jacob, M., & Mariam Chacko, MsC.(2017). *GSTtheessentials of goods and servicestax*. Himalaya Publishing House

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MBA (I) 802 TOTAL QUALITY MANAGEMENT

Credit – 04

Teaching Objective

- To learn the quality philosophies and tools in the managerial perspective

Course Outcomes: On completion of the course, students will be able to:

- CO1: learn general concept of quality, contribution of quality Gurus in the field of quality, dimensions of product and service quality and how to frame vision statement, mission statement and quality policy for the organization.
 CO2: Understand basic concept of total quality management, its evolution, importance of continuous improvement, strategies of continuous improvement, what are the 7 old and new management tools and how to apply them to solve the business problems, they also able to learn use of total productive maintenance.
 CO3: Analyze the concept of quality circle and how to use this to improve the quality in the organization, and they also able to learn concept of quality function deployment, failure mode and effect analysis and Taguchi techniques.
 CO4: Demonstrated Leadership for quality management, TQM Road map and quality awards.
 CO5: Understand the concept of ISO, its different series of standard, its requirements, implementation, documentation, about EMS and its benefits, they also able to learn about Benchmarking, JIT, Six Sigma.

UNIT I: INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality

UNIT II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III: STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Total Quality Management (TQM). Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Benchmarking and POKA YOE

UNIT V: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles

Text Books

1. Besterfield, D. H., Besterfield, C., Michna, G. H., Besterfield, M. B., Sacre, H., & Urdhwarshie, R. U. (2011). *Total Quality Management* (revised 3rd ed). Pearson Education
2. Shridhara Bhat, K. (2002). *Total Quality Management—Text and cases*, Himalaya publishing house (1st ed).

Suggested Readings

1. Montgomery, D. C. (2008). *Introduction to statistical quality control*, Wiley (student ed) (4th ed). Wiley India, Pvt. Limited.
2. Evans, J. R., & Lindsay, W. M. (2005). *The management and control of quality* (6th ed). Thomson.

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MBA (I) 807 DATABASE MANAGEMENT SYSTEM USING MS ACCESS

Credit – 02

Teaching Objective:

- Through this course it is intended to familiarize the students with the concepts of MS-Access along with its practical use.

Course Outcomes: After completion of this course, students will be able to:

- CO1 Understand how Access is used and how to navigate around it
- CO2 Design and create a database
- CO3 Modify the structure of an existing table, add records to a new table
- CO4 Working with the records in a database table
- CO5 Sorting and filter records in a table
- CO6 Create simple and effective queries, meaningful reports from tables, and create and use forms

UNIT I

Basics of RDBMS, Access Basics

UNIT II

Design a Database, Build a Database, Working with tables

UNIT III

Work with Forms, Sort, Retrieve, Analyze Data

UNIT IV

Working with Query, Work With Reports

UNIT V

Access with Other Applications, Manage an Access Database

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MBA (I) 808 APTITUDE AND MOCK INTERVIEW

Credit – 02

Teaching Objective

- The objective of this course is to prepare students for placements

Course outcomes: after completion of this course, student will be able to:

- Students will be well versed with all the stages of placement process

UNIT I

Verbal Reasoning: Coding-Decoding, Blood Relation, Distance and direction, order and ranking, sitting arrangement, puzzle, data sufficiency, alphabetical series

UNIT II

Analytical Reasoning: Inequality, Syllogism

UNIT III

Logical reasoning: Statement and Course of Action, Statement and assumption, cause and effect, statement and argument

UNIT IV

Non Verbal reasoning: Series analogy, Dice, Figure, count, missing term; Classification: Add, one out, cube and cuboids

UNIT V

Mock Interview: Mock interview will be conducted by external experts from industry. Students will be trained with all three types of interview methods i.e. Face-to-face, telephonic, skype

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MBA (I) 809 MAJOR RESEARCH PROJECT PART II

Credit – 02

Teaching Objective

- To develop deep understanding of basic research methods and its application to solve various business problems.

Course outcomes: after completion of this course, student will be able to:

- After going through the course, the student will be able to formulate research problems and evaluate alternative approaches to research.

The Format of report is as follows:

Front Page

Declaration

Certificate

Acknowledgement

Content Page

Chapter 1: Introduction

- 1 Conceptual Framework
- 2 Literature Review
- 3 Rationale
- 4 Objectives

Chapter 2: Research Methodology

- 1 The Study
- 2 Sampling design
- 3 Tools used for data collection
- 4 Tools used for data Analysis

Chapter 3: Results and Discussion

Chapter 4: Suggestions and Implications

Chapter 5: Summary

Chapter 6: Conclusion

Suggested Readings (in APA format)

Annexure

****Note:** The report should be written in Times New Roman Format only with major headings in 16 font size, sub headings in 14 font size and rest of the matter in 12 font size. Line Spacing should be 1.5 with left indentation 0.4 and right indentation 0.3. Paragraph Spacing should be (before 12 and after 0).

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MBA (I) 904 PLACEMENT PREPARATION




Credit – 01

Teaching Objective

- To prepare students for campus placement as well as industrial project

Course outcomes: after completion of this course, student will be able to:

- Students will be able to learn how to appear and participate in group discussion and interviews.

Paul @ 



MBA (I) 905 WEBSITE DEVELOPMENT

Credit - 01

Teaching Objective

- To understand how to plan and execute a website.

Course outcomes: after completion of this course, student will be able to:

- Learn techniques of web designing and use of website development tools to enhance design.

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MBA (I) 1004 CASE WRITING

Credit – 01

Teaching Objective

- After going through the course, students will be able to identify and establish an issue/problem which organisations are facing.

Course outcomes: after completion of this course, student will be able to:

- The course will inculcate diagnostic skills and critical thinking among the students.

Naresh, *Paul*, *Sans*, *Shad*

MBA (I) 1005 MANAGEMENT BLOG WRITING

Credit – 01

Teaching Objective

- To help students in presenting their own management thoughts in the form of blogs.

Course outcomes: after completion of this course, student will be able to:

- The students will be able to identify how the blog writing differs from other forms and styles of writing.

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MBA (I) 901& 1001 INDUSTRIAL PROJECT REPORT (Complete Process)

Credit – 12

Teaching Objective

- Exposing the students to actual working environment and enhance their knowledge and skill from what they have learned in the institute.
- To instill the good qualities of integrity, responsibility and self confidence among the students.

Course outcomes: after completion of this course, student will be able to:

- The students will be to develop understanding about real functioning of an organisation.
- The students will also be able to gain experience of six months in their specialisation area which will help them in taking future job roles.

CONTENT

1. Introduction
2. Instructions for Industrial Project
 - a. Registration with Training and Placement Department
 - b. Selection of Source for Industrial Project
 - c. Registration of Topic
 - d. Daily/weekly work report
 - e. Evaluation of Report
 - f. General Instructions
 - g. Disciplinary Control
 - h. Pre Training Instructions
 - i. Instructions during Industrial Project
 - j. Post Training Instruction
 - k. Expenses
 - l. Contact Address and Number
3. Types of Report
 - a. General Report
 - b. Research Based Project
4. Guidelines for Report Writing and Submission
5. Steps in Industrial Project
6. Important Dates for Industrial Project Program
7. Checklist for the submission of Industrial Project report

Annexure

- a. Registration form for Industrial Project (Annexure 01)
- b. Permission letter for Own Source Training (Annexure 02)
- c. Topic Registration form (Annexure 03)
- d. Daily Report format for Student (Refer Performa No. 05)
- e. Weekly Report Format for Student (Refer Performa No. 06)
- f. Students Performance Evaluation Form By Industry Guide (Refer Performa No. 07)
- g. Students Performance Evaluation Form By Faculty Guide (Refer Performa No. 08)
- h. Performa for Industry Certificate (Refer Performa No. 04)
- i. Performa for Faculty Guide Certificate (Refer Performa No. 03)
- j. Performa of Title Page (Refer Performa No. 01)

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- k. Performa for Declaration (Refer Performa No. 02)
- l. Undertaking for the submission of Training Certificate (Refer Performa No. 08)

Introduction

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Introduction to Internship

The internship enables the students to understand, how the theoretical knowledge can be applied to the practical situations. Internship is a scheme of arrangements, requiring a student to work in an organization for a specific period of 6 Months

1.2 Objectives of Internship

Internship has certain specific objectives such as to:

- ☐ Training to develop genuine understanding about functioning of organization
- ☐ Apply management knowledge to practice
- ☐ Improve personal skills i.e. organizational analysis, financial analysis, marketing analysis etc.
- ☐ Improve report writing skills,
- ☐ Helps to develop concrete plans, including long and short-term action plans, along with financial details.

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Selection of an Organization for Internship

A student is advised to select an organization for internship pertaining to the field of specialization. A student can focus his/her study in the field of specialization such as finance, marketing, Human Resources and International business and in addition to this need to do an overall management/organizational review.

1. General Instructions for Industrial Project

a. Registration with Training and Placement Department (ANNEXURE NO.01)

- Training and placement department will not consider name of any student for Industrial Project who have not registered with the department.
- No registration form without the approval of the head of the institution will be entertained after the last date for the submission of registration form.
- Students are strictly advised to fill their correct details in the registration form as these details will be forwarded to different organizations for the purpose of Industrial Project interview process.
- PSuggested Readings given by the students in the registration form will be considered final; no corrections will be allowed in pSuggested Readings after submission

b. Selection of Source for Industrial Project

- Student can prefer Institute or own source for their Industrial Project. If a student selects own source he/she has to take approval of training and Placement department a month prior to the Industrial Project in the enclosed format (ANNEXURE- 2)
- A student prefers Industrial Project through his/her own source the Training and Placement department will not be responsible for any promise made by the organization about stipend, certificate or any other facilities by the organization.
- Students going for Industrial Project through Institute source are advised to confirm their name and the organization allotted from training and placement department and receive a copy of allotment letter before proceeding for the Industrial Project.

Handwritten signatures and initials:

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Paul
R. Banerjee
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S. S. S.

c. **Registration of Topic**

- Student are advised to get approval of their topic of Industrial Project report from training and placement department on or before the last date for registration given by department on enclosed format (**Annexure- 3**)
- Two students from the same organization and same specialization will not be permitted to take same topic for their Industrial Project report. The student registering first ever register earlier will be permitted to make his/her report on the topic others will have to change his/her topic before the last date of registration.
- Once the topic is approved by Training and Placement department no changes will be accepted at the time of report submission. If the student wants to make any change in the topic after registration, they have to take approval from faculty / Industry guide for the change.

d. **Daily / Weekly work report**

- a. Students are advised to fill their daily work report on their own at the end of every training day. They can mark holidays and Sundays in the sheet. (**Performa No.05**)
- b. Students need to send their weekly report to their respective faculty guides to facilitate them to evaluate your Industrial Project work in progress. (**Performa no.06**)
- c. In daily report students have to give brief report of their every day work whereas in their weekly report they can explain the working of whole week in summarized form so, that the faculty guide will be able to evaluate the progress.
- d. Copy of both; daily work report and weekly work report's required to be included as an annexure to the training report. Without enclosing these reports Industrial Project report will not be considered as complete and therefore will not be accepted by training and Placement department.

e. **Evaluation of Report**

- b. Following Parameters will be considered by Faculty Panel Members for the Evaluation of report
 - a. Reporting to the faculty Guide during Industrial Project via email, telephone or any other preferable mode mutually decided by the student and faculty guide.
 - b. Seriousness in preparing the Industrial Project report
 - c. Originality of the report
 - d. Feedback from Industry
 - e. Feedback from Faculty Guide
 - f. Weekly or Daily work Sheet
- c. The student will have to appear in n internal viva after the submission of their Industrial Project report. There will be an external viva for Industrial Project at the end of second semester.

f. **General Instruction**

The students will:

- Carry their student ID at all times and wear identification and/or uniforms as directed by the Industrial Project organization.
- Adhere to all by-laws, rules, regulations, policies and procedures of the placement department including any dress codes
- Keep notes on the job details announced. These are useful at the time of interview for Industrial Project placements .
- Prepare fully for appearing the various Written Tests, Group Discussions and Interviews, particularly in respect of the specific company for which they are appearing.
- Study the website of the company & their competitors before every Interview Process.

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- Students shall not negotiate with the employer about salary/ Stipend and other terms different from what is announced earlier at the time of pre placement talk, unless the announcement specifies that the salary is negotiable.
- While attending interviews, students must be punctual and come in Uniform only.
- Keeping the company's convenience in view, selection processes may take place in any city/town in the country. The students may be required to travel and attend the same. The T&P shall pass on the information received from the organization to the concerned students. The students are expected to make their own travel and other arrangements.
- The impact of the 81ehaviour exhibited by the interviewees has at times reduced the summer placement opportunities available to future batches of students in the organization. Irresponsible 81ehaviour, such as efforts to "market" oneself, derogatory remarks about other candidates or the Institute/University, negotiations other than those purported under the due process, will be seriously viewed.
- The students must observe and adhere to all codes of conduct rules specified by T&P. While answering questions in the interview, students should observe decorum. They should abstain from making any kind of derogatory remarks about others.
- The things you should carry for an interview are
 1. A notepad to take notes or jot down information.
 2. It is advisable to use portfolio notebook that includes a notepad, penholder, file pocket and passport size photograph.
 3. A good pen or pencil
- Sometimes organizations, at the time of their campus interviews, may inform the T&P that they are interested in screening more candidates. Then the T&P will ask other interested students to apply immediately and the students may have to submit their resumes at short notice. Making several copies of the resume in advance is, therefore, desirable.
- The student should inform T&P department if they have earlier applied for the same company on their own.
- The students must update their mobile numbers email IDs and addresses in all the records of the institute such as Placements, academics, admissions, examination etc. in order to get timely and appropriate communication. The students have to register for each company separately.

g. Disciplinary Control

- i. Training and Placement department has authority to withdraw the Industrial Project of any student at any time if
 1. The student misbehaves with any of the industry person or faculty guide at any point of time during Industrial Project
 2. If the student is not available in the organization allotted to him/her at any point of time without information
 3. Plagiarism(Copying of text from other report, website or books etc.) in the report will not be accepted
- ii. If the student will not attend any interview or selection process after registration then he/she will be debarred from the whole Industrial Project process
- iii. Suggested Readings given by the student for doing Industrial Project will not be changed in any case
- iv. Students are not allowed to switch organization after allotment from the Training and Placement department if any student change organization without the permission of training and placement department do such activity then his/her training will not be considered.
- v. If a student uses any derogatory remarks for Institution or Organization the matter will be referred to disciplinary committee for appropriate action.
- vi. Students are also advised to adhere to the dates given to them for different stages in the Industrial Project process like last date for submission of permission letter from

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organization, Submission of registration form, submission of topic approval form etc. Failing to adhere to time frame student have to pay fine as per the guidelines of the institute.

h. Pre Training Instruction

- a. Contact your faculty guide for detailed instructions before proceeding for training
- b. Exchange your contact details with your faculty guide so, that you will be able to contact your faculty guide for any guidance or support in your Industrial Project.
- c. Discuss the topic given by your Industry guide with the faculty guide or vice versa and get the approval of topic from training and placement department in the prescribed format attached with this manual.
- d. Topic registration after the given date will not be possible.
- e. In case your topic matches with another student who have registered his/her topic previously then you have to make amendments in the topic after discussing with your faculty or industry guide.
- f. You are advised to cross check before leaving for the training that you have collected your training letter, name of contact person and address for the reporting office, approval or selection letter for Industrial Project from Training and placement department.

i. Instructions during Industrial Project

- a. Do not misbehave with any of the Industry person. If Training and Placement department receives any such complaint from the industry then the concerned student's Industrial Project will be withdrawn from the organization and the student will have to go for his/her Industrial Project again.
- b. Do not enter into the department of the organization where organization does not want you to go
- c. Do not take any unapproved leave during your Industrial Project.
- d. Be in regular contact with your faculty guide during the Industrial Project so, that you can get regular guidance for the project report.
- e. You have to submit six weekly reports to your faculty guide in the attached format through email. If you fail in submitting weekly reports on time faculty guide may not accept your Industrial Project report
- f. This being your first Industrial Project, you are expected to have a general idea of each and every aspects of the industry; therefore you can request the officer concerned to post you to all the departments and every functional area of the organization. You will still carry out a project report on your specialization only.
- g. You are advised to maintain absolute secrecy of the information you get about the organization.

j. Post Training Instruction:

Students are advised to report in the Institute to the faculty guide in three working days after the completion of their Industrial Project; however if not be able to do so you can report the placement cell via telephone or email. If a student will not follow these guidelines then their attendance for these days will not be considered.

k. Expenses:

Students will have to bear all the expenses of Industrial Project including travel, food, stay etc. He/She may, however accept facilities voluntarily provided by the organization.

l. Contact Address and Phone

In case of need or guidance contact via email or call Placement cell on the below address Training and Placement Department

Naidu

R Banerjee

[Signature]

Prestige Institute of Management, Gwalior
 Opp. Deendayal Nagar, Airport Road
 Gwalior 474020
 Ph. 0751-4097000; +91-9827057488
 Email: Placement@prestigegwl.org; Abhay.dubey@prestigegwl.org

1. Types of Internship Project Reports
 Students who are undergoing Industrial Project; are allowed to prepare one of the two types of internship reports i.e. General report or research based project. Format for both the reports are given below

A. FORMAT FOR GENERAL REPORT

B. FORMAT FOR RESEARCH BASED REPORT

CHAPTER -1

- g. History of the Organization & Objectives of the organization
- h. Organizational Structure
- i. Financial Performance (Including quantitative aspects) & position, Costing methods and analysis of statements
- j. Personnel: Recruitment process, Personnel Policies, Training and Development and welfare activities
- k. Productions/ operations: products/ services offered, lay out of the facility, quality control, materials planning & control future plans
- l. Marketing : areas of operations, competitors, market share, advertising & sales promotion

CHAPTER-2

- a. Strengths and weakness' of the organization
- b. Suggestions : discuss with management
- c. Any other special point observed by you

CHAPTER 3: INTRODUCTION

- a. Introduction of the Topic and Variables
- b. Review of Literature

CHAPTER 4: RESEARCH METHODOLOGY

- a. Objectives of the Study
- b. The Study Design
- c. The sample design
- d. The Tools (1) For Data Collection (2) For data analysis

CHAPTER 5: RESULTS AND DISCUSSION

CHAPTER 6: SUGGESTIONS, IMPLICATIONS AND CONCLUSION

REFERENCES

ANNEXURE

2. Guidelines for Writing Internship Report

1. **Page:** Page should be of A4 size. Paper weight should be of 75 gram.
2. **Font Style:** Times New Roman.
3. **Font Size:**
 - a. 16 for Main Heading
 - b. 14 for Sub Heading
 - c. 12 Running Text
4. **Justification:** The whole document must be fully (left + right) justified.
5. **Spacing:** The body of the report should have 1.5 line spacing.
6. **Margin:** 3cm all round.
7. **Paragraphs and Sections:** Extra blank line before and after every section and subsection. Paragraphs

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 Naini
 R Banerjee
 [Other illegible signatures]

must be separated by blank line. Paragraphs must be justified.

8. **Headings & Subheadings:** All headings and their subheadings should be properly formatted using heading rules.
9. **Punctuations:** Space after each punctuation mark (such as ; , , etc)
10. **Page Numbering:** Every page should be numbered. The page numbers should start with 1 from the first page of your chapter 1. All the pages before the first chapter should be given Roman numbers (i, ii, iii, etc.)
11. **Spelling & Grammar Check:** Apply Spelling & Grammar check feature of MS word on whole document (report).
12. **Separators:** Separators are required after the Completion of Every Chapter of the report in Times New Roman font with font size of 42 and Bold
13. **Borders:** Border in the Pages will not be allowed
14. **Referencing Style:** APA

STEPS IN Project Report

Step 01: Registration with Training and Placement (**Annexure – 1**)

Step 02: Approval of the Industry and Submission of Confirmation Letter if Student is going through their own source (**Annexure – 2**)

Step 03: Student will appear in the Industrial Project Selection process of Various Organization

Step 04: List of Faculty guide Allotment with allotted organization will be displayed by the Training and Placement department

Step 05: Student will Collect Training Letter from the Training and Placement Department

Step 06: Student Will Report to Faculty Guide before Leaving for the Organization

Step 07: Registration of the Industrial Project Topic with Faculty Guide (**Annexure – 3**)

Step 08: Preparation of Industrial Project report in the guidance of Industry and Institute guide

Step 09: Submission of Project with the Approval of Faculty Guide along with Training Certificate.

Step 10: Internal Viva of Industrial Project will be scheduled by Training and Placement Department.

Step 11: External Viva will be taken by Examination Department

IMPORTANT DATES FOR Project report

All the students going for Industrial Project are strictly advised to adhere to the time schedule mentioned below for the successful completion of their Industrial Project.

S.NO.	Assignment	Date	Remark
1.	Registration with Training and Placement Department for Industrial Project	Within first two weeks from the date of starting of 2 nd semester Classes in PG Course and 4 th semester in UG Course	After the last date of registration student have to pay a fine of Rs. 10 per day for next 15 days. After that no registration will be entertained by the Training and Placement Department
2.	Approval and submission of Approval for Industrial Project through own source	30 days prior to from the date of Industrial Project starting will Start	After this no such application will be entertained by Training and Placement Department
3.	Registration of Topic for Industrial Project Report	In the first week of Industrial Project or the date given by Training and	after the given date students will have to pay a

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		Placement department (Through Email or by sending a scanned copy of this form)	fine of Rs. 10 per day for next 15 days; after that no registration will be entertained by the Training and Placement Department
4.	Submission of Industrial Project Report to Training and Placement Department	After 30 working days from the last date of Industrial Project	After the given date students will have to pay a fine of Rs. 20 per day till the date of Internal Viva. After the viva no files will be accepted by Training and Placement Department

CHECK LIST FOR PROJECT REPORT

1. Title Page (Refer Performa no. 01)
2. Declaration (Refer Performa no. 02)
3. Certificate by Faculty Guide (Refer Performa no. 03)
4. Certificate by Industry (Refer Performa no. 04)
5. Acknowledgement
6. Report (General or Research Based project)
7. Annexure
8. Daily work Sheet (Refer Performa no. 05)
9. Weekly work Sheet (Refer Performa no. 06)
10. Feedback from Industry Daily work Sheet (Refer Performa no. 07)
11. Feedback of Faculty Guide
12. Undertaking for the late submission of training certificate (Refer Performa no.08)

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(ANNEXURE NO. 01)

Name of the Student:

Course:

Section:

Mentor Name:

Home Town:

Scholar No. :

Section. :

Specialization:

Percentage 10th:Percentage 12th:

Percentage/ course Graduation:

Experience If Any:

Mobile No. :

Email ID:

PREFERRED LOCATION FOR INDUSTRIAL PROJECT:

(Student can give any three locations in the sequence of Suggested Readings for Industrial Project)

1.

2.

3.

4. PAN INDIA

SOURCE FOR INDUSTRIAL PROJECT:

1. OWN SOURCE

2. INSTITUTE

IF OWN SOURCE THEN:

1. Name of the organization:

2. Name of concerned Person:

3. Designation:

4. Location:

Note: Student is Supposed to submit the Consent form from the Organization if he/ She is interested to do Industrial Project from their own source till 15th May 2016 in the prescribed format by Training and Placement Department.

Date:

Name and Signature of the Student

PERMISSION LETTER FOR OWN SOURCE
(ANNEXURE NO.02)

To,
The Director
Prestige Institute of Management
Gwalior

Subject: Approval for Own Source Industrial Project

Respected Sir,

With Reference to the above subject myself S/o D/O
..... From MBA/ BBA/ B.com semester would like to request you to kindly permit me
to finalize Industrial Project through my own source. Details of the Organization are mentioned below:

- a. Name of the Organization
- b. Industry:
- c. Location :
- d. Concerned Person:
- e. Designation of Concerned Person:
- f. Contact No:
- g. Email ID Kindly permit me for the same.

Thanks and Regards,

Date:

Yours Sincerely

Name and Signature of the Student

Encl: Approval Letter from the Organization

APPROVED/NOT APPROVED
(Director)

Handwritten signatures and initials in blue ink:
 1. A large signature at the top left.
 2. A signature below it, possibly "R. Banerjee".
 3. A signature to the right, possibly "S. Singh".
 4. A signature below that, possibly "S. Singh".
 5. A set of initials at the bottom center.

PROFORMA FOR CONSENT LETTER FROM ORGANIZATION
(ON the Letter Head of the Organization)

To,
The Director
Prestige Institute of Management,
Gwalior

Subject: Approval for doing Industrial Project from our Organization

Respected Sir,
With Reference to the above subject kindly note that we have given our consent to
.....(Student Name) from(Course and Semester) from
Prestige Institute of Management, Gwalior for doing his/ Her Industrial Project from our Organization. Kindly note
that Duration for the same will be (Starting Date) to
.....(Last Date for Industrial Project) in
Department.

Kindly consider.
Thanks and Regards,

Date:

.....
Authorized Signatory along with Seal of the Organization

Paul
R Banerjee
[Signature]
[Signature]

REGISTRATION OF TOPIC FOR INDUSTRIAL PROJECT
(ANNEXURE NO. 03)

To,

Training and Placement Department
Prestige Institute of Management
Gwalior

Sub: Registration of Topic for Industrial Project Report

Respected Ma'am

With Reference to the above subject Kindly note that my Topic for Industrial Project report is

(Topic)

Looking at the area of my specialization above topic was approved by my Industry/ Faculty guide . I would like to request you to kindly register my topic for the same so, that I will be able to start working on my Industrial Project work .

Thanks and Regards,

Date:

Sincerely Yours

Name of the Student:

Course:

Batch:

Section:

Specialization:

APPROVED/ NOT APPROVED
(Training and Placement Department)

Note: Topic registration should be done by the student in First week of their Industrial Project or the date given by Training and Placement department (Through Email or by sending a scan copy of this form) after the given time no topic registration will be done by department.

Paul
R Banerjee
[Signature] *[Signature]*

(PERFORMA NO. 01)

Performa for the cover page of the Project Report

A PROJECT REPORT

ON

(Title of the Project)

AT

(NAME AND PLACE OF THE ORGANIZATION)

Submitted to

Jiwaji University

Gwalior

For the partial fulfillment of the award of Master of Business Administration/ Bachelor of Business Administration /

Bachelor of commerce

(Batch Year)

Submitted BY

(Name of the Student)

(LOGO PIMG)

PRESTIGE INSTITUTE OF MANAGEMENT, GWALIOR (M.P.)

Paul
R. Banerjee
Paul
MP

(PERFORMA NO.02)

Declaration by the Candidate

I hereby declare that the training report entitled,
 submitted by me to Prestige Institute of Management, Gwalior in fulfillment of
 the requirement for the award of masters of Business Administration is a record of my original work carried out by
 me under the guidance of..... I, further declare that the work
 reported in this report has not been submitted, and will not be submitted, either in part or in full, for the award of any
 other degree or diploma of this University or to any other institute or university.

Date:

Place:

Signature of the candidate

(Name of the Candidate)

(PERFORMA NO.03)

CERTIFICATE FROM FACULTY GUIDE

This is to certify that Mr./ MS. Student of program has completed his/her Industrial Project
 of Weeks from to And prepared this
 report entitled

..... under my
 guidance.

His/ her performance during the training was excellent.

Date:

(Signature of Faculty Guide.....)

Name of Faculty Guide

Paul
R. Banerjee
[Signature]
[Signature]

CERTIFICATE OF TRAINING

(This Certificate is to be obtained on the official letter Head of the Organization)

(PERFORM NO. 04)

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. / Ms. a student of MBA/ BBA/ B.Com from
Prestige Institute of Management, Gwalior has undergone training in our organization from
to The topic of the project was

His/ Her performance during the training was excellent. We wish him/her in his/her future endeavors

Date:

Place:

Signature and name of the competent authority

Pankaj

R. Banerjee

S. Singh

S. Singh

[Signature]

DAILY WORK SHEET FOR PROJECT REPORT
(PERFORMA NO.05)

Name of the Student:
Course and Semester:
Batch :
Specialization:
Name of Industrial Project Organization:

Day	Date	Description of Work
1		
2		
3		

Name of the Faculty Guide:

Signature of Faculty Guide:

Remark:

Note: Student have to enclose this daily work report sheet with their Industrial Project report at the time of submission along with the signature of their Faculty Guide. Student will not be able to submit his/ her file to the department without the signature of faculty guide.

Paul
R. Banerjee
DR
DR

WEEKLY WORK REPORT FORMAT
(PERFORMA NO.06)

Name of the Student:

Course and Section:

Weekly report for (Duration of Week) :

WEEK	FROM	TO	DESCRIPTION OF WORK
1			
2			
3			

Thanks and Regards,

Yours Sincerely

(Name of the Student)

Paul

Sajal

Ranajee

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STUDENTS PERFORMANCE EVALUATION FORM
(To be filled by Industry Guide)
(PERFORMA NO.07)

Name of Student:
Duration for Industrial Project:
Department:
Course:
Batch:

You are requested to give your valuable feedback on following parameters on a scale of 1 to 5 where 1 indicates the strongly disagree for the statement and 5 indicates for maximum agreement for the student's performance who has undergone training in your valuable guidance.

Regularity and Punctuality during training
1 2 3 4 5

Openness for Learning and Acceptability of task allotted
1 2 3 4 5

Able to work in team
1 2 3 4 5

Behavior in the Organization
1 2 3 4 5

Quality in work allotted
1 2 3 4 5

Any other observation

.....
.....
.....

Date:
Place:

Name and Signature of Industry Guide

Paul
R Banerjee
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**UNDERTAKING FOR THE SUBMISSION OF TRAINING CERTIFICATE
(PERFORMA NO. 08)**

To,
The Training and Placement Officer
Prestige Institute of Management
Gwalior

Sub: Undertaking for the submission of training certificate

Respected Sir/ Ma'am

With reference to the above cited subject kindly note that I have not received my Industrial Project certificate from the organization . Kindly note that I will submit my Certificate on or beforefailing to which Training and Placement department have full authority to cancel my Industrial Project.

Kindly consider and Oblige.

Thanks and Regards,

Date:

Yours Sincerely

(Name and Signature of the Student)



(PERFOMA NO.09)
STUDENT EVALUATION FORM FOR FACULTY GUIDE

Name of the Student:

Course:

Specialization:

Section:

Batch:

Date and Day when student reported first time :

Kindly give feedback for the following points

1. Whether the student have reported before he/she proceeded for Industrial Project .

- a. YES
- b. NO

2. Whether the Student get the approval for Topic of Industrial Project

- a. YES
- b. NO

3. Kindly mark the performance of the student for following Parameters on a scale of 1 to 5

a. Regularity and Punctuality during training including reporting and submission of Weekly work report

1 2 3 4 5

b. Openness for Learning and Acceptability of task allotted

1 2 3 4 5

c. Able to work in team

1 2 3 4 5

d. Behavior

1 2 3 4 5

e. Quality in work allotted

1 2 3 4 5

Overall Remark on Student performance

.....
.....
.....

Date:

Place:

Name and Signature of Faculty Guide

Note: This evaluation sheet need to be enclosed with the report of the student at the time of submission.

Paul

R. Banerjee

Sam

[Signature]

[Signature]

MBA (I) MK 01- ADVERTISING AND BRAND MANAGEMENT

Credit – 04

Teaching Objective

- The aim of the paper is to acquaint the students with concepts and techniques of advertising and branding. The syllabus will help students learn the application of concepts for developing an effective advertising program as well as developing a brand

Course Outcomes: On completion of the course, the students will be able to:

- CO1: Understand the concepts of advertising management, functions and classification of advertising.
 CO2: Analyze the target audience and media along with measures of advertising.
 CO3: Learn about the advertising budget and department roles.
 CO4: Assess and evaluate advertising effectiveness.
 CO5: Learn the concepts of branding, communication and brand image.
 CO6: Understand how to manage the brand equity.

UNIT I: INTRODUCTION

The Field of Advertising Management, Concept, Scope, Objectives and Functions of advertising; The types and classification of advertising, major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion Role of advertising in marketing mix and the advertising process, Legal ethical and social aspect of advertising

UNIT II: PRE - LAUNCH ADVERTISING DECISION

Determination of target audience, Advertising media and their choice. Advertising measures. Layout of advertisement and advertising appeal, Advertising copy

UNIT III: PROMOTIONAL MANAGEMENT

Advertising department, Role advertising agencies and their selection, Advertising budget, Evaluation and Advertising effectiveness

UNIT IV: IMPORTANCE OF BRANDING

Basic Branding concepts – Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. Corporate branding; Major branding decisions. Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

UNIT V: MANAGING BRAND EQUITY AND LOYALTY

Brand Building in Different Sectors - Customers, industrial, retail and service brands, Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Text Books

- Aaker, D. A. (1985). *ETC.*, Advertising Management (4th ed). Public Health Institute
- Belch, G. E., & Belch, M. A. (2003). *Advertising and promotion*. New Delhi: Tata McGraw Hill

Suggested Readings

- David, O. (1985). *Ogilvy on advertising*. London: Longman
- Jones, & Philip, J. (1998). *What's in a brand*. New Delhi: Tata McGraw Hill
- Chunawalla, S.A. (2016). *Advertising, sales and promotion management* (6th ed). Mumbai: Himalaya Publishing House
- Mohan, M. (1989). *Advertising management: Concepts and cases*. New Delhi: Tata McGraw Hill
- Sandage, C. H. Burger, F. and Rotzoll, K. (1996), *Advertising Theory and Practices*. In A.I.T.B.S Publishers and Distributors. Delhi

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MBA (I) MK-02- CONSUMER BEHAVIOR

Credit – 04

Teaching Objective

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior

Course Outcomes: On the completion of the course, the student will be able to

- CO1. Memorize the concepts of consumer Behaviour.
- CO2. Identify and Explain factors which influence consumer behaviour.
- CO3. Apply internal dynamics in consumer behavior such as personality, perception, learning motivation and attitude
- CO4. Examine appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- CO5. Evaluate the various model of consumer behaviour

UNIT I

Introduction to Consumer Behavior: -Nature and Importance of CB, Application of CB in Marketing
Consumer Research Process: ,Various Methods and techniques of consumer research, Consumer Research Process, New developments in the field of consumer research.

UNIT II

Individual Determinants of CB:- Motivation: needs/motives & goals, dynamic; Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery, Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change

UNIT III

Group Determinants of CB:-Group influence: types of consumer relevant groups, factors affecting group influence, application of group concept. Family: Functions of family, family decision making, family life cycle (FLC), Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

UNIT IV

Communication and Persuasion:-Components of Communication, the Communication Process, Designing Persuasive Communication
Consumer Decision making Process:-Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

UNIT V

Models of CB: -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model Industrial Market & Consumer Behavior-Meaning, scope and characteristics of industrial buyer, Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

Text Books

1. Schiffman, L. G., & Lasar Kanuk, L. (2002). *Consumer Behaviour*. India: Pearson Education.
2. Peter, P. et al. (2005). *Consumer behavior and marketing Strategy*, Tata-McGrawhill, Indian edition (7th ed).

Suggested Readings

1. Kardes, F. R. *Consumer behaviour and managerial decision making* (2nd ed).
2. Assel (2008). *Consumer behavior—A strategic approach*, Biztranza.
3. Mittal, S. *Consumer behavior- A managerial perspective*, Thomson Asia (P) Ltd. (2003).
4. Abbael. *Consumer behavior: A strategic approach* (Indian edition 2005) Wiley 2012.
5. Hed, H. (2008) edition Wiley 2012. *Consumer behavior*.
6. Gupta, D. (2008) edition. *Consumer behavior* p. 2012. Chichester: Wiley.

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Naiti, Pankaj, R Banerjee, Dink, and others.

7. Prakash, S. (2012). *Theory of Consumer behavior* (1st ed). Vikas.
 8. Mukherjee, A., & Dubé, L. (2012). Mixing emotions: The use of humor in fear advertising. *Journal of Consumer Behaviour*. Cengage Learning, 11(2), 147–161. doi: [10.1002/cb.389](https://doi.org/10.1002/cb.389).

MBA (I) MK-03- SERVICE MARKETING

Credit – 04

Teaching Objective

- To understand the meaning of services and the significance of marketing the services

Course Outcomes: On completion of the course students will be able to:

- CO1: Understanding basics of services attribute in Global, Marketing Environment & Growth of Sector.
 CO2: Demonstrate all the determinants service marketing mix practically
 CO3: Examine the consumer behavior for the services with respect to Internal, External & Interactively
 CO4: Evaluate the Service quality model and learn to increase service quality & Productivity
 CO5: Analyzing complete Customer orientation & customer satisfaction, service recovery in the service sector.

UNIT I

Growth and Importance of Services: Service Industry-Global Issue, Service Marketing Environment, Growth of Service Sector

Basics of Services:

Service Concept, Characteristics and Classification, Challenges & Strategic Issues in Service Marketing, Good-Services Continuum, Segmentation, Targeting and Positioning of Services

UNIT II

Service Concepts: Industrial Services

Marketing Mix in Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III

Service Management Process: Internal, External and-Interactive Consumer Behavior in Service. Encounter; Organization Behavior in Services

UNIT IV

Concept, Dimensions and process: Service quality models (Gronroos, Lovelock and Parsuraman) Application and Limitations, Productivity in Services.

Demand Management in Services: Managing Service quality and Productivity

UNIT IV

Customer Focus: Creating the Right Service Philosophy, Fundamental of Customer Satisfaction, Understanding Customer Service, Monitoring and Measuring Customer Satisfaction, Handling Complaints Effectively, Service Recovery

Text Book

1. Rampal, M.K., & Gupta, S.L. (2006). *Service marketing concepts, applications and cases*

Suggested Readings

1. Zeithmal, & Bitner (2010). *Service Marketing (SIE)*, 4th Tata McGraw Hill
2. Hoffman. (2008). *Marketing of service 1st*. Cengage Learning.
3. Lovelock, W. (2001). *Principles of Service marketing and Management*. Prentice Hall
4. Chowdhary, N. (2005). *Journal of Services Marketing*. India: Macmillan
5. Verma, H.V. (2011). *Services marketing: Text and cases*. Pearson Education

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MBA (I) MK-04-DIGITAL MARKETING

Credit – 04

Teaching Objectives: This course will help students to

- Rethink marketing in the evolving digital age
- Understand how digital marketing strategies fit with companies overall marketing strategy
- Learn to develop, implement, and evaluate digital marketing plan
- Understand the major tools of digital marketing: online ads, search engine optimization, paid search ads, organic social media, social media ads, and others.

Course Outcomes: On completion of the course, students will be able to:

CO1: Understand digital marketing and how to use digital marketing strategies and website to enhance business reach and presence.

CO2: Demonstrate search engine optimization.

CO3: Demonstrate social media optimization and social media analytical tools.

CO4: Analyze search engine marketing, demonstrate tools of search engine marketing and learn about display advertising techniques.

CO5: learn about additional module of digital marketing.

UNIT I: INTRODUCTION TO DIGITAL MARKETING

What is digital marketing? Difference between digital Marketing and traditional marketing, ROI between Digital and traditional marketing, what is Ecommerce? new trends and current scenario of the world, Advantages and disadvantages of digital marketing, digital marketing be a tool of success for companies, importance of digital marketing. How did digital marketing help the small companies and top inc, Categorization of digital marketing for the business, Diagnosis of the present website and business, SWOT analysis of business, present website and media or promotion plan, Setting up vision, mission and goals of digital marketing

UNIT II: SEARCH ENGINE OPTIMIZATION (SEO)

Understanding a website: What is a website? Levels of websites, Diff b/w Blog, Portal and Website, Diff b/w websites either static or dynamic Module

On page optimization techniques, Off page Optimization techniques

UNIT III: SOCIAL MEDIA OPTIMIZATION (SMO)

SMO (Social Media Optimization) like Facebook, Twitter, LinkedIn, Tumblr, Pinterest and more social media services optimization. Introduction to social Media Marketing, Advanced Facebook Marketing, Word Press blog creation, Twitter marketing, LinkedIn Marketing, Google plus marketing, Social Media Analytical Tools

UNIT IV: SEARCH ENGINE MARKETING

Introduction to Search Engine Marketing, Tools used for Search engine Marketing, PPC /Google Adwords Tool, Display advertising techniques

UNIT V: ADDITIONAL MODULE

Google Analytics, Online Reputation Management, E-Mail Marketing, Affiliate Marketing, Social Media Analytics, Ad designing

Text Books

1. SeemaGupta (2017). *DigitalMarketing* Mc-Graw Hill 1 st edition
2. Kotler, P. (2017). *Marketing 4.0: Moving from traditional to digital*. Wiley
3. Barker, M. S., Barker, D. I., Bormann, N. F., Zahay, D., Roberts, M. L., (2016) *Social Media Marketing: A strategic approach*. Cengage Latest Edition

Suggested Readings

1. PuneetSinghBhatia(2017). *fundamentals of digitalmarketing* Pearson 1 st edition (2017)
2. VandanaAhuja(2011). *DigitalMarketing* Oxford universitypresslatestedition
3. Hanson, W., & Anam, K.K. (2006). *Internet Marketing andecommerce* Cengage Latest Edition

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 - "Nait" (vertical)
 - "R. Banerjee"
 - "Sant"
 - "Sajal"
 - "H..."
 - "Raj"

4. Roberts and Zahay(2012). *Internet Marketing: Integrating Online & Offline Strategies* Cengage Latest Edition (2012)
5. Dr Ragavendra, K., & Shruthi, P. (2015). *Digital Marketing*. Himalaya publishing House Pvt. Ltd.

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MBA (I) MK-05- RURAL AND AGRICULTURAL MARKETING

Credit – 04

Teaching Objectives

- The subject introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population.
- To uncover aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting.
- To provide details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.

Course Outcomes: On completion of the course students will be able to:

- CO1: Understand the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.
 CO2: Evaluate the factors, life style of rural consumers along with challenges and opportunities faced by rural consulting agencies
 CO3: Examine rural market marketing mix and its related concept while developing rural marketing strategies.
 CO4: Identify rural agricultural inputs during cultivation of land in different seasons.
 CO5: Evaluate the role of warehousing, commodity market and different agricultural cooperative societies in marketing of agricultural products.

UNIT I

Introduction: Meaning - Evolution - Nature and Characteristics of Rural Market - Understanding the Indian Rural Economy - Rural Marketing Models - Rural Marketing Vs Urban Marketing - Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market

UNIT II

Sources of Information- Factors influencing rural consumers during purchase of products - Rural consumer Life style - Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research - Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT III

Rural Marketing Mix - Additional Ps in Rural Marketing - 4As of Rural Marketing Mix - New Product Development for Rural Market - Rural Market Product Life Cycle - Objectives behind new product launch - New Product development process. Brand Loyalty in Rural Market - Regional Brands Vs National Brands - Channel Management - Indian Rural Retail Market - Rural Retail Channel Management - Strategies of Rural Retail Channel Management

UNIT IV

Marketing of agricultural inputs with special Suggested Readingsto fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular Suggested Readingsto seasonality and perishability

UNIT V

Role of warehousing, Determination of agricultural prices and marketing margins, Role of Agricultural Price Commission, Role of Central and State governments, Institutions and organisations in agricultural marketing, Unique features of commodity markets in India, Problems of agricultural marketing, Nature, scope and role of cooperative marketing in India

Text Books

1. Kashyap, P. (2016). *Rural Marketing*, 3e Pearson Education.
2. Dogra, B., & Ghuman, K. (2009). *Rural marketing*, TMH.
3. Kumar Velayudhan, S. (2012). *Rural Marketing*, 2ème Sage publications.

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Suggested Readings

1. Gopalswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications.
2. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.
3. Gopalswamy, T. P. (2016). *Rural Marketing, Environment, problems, and strategies*, 3e Vikas Publications.
4. Acharya, S. S. (2004). *Agricultural marketing in India*, 4. In E. Oxford and IBH publishing.

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MBA (I) MK-06-STRATEGIC MARKETING

Credit – 04

Teaching Objectives

1. This course focuses on the scope and effects of integrated marketing efforts in conjunction to other functional areas of the organization. Global perspective is kept in view to provide a knowledge base on marketing competitiveness, along with the tools and techniques for creating synergy of integrated marketing efforts and marketing strategy implementation and control.

Course Outcomes: On completion of the course students will

- CO1: Memorize the concepts related to strategic marketing.
- CO2: Explain the strategies for marketing mix components.
- CO3: Illustrate the various strategic marketing analysis models.
- CO4: Examine the implementation of marketing strategy in different sectors.
- CO5: Evaluate the marketing audits and marketing performance.
- CO6: Synthesize the plan for strategic marketing strategy initiatives.

UNIT I

Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution

UNIT II

Strategic Marketing Management – Objectives & concept of Strategic Marketing Management - Strategy Definition
Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness

UNIT III

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation

UNIT IV

Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries

UNIT V

Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.
Marketing Strategy Case Studies - (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.

Text Books

1. Walker, O. C. Mullins, W.J. Boyd, W. H. and Larreche, C. (2012). *Marketing Strategy*, TMH Ed.

Suggested Readings

1. Kotler, P. (1988). *Marketing Management: Analysis, Planning and Control 6e*, Prentice Hall International Editions
2. Kozami, A. (2002). *Business Policy and Strategic Management*, 2e. Tata McGraw-Hill Education.
3. Cravens, D. W., & Piercy, N.F. (2009) *Strategic Marketing*. Boston McGraw-Hill Irwin
4. Andreasen, A. R. (2003). The life trajectory of social marketing: some implications. *Marketing Theory*, 3(3), 293-303.

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MBA (I) MK-08-INTERNATIONAL MARKETING**Credit – 04****Teaching Objective**

- The objective of the subject is to provide students with a perspective of International Marketing Management, its environment and complexities.

Course Outcome: On the completion of the course, the student will be able to

CO1: Have developed an understanding of major global trade drivers

CO2: Demonstrate various theories and their practical applicability in the current scenario

CO3: Get skills in researching and analyzing trends in global markets and in modern marketing practice as consumer driving forces

CO4: Assess an organization's ability to enter and compete in international markets

CO5: Implement global marketing strategies to gain better market position

UNIT I

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalisation – Reasons and Strategies.

UNIT II

Global Environmental Drivers: WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT III

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

UNIT IV

Global Marketing: Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT V

Implementing Global marketing strategies: Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme; Export Documentation, Export Procedures, Steps in processing an Export Order.

Text Books

1. Paul, J. (2008). International marketing: text and cases. Tata McGraw-Hill Education.
2. Onkvisit, S., & Shaw, J. (2009). International marketing: strategy and theory. Routledge.

Suggested Readings

1. Czinkota, M. R., & Ronkainen, I. A. (2013). International marketing. Cengage Learning.
2. Cateora, P. R., Graham, J. L., Salwan, P. (2011). International Marketing. 13th edition, TMH.

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MBA (I) MK-09-Retailing

Credit-03

Teaching Objectives

- The main objective is to provide insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change. The subject intends to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager.

Course Outcomes: On completion of the course students will be able to:

- CO1: Understand the retailing environment, its concept, function, retailing strategies along with different outlets of retailing
- CO2: Evaluate retail customers through mapping society along with retail's situational analysis by ownership and other traditional forms.
- CO3: Identify factors behind to choose store location, its layout and diagnosis different visual displays using in retail format.
- CO4: Analyze Promotional Strategies used in retailing along with its integration with different dimension as HRM, Operation research, Finance and career opportunities in retailing.

UNIT I

Overview of Retailing Environment and Management: Retailing, Definition and concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and control.

UNIT II

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping out Society, Learning, Attitude, Motivation and Perception. Situational Analysis: Retail institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Non Store based and other Forms of Non Traditional Retailing.

UNIT III

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External SCORE, Internal Store, Display, Visual Merchandising and Atmospherics. Targeting Customers' end Gathering Information.

UNIT IV

Communicating with customers. Promotional Strategies used in retailing. Retail Organization and Human Resource Management, Operations Management: Financial Dimensions, Operational Dimensions; Career opportunities in Retailing

UNIT V

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management,

Text Books

- Pradhan, S. (2011). *Retailing management: Text and cases*. Tata McGraw-Hill Education.
- Levy, M., Weitz, B. A., & Grewal, D. (1998). *Retailing management*. New York, NY: Irwin/McGraw-Hill.
- Giri, A.V., (2017). *Retailing management*. Blue Diamond Publication.
- Bhatia, S. C. (2008). *Retail management*. Atlantic Publishers & Dist.

Suggested Readings

- Newman, A.J., & Cullen, P. *Retailing: Environment and operations* (1sted). Vikas
- Berman, B., & Evans, J.R. *Retail management* (9thed). Pearson Education
- Micheal Levi, M., & Weitz, B. W. *Retailing management* (5thed). Tata McGraw Hill
- Dunne Patrick, M., Lusch Robert, F., & Griffith David, A. *Retailing* (4thed). Cengage Learning
- Roger, C., & Paul, B. *Retailing: An introduction* (5thed). Pearson Education
- Newman, & Cullen. *Retailing* (1sted). Cengage Learning
- Gidson, V.G. *Retail Management—Functional principles and practice* (Jaico Publication, 1st Ed)

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MBA (I) MK-10-SOCIAL MARKETING

Credit-03

Teaching Objective

- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

Course Outcomes: On completion of the course students will:

- CO1: Memorize the concepts of social media marketing.
 CO2: describe and explain the meaning and nature of social marketing.
 CO3: Apply social marketing process and planning
 CO4: Examine appropriate social marketing mix and role of media in social marketing campaigns.
 CO5: Evaluate the ethical issues, challenges and trends in social marketing.

UNIT I INTRODUCTION

Social marketing – Definition, Scope and concept, Evolution of Social marketing, Need for Social marketing, A comparative study between Commercial and Social marketing, Use of market research, social change tools, Factors influencing Social marketing, Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING

Introduction - Environment Monitoring, Social Class and self-efficacy, social capital, Social ecology, Advocacy, A global phenomenon, Social marketing Process, Stages, Ethical considerations. Planning- Formative Research in Social marketing, Analysis, Problem, Environment, Resource.

Segmentation - Motives and benefits, Sheth's and Frazier's attitude, behavior segmentation, Stage approach to segmentation, Selecting target audiences, Cross cultural targeting, cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX

Social marketing mix – policy, product, place, price, promotion, people, partnership. Rating & Reviews - Virtual world, Using media in social marketing, Importance, effectiveness of mass media in social marketing, Practical model for media use in social marketing, Advertisement, Publicity, Entertainment, Civic or Public, Choosing media & methods.

Role of media in social marketing campaigns, planning and developing Social media campaigning, Campaign vs Programme, Programme planning models, conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES

Ethical principles- Codes of behavior, Critics of social marketing, Critic of power imbalance in social marketing, Criticism of unintended consequences, Competition in social marketing – Definition, monitoring, countering competition, competition and principle of differential advantage, Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING

Future of Social marketing - setting priorities in social marketing, Repositioning strategies, Future of Public sector, NGO, Private sector social marketing, Social Media marketing Importance - Big Brands & Small business, E mail marketing, Social Media Tools – Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

Text Books

1. Donovan, R., & Henley, N. (2010). *Principles and practice of social marketing: an international perspective*. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). *Social Marketing – Influencing Behaviors for Good*. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).

Suggested Readings

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. (2010). *Social Marketing and Public Health*. Oxford, UK: University Press.

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2. Hastings, G. (2007). *Social Marketing: Why should the Devil Have All the Best Tunes?*. Oxford.
3. Andreasen, A. R. (Ed.). (2006). *Social marketing in the 21st century*. Sage.

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MBA (I) HRM-01- INDUSTRIAL LAW

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Industrial laws and regulations.
- The course aims to acquaint the students with Industrial Disputes and Dispute settlement Mechanism.
- The course aims to acquaint the detailed conceptual analysis on Wage Policies, compensation, social security, retirement benefits during the course of employment and working conditions of employees.

Course Outcomes: On successful completion of the course, the student will be able to:

- CO1: Analyse the dynamic legal context in which employment relationships are enacted.
 CO2: Understand the provisions of the Industrial Disputes Act, 1947 which provides for settlement of industrial disputes through conciliation, voluntary arbitration and compulsory adjudication.
 CO3: Understand the process of trade union the formation, working, the role of trade union and concept & process of bonus.
 CO4: Determine the process and rules of wages, minimum wage paid to the workers.
 CO5: Gain insights in workers contract, apprentices training and equal remuneration to the workers.

UNIT I: FACTORIES ACT 1948

Definitions, Provisions relating to Health, Safety, Welfare, Women, Children and Hazardous Process. Penalties and procedure.

UNIT II: THE INDUSTRIAL DISPUTE ACT, 1947

Concept of Industrial disputes, settlement of Industrial dispute, procedure, power and duties of authorities, Strikes and Lockouts, Retrenchment and lay off.

UNIT III: INDUSTRIAL RELATIONS

The trade union Act, 1926- Definition of a trade union, Registration of trade unions, regulation, penalties, and Other provision.

UNIT IV: PAYMENT OF WAGES ACT, 1936

Introduction, object of the Act, Applicability of the act, Definitions, Rules for Payment of wages - Responsibility for payment of wages, Fixation of wages periods, Time of payment of wages, Mode of payment of wages.

UNIT V: THE MINIMUM WAGES ACT, 1948

Objectives of the Act, Definitions, Eligibility, Fixing of minimum rate of wages, wages in kind, payment of minimum rate of wages, Normal working hours, Overtime wages, Claims, Penalties.

Text Books

1. Misra, S. N. (1978). *An introduction to labour and industrial Law*. Allahabad Law Agency
2. Srivastava, S.C. (2012). *Industrial relations and labour law*. New Delhi: Vikas
3. Kapoor, N. D. (2016). *Elements of industrial law*, Sultan Chand. New Delhi: Educational Publishers

Suggested Readings

1. Indian Law Institute. (2016). *Cases and materials on labour law and labour Relations*
2. Malik, P.L. (2013). *Industrial law*. Eastern Book, Company
3. DrGoswami (2011). *Labour and industrial law*. Central Law Agency
4. Chaturvedi (2004). *Labour and industrial law*
5. Siddiqi, Z. M. S., & Afzal Wani, M. (2001). *Labour adjudication in India*. ILI
6. Kumar, H.L.(1923). *Workmen's compensation act*

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MBA (I)HRM-02- SOCIAL SECURITY AND WELFARE

Credit – 04

Teaching Objective

- This subject will make students aware about social securities and welfare schemes applied by organization

Course Outcomes: Upon completion of the course, the students will be able to;

CO 1: Understand the development and the judicial setup of Social security and Labour Laws.

CO2: Learn the salient features of welfare and wage Legislations.

CO3: Learn the legal provisions of compensation and maternity.

CO4: Understand the laws relating to Industrial Relations, Social Security and Working conditions.

UNIT I: SOCIAL SECURITY

Definition. Components. Evolution and International standard of social security. Social security schemes in India. Limitations of our social security schemes and Major recommendations of the second NCL on social security

UNIT II: WORKMEN'S COMPENSATION ACT, 1923

Object and Scope, Employer's liability for compensation, Conditions when employer is liable to pay compensation, when employer is not liable to pay compensation, amount of compensation, claims, compensation commissioner.

UNIT III: MATERNITY BENEFIT ACT, 1961

Object and scope, Definitions, Employment of, or work by, women prohibited during certain period, Right to payment of maternity benefit, Continuance of payment of maternity benefit in certain cases, Payment of maternity benefit in certain cases, Claims.

UNIT IV: COLLECTIVE BARGAINING

Concept, Evaluation, Nature. Scope and Types of collective bargaining Process of collective bargaining, PoVies of collective bargaining, Benefits ref collective bargaining. Conditions essential for successful collective bargaining. Laws of collective bargaining and Collective bargaining regarding public and private sectors

UNIT V: WORKERS PARTICIPATION

Meaning Origin Growth and Objectives of worker participation, Factors influencing participation. Schemes of workers participation and Worker participation in management in India with special to Indian industries

Text Books

1. Sharma, A. M. (2011). 'Social, Security Labour Welfare' Himalayas publishinghouse
2. I(L).O Social Security. International Labour Office

Suggested Readings

1. Malik, P. L.(2017). *Industrial Law*. Eastern Book, Company
2. Mimoria, C. B., &Memoris, S. (2018). *Industrial Labour, socialsecurity and industrialpeace in India*
3. Sinha, G. P. (2012). *Industrial relation and Labour legislation in India*. Pearson (2nded)
4. Zahiruddin, A. M.*Labour welfareLaws 1996*
5. Saharay, H. K. (2017). *Industrial and Labour laws of India*. Universal Law Publishing—An imprint of LexisNexis (7thed)
6. Srivastava, S. C. (2010).-*Industrial relations and Labour laws*. Vikas

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MBA (I) HRM-03-INDUSTRIAL RELATIONS**Credit – 04****Teaching Objective**

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations

Course Outcomes: Upon completion of course, the students will be able to

- CO1: Elaborate on the concepts of Industrial Relation.
 CO2: Illustrate the role and applicability of the various Acts.
 CO3: Outline the important causes and impact of industrial disputes.
 CO4: Summarize important provisions of various Acts

UNIT I INDUSTRIAL RELATIONS

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

UNIT II INDUSTRIAL CONFLICTS

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication

UNIT III LABOUR WELFARE

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes

UNIT IV INDUSTRIAL SAFETY

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications.

Text Books

1. Mamoria, C.B., & Mamoria, S. (2007). *Dynamics of industrial relations*. New Delhi: Himalaya Publishing House.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). *Industrial relations and Labour Laws*. Tata McGraw Hill

Suggested Readings

1. Sen, R. (2007). *Industrial relations in India, Shifting Paradigms*. New Delhi: Macmillan India, Ltd.
2. CS, & Ratnam, V. (2007). *Globalisation and Labour management relations*. Response books.
3. Srivastava (2007). *Industrial Relations and Labour laws*. Vikas.
4. Singh, P.N., & Kumar, N. (2011). *Employee relations Management*. Pearson
5. Sinha, P.R.N., Bala Sinha, Indu, & Seema Priyadarshini, S. (2004). *Industrial relations, trade unions and Labour legislation*. Pearson

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MBA (I) HRM-04- COMPENSATION PLANNING

Credit – 04

Teaching Objective

- This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Course Outcome: After the completion of the course, the students will be able to:

- CO1: Understand the different components of compensation.
 CO2: Evaluate and implement the knowledge to solve compensation-related problems in organizations.
 CO3: Rationally design the compensation structure for the organization.
 CO4: Comprehend the legal aspects associated with compensation.
 CO5: Illustrate different ways to strengthen the performance-linked pay.

UNIT I

Compensation: Definition, Compensation Responsibilities, Compensation System Design Issues, Compensation Philosophies, Compensation Approaches, Financial and Non Financial compensation system, Concept of Total Reward System; New Trend in compensation management, The 3-P compensation concept.

UNIT II

Compensation Classification: Types, Incentives, Fringe Benefits, Strategic Compensation Planning, Determining Compensation, The wage Mix, Development of Base Pay Systems, The Wage Curve, Pay Grades, Salary Matrix – Compensation as a Retention Strategy.

UNIT III

Theories of Wages: Wage Structure, Wage Fixation, Wage Payment, Salary Administration; Executive Compensation, Incentive Plans, Team Compensation, Gain Sharing Incentive Plan, Enterprise Incentive Plan, Profit Sharing Plan- ESOPs, Compensation Management in Multi-National organizations.

UNIT IV

Methods of Rewarding of Sales Personnel: Pay, Commission, Performance-Based Pay Systems, Incentives, Executive Compensation Plan and Packages, Perceptions of Pay Fairness, Legal Constraints on Pay Systems.

UNIT V

Wage Boards: Employee Benefits, Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programmes, Security Benefits, Creating a Work-Life Setting, Designing Benefit Packages, Compensation Challenges: International Compensation, Executive Compensation, Expatriate Pay, Elements of Expatriate Compensation, The Total Pay Model.

Text Books

1. Goel, D. (2012). *Performance appraisal, and compensation management*. New Delhi: Public Health Institute Learning
2. Richard, I. H. (2005). *Compensation management in a knowledge-based world 10e*. Englewood Cliffs, India, New Delhi: Prentice Hall
3. Thrope, R., & Homen, G. (2000). *Strategic reward systems*. Englewood Cliffs, India, New Delhi: Prentice Hall
4. Bhatia, S.K. (2003). *New Compensation Management In Changing Environment*, Deep and Deep publishers, New Delhi.

Suggested Readings

1. Armstrong, M., & Murlis, H. (2005). *Handbook Of Reward Management 5ème*, Crust Publishing House
2. Chappra, T.N. (2006). *Essentials Of Organizational Behavior*. Delhi: Dhanpat Rai, and Company.
3. Flippo, E. B. (1989). *Personnel management*. Tokyo: McGraw-Hill.
4. Gupta, C.B. (2005). *Human resource management*. New Delhi: Sultan Chand Publishers

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5. Khan, S.M. (October 2002). Effect of flight syndrome on compensation needs satisfaction. *Indian Journal of Industrial Relations*, 38(2), 199-210.
6. Mathis, R. L., John, J., & H. (2003). *Human Resource Management*, Thomson Southwestern, Australia

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MBA (I) HRM-05-HUMAN RESOURCE DEVELOPMENT

Credit - 04

Teaching Objective

- The objective of the course is to make student aware of the concepts, techniques and practices of human resource development.
- This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Course Outcomes: On completion of the course students will be able to:

- CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- CO2: Administer and contribute to the design and evaluation of the performance management program.
- CO3: Develop, implement, and evaluate employee orientation, training, and development programs.

UNIT I

HRD Concept & Definition, Goals of HRD, Importance of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.

UNIT II

Theory and Practice of HRD: HRD concepts, Subsystems of HRD: Human Resource planning, Training and Development: Meaning and scope of training, Education and development; Training need analysis, Types of training, Training Evaluation.

UNIT III

Organisational Culture and Climates: Meaning and types of Organisational culture -OCTAPACE culture and climates; Role of HRD in promoting a development-oriented Culture and climate in the organisations.

UNIT IV

Performance Management System: Potential Appraisal, Performance appraisal including 360-degree, Assessment Centre, MBO, Difference between Performance Appraisal and Potential Appraisal.

Human Resource Accounting: concept and Methods.

UNIT V

Organisational Development: Concept & Interventions.

Recent Trends in HRD: Training for trainers and HRD professionals, Career Planning & Succession Planning, Resistance to change. Managing changes, Modes of change: Lewin's change management model, Kotler's 8 step change model, Kubler- Ross change curve

Text Books

1. Werner, J. M., & DeSimone, R. L. (2011). *Human resource development*. Cengage Learning.
2. Nadler, L. (1980). *Corporate human resources development: A management tool*. American Society for Training and Development.

Suggested Readings

1. Mankin, D., & Mankin, D. (2009). *Human resource development*. Oxford: Oxford university press.
2. Haldar, U. K., (2016). *Human resource development*, Oxford University Press India.
3. Pareek, U., & Rao, T. V. (2008). *From a sapling to the forest: the saga of the development of HRD in India*. Human Resource Development International.
4. Curtis, D. B., Hefley, W. E., & Miller, S. A. (2002). *The people capability maturity model: Guidelines for improving the workforce*. Addison-Wesley.
5. Kaplan, R.S., and Norton, D.P. (1992), *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.

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MBA (I) HRM-06- STRATEGIC HR

Credit – 04

Teaching Objective

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

Course Outcomes: On completion of the course students will be able:

- CO1: To model HR Strategy and aligning HR strategy with corporate and functional strategy indifferent circumstances.
- CO2: To develop strategies related to HR acquisition and placement.
- CO3: To understand the gap in the actual performance and standard performance and implement strategies to fill the gap through trainings.
- CO4: To guide on the employee welfare activities, health and safety for promoting a healthy climate through managing change.
- CO5: To elaborate on compensation strategies & reward strategies and labor relations.

UNIT I

The Strategic Approach- The Strategic Approach to HRM-Overview of SHRM, SHRM: Aligning HR with Corporate Strategy and functional strategies, Strategy formulation External Environment for HR SHRM: Universalistic, Contingency and Configurational Approaches.

UNIT II

Strategies for Human Resource Acquisition and Placement- Strategic HR Planning Acquisition and Development, Job analysis, Job design, Recruitment Methods, Selection process

UNIT III

Strategies for Maximizing Human Resource Productivity- Training and Development- Orientation, Evaluation of T & D, Strategies for effective performance appraisal Systems- Performance Appraisal objectives, PA Process

UNIT IV

Strategies for Maintaining Human Resource-Strategies for Improving Health and safety, Managing the problem Employee, building a Good disciplinary climate, the strategic 'fit' proposition; Change, Restructuring and SHRM

UNIT V

Strategies for Compensation Labour Relations Strategic compensation & reward System, Managing Employee Relations

Text Books

- Desimone, R. L., Werner, J. M., & Mathis, D. M. (2007). *Human Resource Development*. Cengage Learning.
- Boselie, P. (2011). *Strategic human resource management*. Tata McGraw Hill

Suggested Readings

- Mello, J. A. (2014). *Strategic human resource management*. Nelson Education.
- Mathis, R. L., & Jackson, J. H. (2011). *Human resource management: Essential perspectives*. Cengage Learning.
- Tayeb, M. (2007). *International Human Resource Management*. Oxford.

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MBA (I) HRM-07-HR ANALYTICS**Credit – 04****Teaching Objectives:** Some of the objectives are to;

- Monitor workforce demographics in line with the recruitment and retention objectives
- Gain insights into the art of workforce development
- Help in improving compensation pattern
- Monitor absenteeism trends as a predictor for employee engagement.

Course Outcomes: Through this course student will:

- CO1: Gain an understanding of the different analytical approaches used by HR Professionals to solve real business problems
- CO2: Examine actual business cases and apply problem solving and critical thinking skills through group case studies
- CO3: Apply quantitative and qualitative analysis to understand trends and indicators in human resource data.
- CO4: Understand the role of information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

UNIT I: INTRODUCTION TO HR ANALYTICS

Evidence Based Approach, HR Analytics Continuum, HR Analytics Process: Designing a Project

UNIT II: DESCRIPTIVE ANALYTICS

Analytical Foundations of HR Measurement, Bringing HR and Finance together, Types of HR Metrics, Developing Proprietary Metrics for your organization/Issues faced

UNIT III: PREDICTIVE ANALYTICS

Introduction to Predictive Analytics Tools, Choosing Predictive Analytic Models for Quantitative Data, Working with Qualitative Data, Interpreting Predictive Analytic Results

UNIT IV: PRESCRIPTIVE ANALYTICS

Responding to HR Challenges through Prescriptive Analytics, Prescriptive Analytics as a Process to Influence Stakeholders, Contextualized Prescriptions, Optimization through Prescriptive Analytics

UNIT V: HR ANALYTICS VS FUNCTIONS OF HRM

HR Analytics and employee benefits, HR Analytics and talent management, HR Analytics and compensation, using analytics to lead HR, HR Analytics and talent acquisition

Text Book

1. Edwards, M. R., & Edwards, K. (2016). *Predictive HRanalytics: Mastering the HRmetric* (1sted). Kogan Page
2. Fundamentals of Human Resource Management Noe, 5th ed. Section web address: Connect site is embedded on D2L 2.
3. Bhattacharyya, D. K. (2017). *HR Analytics: Understanding theories and Applications*, Sage Publication

Suggested Readings

1. Cascio, W., & Boudreau, J. (2010). *Investing in people: Financial impact of human resource initiatives*. Ft Press. ISBN-13: 978-0137070923 ISBN-10: 0137070926 Edition: 2nd

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MBA (I) HRM-08- INTERNATIONAL HRM

Credit – 04

Teaching Objectives

- Due to the movement of human resource across the borders there is a need to understand the problems and find solutions to it. This paper aims at providing the student the basic understanding of such aspects to deal with.

Course Outcome: After the completion of the course, the students will be able to:

- CO1: Demonstrate an understanding of key terms, theories/concepts, and practices within the field of IHRM.
- CO2: Analyze the issues associated with HR practices due to increasing globalization.
- CO3: Identify and appreciate the significance of ethical issues in HR practices and the management of people in the global workplace.
- CO4: Develop competency in dealing with cross-cultural situations.
- CO5: Evaluate and examine the external forces that can affect individual employees and the organization in a global business scenario.
- CO6: Evaluate the strategic and functional roles of HRM in various international contexts.

UNIT I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT-AN OVERVIEW INTRODUCTION

Introduction and Concepts in International Human Resource Management, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organizational Structure and HRM, International Human Resource Planning

UNIT II: STAFFING PRACTICES IN INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices

UNIT III: INDUSTRIAL RELATIONS AND STRATEGIC HRM

International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements, HR/IR issues in MNCs and Corporate Social Responsibility

UNIT IV: EMERGING TRENDS IN INTERNATIONAL HRM

Sensitivity to Cultural Diversity, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, International HRM and Strategic Research

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UNIT V: ROLE OF CULTURE IN INTERNATIONAL HRM

Cultural Factors/Issues faced by MNC, Human and Cultural Variables in Global Organisations & Cross-cultural differences and managerial implications- Cross-cultural Research Methodologies and Hofstede's Study.

Text Books

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House
2. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications

Suggested Readings

1. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
2. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar

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MBA (I) HRM-09-MANAGERIAL BEHAVIOR AND EFFECTIVENESS

Credit-03

Teaching Objective:

- To examine managerial styles in terms of concern for production and concern for people.
- To assess different systems of management and relate these systems to organizational characteristics

Course Outcomes: On successful completion of the course, the student will be able to:

- CO1: Analyze the functions of managers, Managerial Job behavior and perspectives of effective manager.
- CO2: Design the managerial job, pay & rewards, appraisal criteria etc.
- CO3: Explain the process, product approaches and Measuring Managerial Effectiveness.
- CO4: Understand organizational process, Climate and managerial styles.
- CO5: Understand the Organizational and Managerial Efforts, Self -Development, Negotiation Skills.

UNIT I: DEFINING THE MANAGERIAL JOB

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job behavior, Functional and level differences in Managerial Job behavior

UNIT II: DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent, Selection and Recruitment, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Performance Appraisal Measures, Balanced Scorecard, Feedback, Career Management, Current Practices

UNIT III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS

Definition – The person, process, product approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness, the Effective Manager as an Optimizer.

UNIT IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles

UNIT V: DEVELOPING THE WINNING EDGE

Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity and innovation

Text Books

1. Drucker, P. (2005). *Management*. Harper & Row.
2. Milkovich, & Newman (2005). *Compensation*. New York: McGraw-Hill International.
3. Blanchard, & Thacker (2006). *Effective trainingsystems, strategies and practices*. London: Pearson.

Suggested Readings

1. Dubrin (2008). *Leadership. Research Findings, Practices & Skills, Biztantra*.
2. Tidd, J., Bessant, J., & Pavitt, K. (2006). *Managing innovation*(3rded). Chichester: Wiley.
3. Rao, T.V. (2000). *Appraising and developing managerial performance, excelbooks*.
4. Omkar, R.M. (2008). *Personality development and career management, S.Chand. 1st edition*.
5. Daft, R. L. (2008). *Leadership, Cengage, 1 st Indian Reprint*

MBA (I) HRM-10-SOCIAL PSYCHOLOGY

Credit-03

Teaching Objective

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

Course Outcomes: After going through this course the students will:

- CO1: Understand the concepts of social psychology, social cognition, Prejudices and social influences
 CO2: Use knowledge in behavior identification
 CO3: Apply concepts in routine practice for managing people.

UNIT I: INTRODUCTION TO SOCIAL PSYCHOLOGY

Social Psychology, Origin and development, Social behavior and social thought, Applications in society and business

UNIT II: PERCEIVING AND UNDERSTANDING OTHERS

Social perception, Nonverbal communication, Attribution, Impression formation and impression management

UNIT III: COGNITION IN THE SOCIAL WORLD

Social cognition, Schemas, Heuristics, Errors, Attitudes & Behavior, Persuasion, Cognitive dissonance, Self, Self Esteem & Social Comparison

UNIT IV: INTERPERSONAL RELATIONS

Social identity, Prejudice, Discrimination, Aggression, Interpersonal attraction

UNIT V: APPLIED SOCIAL PSYCHOLOGY

Social Influence, Conformity, Compliance, Social Influence, Prosocial behavior, Groups, Social issues

Text Books

1. Baron, R. A., Byrne, B., & Branscombe, N. R. (2003). *Social psychology* 10th ed. Pearson.
2. Myers, D. G. (2004). *Exploring psychology*. Macmillan.

Suggested Readings

1. Baron, R. A., & Byrne, D. (1987). *Social psychology: Understanding human interaction*. Allyn & Bacon.
2. Howitt, D. (1991). *Concerning psychology: Psychology applied to social issues*. Open University Press.
3. Anderson, C. A., & Huesmann, L. R. (2007). Human aggression: A social-cognitive view. *The Sage handbook of social psychology*.
4. Ajzen, I. (2005). *Attitudes, Personality, and Behavior*. McGraw-Hill Education (UK).
5. Hollway, W., Lucey, H., & Phoenix, A. (2006). *Social psychology matters*. McGraw-Hill Education (UK).

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MBA (I) FM-01-INDIAN FINANCIAL SYSTEM

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Indian Financial System.
- The course aims to acquaint the Indian financial System.
- The course aims to provide information about different financial intermediaries.

Course outcomes: On completion of the course, the students will be able to:

- CO1: Demonstrate the deeper understanding of the roles and functions of the financial system in reference to the macro economy.
- CO2: Illustrate the functioning of financial market and government security market in the development of Indian financial system
- CO3: Evaluate the determinants of consumer finance and lease finance and hire purchase system.
- CO4: Analyze the important role of Mutual funds, LIC, investment companies etc., utilize and effectively participate in the development process and the implications of the same on society
- CO5: Examine the factors affecting interest rates and its relationship with economic progress.

UNIT I: FRAMEWORK OF INDIAN FINANCIAL SYSTEMS

Financial System - Significance, Components, Designs, Nature and Role, Financial System & Economic Development

Financial Markets - Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market

UNIT II: FACTORING AND FORFEITING

Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring

UNIT III: CONSUMER FINANCE AND LEASE FINANCING

Bill Discounting - Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills, Credit Cards - Functioning of Credit Cards

Lease Financing - Meaning and Types, Financial Evaluation from Lessor & Lessee Point of View, Economic Aspect of Lease.

Hire Purchase - Meaning and Legal Aspect / Position; Hire Purchase vs. Lease Finance, Hire Purchase vs. Installment Payment

UNIT IV: FINANCIAL INTERMEDIARIES

Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund, Pension Plans Today

Mutual Funds: Significance, Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs.

Credit Rating: Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, and Standard & Poor's Fifth Rating.

UNIT V INTEREST RATE STRUCTURE MEANING:

Gross and Net Interest Rate: their differences Nominal and Real Interest Rate – their difference, Differential Interest Rate Causes of Variation of Interest Rate Relationship between Interest Rate and Economic Progress Administered and Market determined Interest Rate Recent Changes in Interest Structure in India,

Text Books

- Kohn, M. (2004). *Financial Institution and market*. New Delhi: Oxford University Press.
- Khan, M. Y. (2013). *Indian financial system-theory and practice*. New Delhi: TMH.
- Pathak, B. (2018) *Indian financial system*. Pearson, New Delhi 5/e

Suggested Readings

- Bhole, L. M. (2012). *Financial markets and institutions*. New Delhi: Tata McGraw Hill.
- Mukherjee, S., Ghosh, S., & Roy, A. (2017). *Indian financial system and financial market operations*. Dey book
- Clifford, G. (2010). *Financial markets, institutions and financial services. Physique I*
- Khan, M. Y. (2017). *Financial services*. Tata McGraw Hill

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MBA (I) FM-02- INVESTMENT MANAGEMENT

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Process of portfolio management.
- The course aims to acquaint the risk & return.
- The course aims to acquaint the Functions of Asset Management Companies

Course Outcomes: On Completion of this course, student will be able to:

- CO1: Know about the concept of investment management in India.
 CO2: Understand the Analysis of risk & return.
 CO3: Understand the Asset allocation decisions.
 CO4: Understand about Behaviour of stock market prices.

UNIT I

Introduction Concepts of investment-Financial and non-financial forms of investment--Objectives of financial investment, types of instruments, Financial markets - primary and secondary markets major players and instruments in secondary market -Functioning of stock exchanges, trading and settlement procedures at NSE & SSE. Functions of SEBI. International stock exchange.

UNIT II

Utility Analysis: Analysis of risk & return, types of risk. Valuation - bond and fixed income instruments valuation - bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets-Utility analysis.

UNIT III

Investment Analysis Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts. Economy industry-Company framework, Economic analysis and forecasting, Theory of Technical analysis, points and figures chart bar chart. Contrary opinion theory, confidence index RSA, RSI, and Moving average analysis.
 Behaviour of stock market prices - The market mechanism, testable hypothesis about Market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management, Asset pricing theories CAPM & Arbitrage pricing theories.

UNIT IV

Modern portfolio theory Asset allocation decision. Dominant & Efficient portfolio simple diversification, Markowitz diversification model, selecting an optimal portfolio - Sharpe single index model. Determination of corner portfolio. Process of portfolio management - International Diversification.

UNIT V

Portfolio performance evaluation Sharp & Treynor & Jensen's measure, Portfolio revision Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, performance evaluation of mutual funds. Functions of Asset Management Companies.

Text Books

1. Reilly, F. K., & Brown, K. C. (2011). *Investment analysis and portfolio management* (10th ed). South-Western College Publishing
2. Fisher, D. E., & Jordan, R. J. (1995). *Security analysis and portfolio management*, 6/e Pearson. *Physique I*.

Suggested Readings

1. Barua, S., Verma, J. R., & Raghunathan, V. (2003). Portfolio management—(TMH). In 1/e.
2. Luenberger, D. G. (2013). *Investment science* (2nd ed). Oxford: Oxford University Press.
3. Kevin, S. (2006). *Portfolio management*. Englewood Cliffs, India: Prentice Hall

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MBA (I) FM-03- FINANCIAL RISK MANAGEMENT

Credit – 04

Teaching Objectives: The student walkthrough the historical perspective, to the financial aspects of important life and general insurance products, and understand the role of Actuaries.

Course Outcomes: Upon completion of course, the students will be able to:

- CO1: Demonstrate knowledge of the range of financial and financial related risks facing organizations.
- CO2: Impart knowledge about various risk and apply internal risk management models to risk control measures.
- CO3: Insight knowledge on commodity and quantifying risk with practical considerations in measuring risk.
- CO4: Figure out approaches to risk management through risk identification, risk measurement and risk management.
- CO5: Suggest ways to control risk with financial engineering and hedging.

UNIT I: INTRODUCTION TO FINANCIAL RISK MANAGEMENT

Introduction: Risk, Financial Risk, Steps to Risk Identification, Top-Down and Building-Block Approaches to Risk Management, creating value with risk management.

Risk and the Management of the Firm: The Pervasiveness of Risk, importance of Management of Risk, Financial Risk and Financial Distress, The Costs of Risk Management.

UNIT II: MARKET RISK AND CREDIT RISK

Market Mechanisms and Efficiency: Introduction of Market Efficiency, Market Liquidity, the Role of Financial Intermediaries, Systematic Risk and Non-Systematic Risk, Managing Market Risks. Credit Risk and its Effects; **Credit risks include**-Default Risk, Counterparty Pre-Settlement risk, Counterparty Settlement Risk, Legal Risk, Sovereign or Country Risk, Concentration Risk.

Interest Rate Risk: Introduction of Interest Rate Risk, The Term Structure of Interest Rates, Analyzing Yield Curve Behaviour, The Money Markets, Term Instruments; **Currency Risk:** Introduction of Foreign Exchange Rate Risk, Foreign Exchange Exposure.

UNIT III: FINANCIAL RISK

Commodity Risk and Quantifying Financial Risks: Equity and Commodity Price Risk; Equity Market Risks; Commodity Price Risk; Introduction of the Price-Generating Process for Financial Assets; Understanding Volatility; Describing the Price-Generating Process; Conditional and Unconditional Volatility; Weighted and Unweighted volatility, EWMA and GARCH(1,1) approaches to volatility, estimating covariance.

Quantifying Financial Risks: Statistical Analysis of Financial Risk, The Significance of the Normal Distribution, Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected Return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk.

UNIT IV: FINANCIAL METHODS FOR MEASURING RISK

Financial Methods for Measuring Risk: Using the Present-Value Approach to Determine Risk, Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement. Qualitative Approaches to Risk Assessment: Qualitative Forecasting Methods, Qualitative Forecasts, Assessing Qualitative Accuracy.

UNIT V: FINANCIAL ENGINEERING & HEDGING

Controlling Risk with Financial Engineering & Hedging: Policy and Hedging, Measuring Risk; Global Initiatives in Financial Risk Management; Basics of Derivatives; Forwards, Pricing of Forward Contracts under Assumptions of Dividends; Futures, Settlement Mechanism; Clearing House Concept; Hedging with Future and Forwards; Basics of Options using Black-Scholes Model; Reporting and Controlling Risk; A Note of Warning.

Text Books

1. Horcher, K. A. (2005). *Essentials of financial risk management*. John Wiley & Sons, Inc. (Vol. 54).
2. Hull, J. C. (2007). *Risk Management and Financial Institutions (RMFI)*. Prentice-Hall.

Suggested Readings

1. Hull, J. C. (2006). *Options, Futures, and Other Derivatives [OFOD]*. Prentice-Hall (6 ed.).
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MBA (I) FM-04- BUSINESS TAXATION

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Income tax law and practices.
- The course aims to acquaint the Benefits of Tax assessment.
- The course aims to acquaint the role of income tax authorities

Course Outcomes: After completing the course, the student shall be able to:

- CO1: Demonstrate a good understanding of basic concepts and provisions of income tax.
 CO2: Identify the five heads of income and analysis of its taxable income for HUF, Firm, and Company.
 CO3: Determine gross total Income by applying provisions of set-off, and carry forward of losses.
 CO4: Evaluate total income after providing deductions U/S 80C-80.
 CO5: Ascertain tax liability after aggregating TDS, TCS, advance payment of tax, penalties and interest.
 CO6: Examine the Special Tax Provisions relating to free trade zones. Infrastructure sector and backward areas.

UNIT I

Assessment of Firms: Computation of income of the firm, Computation of tax, Association of persons or Body of individuals.

UNIT II

Assessment of HUF: Concept of Hindu coparcenaries, Difference between a Hindu undivided family and a firm, Assessment of HUF, Partition of the Hindu undivided family. Incomes which are not treated as family income

UNIT III

Assessment of Companies: Types of companies, Amalgamation of companies and its tax implications, Minimum Alternative Tax (MAT) on certain companies, Computation of total income and Tax liabilities

UNIT IV

Tax Payment: Return of income and assessment, Penalties and Prosecutions, Appeals and Revisions. Tax deduction and collection at source. Advance payment of tax and Refund of tax

UNIT V

Special Tax Provisions: Tax provisions relating to free trade zones. Infrastructure sector and backward areas. Tax incentives for exporters and Tax planning

Text Book

1. Mehrotra, H.C.(2019). Income tax laws and practices. In *Sahitya Bhawan Publication house*.

Suggested Readings

1. Singhania, V. K.(2018). *Income tax act-as amended by finance act(62nd)*, Taxman
 2. Ahuja, G., & Gupta, R. (2017). *Systematic approach to taxation: Containing income tax and GST*. Wolters Kluwer India Private Limited; 38th edition

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MBA (I) FM-05- BANKING AND INSURANCE**Credit – 04****Teaching Objectives**

- The course aims to acquaint the student with an overview of Banking and Insurance sector.
- The course aims to acquaint the risk management system in Banking and insurance sector.
- The course aims to acquaint the IT Applications in Banking and Insurance.
- The course aims to provide information about Banking and Insurance Legislation in India.

COURSE OUTCOMES: On completion of the course students will be:

- CO:1 Understanding the system of Banking & Insurance sector in India.
 CO:2 Knowing various Innovations in Banking(E-Banking)
 CO:3 Learning various techniques of Risk Management applied in Banking and Insurance sector.
 CO:4 Understanding Banking and Insurance Laws in India

UNIT I: OVERVIEW OF BANKING SYSTEM AND REGULATORY FRAMEWORK

Indian Banking System -Evolution – Structure of Banks in India – Different types of Banks in India – Constituents of the Indian Banking System – Commercial Banks – Co-Operative Banking System.

Government and RBI's Powers Opening of New Banks and Branch Licensing Constitution of Board of Directors and their Rights Banks Share Holders and their Rights CRR and SLR Concepts Cash Currency Management Winding up - Amalgamation and Mergers.

Banker - Customer Relations: The legal relationship between the Banker and Customer, the Multifarious Transactions between them and the Rights and Duties of the Parties springing out of such relationship Nature of Banking Business Legal Nature of Banker-Customer Relationship and their Mutual Rights and Duties Special Categories of Customers, such as Corporations, Partnership Firms, Hindu Joint Families, Unincorporated Bodies, Trusts, Joint Account Holders, Minors.

UNIT II: ELECTRONIC BANKING AND RISK MANAGEMENT IN BANKS

IT in Banking: An Introduction. IT Applications in Banking- Computer-Based Information Systems for Banking; Electronic Banking; Electronic Fund Management, Enabling Technologies of Modern Banking- Electronic Commerce and Banking; Supply Chain Management; Customer Relationship Management; Integrated Communication Networks for Banks Security and Control Systems - Cybercrimes and fraud management.

Risk Management in Banks: An Overview, Credit Risk Management, Liquidity and Market Risk Management, Operational Risk Management, Special Issues- Risk Management Organisation; Reporting of Banking Risk;

UNIT III: OVERVIEW OF INSURANCE SECTOR

Insurance: An overview and Historical Background, Nature and Scope of Insurance, Governance of Insurance Business, Classification of Insurance and Role of Insurance in Economic Development, Insurer's Obligation towards Rural and Social Sector, Principles of Insurance.

UNIT IV: INSURANCE BUSINESS AND RISK MANAGEMENT

Risk management system in insurance sector: Key risks control programs, types of risk, ERM.

Reinsurance business in India: nature and functions of reinsurance, Preparation of insurance documents and policy conditions, Distribution channels in Insurance Business. Premium and Bonus.

UNIT-V: BANKING AND INSURANCE LEGISLATION IN INDIA

Provisions of RBI Act 1935, Banking Regulation Act 1949, Prevention of Money Laundering Act, 2002. Banks and Financial Institutions Act 1993, Insurance act 1938, Life Insurance Corporation act 1956, IRDA act 1999, Consumer protection act 1986. Ethics and Corporate Governance in Banking and Insurance Sector: Ethics and Business, Corporate Governance, Corporate Social Responsibility.

Text Books

1. Gupta, R.K. (2011). Banking Law and Practice in 3 Vols. Modern Law Publications.
2. Clifford, G. (2011). Banking and Finance: Theory, Law and Practice. PHI Learning Pvt. Ltd.

Suggested Readings

1. Tannan, M.L. revised by Datta, C.R. & Kataria, S.K., Banking Law and Practice, Wadhwa & Company, Nagpur.
2. Holden, J.M. : The Law and Practice of Banking, Universal Law Publishing.
3. Rejda, G. E. (2011). Principles of risk management and insurance. Pearson Education India.
4. Shroff, F. T. (2007). Modern banking technology. Northern Book Centre.

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MBA (I) FM-06- STRATEGIC FINANCE

Credit – 04

Teaching Objectives

- The course aims to acquaint the student with an overview of Financial Engineering & Ethical Aspects.
- The course aims to acquaint the concepts of Strategic Financial Management.
- The course aims to acquaint the merger & takeover and acquisitions.

Course Outcomes: On completion of the course, the students will be able to:

- CO1. Understand the concepts of capital structure and leverage.
- CO2. Identify the system of expansion and corporate restructuring.
- CO3. Relate the dividend policy with different dividend theories.
- CO4. Analyze the risk with sensitivity and simulation analysis.
- CO5. Evaluate the concept of financial engineering with economic value added and activity based costing.
- CO6. Examine the functional ethics concept in financial management.

UNIT I

Introduction: Concept, Objectives, Components & Goals, Capital Structure decision, Determination of optimum capital structure, Trade off model, Planning for Capital Structure, EBIT-EPS analysis, ROI-ROE analysis, Capital Structure policies in practice, Cost volume profit analysis & Operating Leverage, Financial Leverage & its effect on shareholder's return.

UNIT II

Expansion & Corporate Restructuring: Mergers & Amalgamation: Reasons, Legal procedure, Benefits & cost of merger, Evaluation of merger & takeover, Managing an acquisition programme, Restructuring through divestitures, Spin-off & Split up, Leverage buyouts, Buyback of Shares.

UNIT III

Dividend Policy & Share Valuation: Walter model, Gordon model, The Bird in the hand model, MM hypothesis, Bonus shares & stock splits, Risk Analysis – Measure of risk, Sensitivity analysis, Simulation analysis, Selection of a project, Risk analysis in project.

UNIT IV

Financial Engineering & Ethical Aspects: Meaning of financial engineering approaches, Economic value added & activity based costing, Holistic approach to innovative financial engineering, Ethical brand equity & long term gains, Assessment of ethical financial performance, Accounting disclosures & functional ethics in financial management.

UNIT V**Case Studies:**

Case studies on various topics of Strategic Financial Management.

Text Books

1. Jakhotiya, G. (2003). Strategic Financial Management, Vikas Publishing House Pvt Ltd.
2. Gupta, S. K. & Sharma, R.K., Financial Management, Kalyani publishers.

Suggested Readings

1. Chandra, P. (2011). Financial management. Tata McGraw-Hill Education.
2. Pandey, I. M. (2015). Essentials of Financial Management, 4th Edition. Vikas publishing house.

MBA (I) FM-07- INTERNATIONAL FINANCE**Credit – 04****Teaching Objectives**

- The course aims to acquaint the student with an overview of Exchange rate and Interest.
- The course aims to acquaint the concepts of corporate strategy and Foreign Direct Investment.
- The course aims to acquaint the International Financial Market.
- The course aims to provide knowledge about the Risk in Foreign Exchange Markets.

Course Outcomes: On completion of the course, student will be:

- CO1. Understanding the broader problems of finance by using analytical models.
- CO2. Possessing knowledge of Financial Market Structures, Asset pricing theories, Pricing models, Volatility forecasting and International Finance
- CO3. Demonstrating critical thinking about the application of theory in financial decision making
- CO4. Conducting in depth research using different analytical tools for generating new knowledge for business decision making
- CO5. Preparing Analytical reports for business decision making

UNIT I

International Monetary and Financial System: Evolution & development of International organisations and monetary system, nature, function and scope of International finance, Balance of Payments: Principles, components, Current account deficit and surplus and Capital Account Convertibility.

UNIT II

Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, Government influence on exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

UNIT III

Foreign Exchange Market & Risk: forwards, futures, swaps, and options. Currency Derivatives, Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure- Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets.

UNIT IV

International Financial Market: basic concepts and feature of international market, International Sources of Finance, International Bonds and Process of Issue of GDRs and ADRs. Foreign Trade Finance, concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

UNIT V

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment. Multinational Transfer Pricing and Performance Measurement, financial crisis in world. Case studies

Text Books

1. Sharan, V. (2011). Fundamentals of financial management. Pearson Education India.
2. Shapiro, A. C., Multinational Financial Management, Prentice- Hall of India.
3. Adrin, B., Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
4. Srinivasan, S.P. & Janakiram, B., International Financial Management, Wiley India, New Delhi.

Suggested Readings

1. Clark, E. (2002). International finance. Cengage Learning EMEA.
2. Seth, A.K., International Financial Management, Galgothia Publishing Company.
3. Apte, P.G., International Financial Management, Tata McGraw Hill, 3rd Edition.
4. Bhalla, V.K. (2001). International Financial Management, 2nd Edition, New Delhi, Anmol.
5. Avadhani, V.A., International Financial Management, Himalaya Publishing House.

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MBA (I) FM-08- FINANCIAL ANALYTICS

Credit – 04

Teaching Objectives

- Course will cover some applied issues in Finance. The issues will be discussed in a way that will facilitate students to appreciate empirical issues and help identify research questions in the areas discussed.
- The topics discussed will also include survey of few empirical studies, evaluation of econometric techniques, and research applications in the Indian and international context.

Course Outcomes: After Completion of the course, student will be:

- CO1. Understanding the broader problems of finance by using analytical models.
- CO2. Possessing knowledge of Financial Market Structures, Asset pricing theories, Pricing models, Volatility forecasting and International Finance
- CO3. Demonstrating critical thinking about the application of theory in financial decision making
- CO4. Conducting in depth research using different analytical tools for generating new knowledge for business decision making
- CO5. Preparing Analytical reports for business decision making

UNIT I

Financial Market Microstructure Issues (of Bond & Stock Market), Liquidity in Short term and Long term market segments. Asset Pricing Theories & Applications I: Mean-Variant Portfolio Frontier, Separation Theorem, Asset Pricing Theories & Applications II

UNIT II

Capital Assets Pricing Model, Arbitrage Pricing Theory, Conditional CAPM Term Structure Modeling and Yield Curve Building, Idiosyncratic factors affecting yield and prices in bond markets, YC and the Economy.

UNIT III

Volatility Modeling and Forecasting, ARCH & GARCH Processes, Volatility Estimation in Recent Financial Market Turbulence. Risk Measurement in Financial Institutions, Measuring Market and Credit Risks, Credit Risk Analysis and Measuring Default Adjusted Bond Return.

UNIT IV

Empirical issues in International Finance, International Arbitrage and Parity Conditions, Yen Carry Trade and Interest Rate Parity, International Investment Issues, International Capital Asset Pricing Model (I-CAPM Extension).

UNIT V

Introduction to Financial Stochastic, Interest Rate Modeling, generating Interest Rate Processes, Vasicek and Cox-Ingersoll and Ross calibration.

Text Books

1. Frank, C. R., Jr.(1971). *Statistics and Econometrics*, Holt, Rinehart and Winston, New York.
2. Goldberger, A. S. (2009). *Introductory econometrics*. Harvard University Press.
3. Gujarati, D. N., & Porter, D. C. (1999). *Essentials of econometrics* (Vol. 2). Singapore: Irwin/McGraw-Hill.
4. Genc, I. H. (2003). *Duration Modeling in Undergraduate Econometrics Curriculum via Excel*. Available at SSRN 467001.

Suggested Readings

1. Wei, H. T. (1973). *Econometrics: An Introductory Analysis*, University Park Press, Baltimore.
2. Katz, D. A. (1982). *Econometric Theory and Applications*, Prentice Hall, Englewood Cliffs, N.J.
3. Klein & Lawrence R. (1962). *An Introduction to Econometrics*, Prentice Hall, Englewood Cliffs, N.J.

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MBA (I) FM-09-MERGERS AND ACQUISITIONS

Credit-03

Teaching Objectives: To enable student to understand

- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available takeover defenses

Course outcomes: On completion of the course, the students will be able to:

- CO1: Demonstrate a good understanding of corporate restructuring through mergers and acquisition
- CO2: Explore regulatory framework for mergers and acquisitions applicable in Indian context.
- CO3: Illustrate the leading methods used in the valuation of a firm for mergers and Acquisition
- CO4: Analyze factors before, during and after negotiation by applying a thorough understanding of negotiation concepts.
- CO5: Execute appropriate negotiation and persuasion techniques in a negotiation situation to achieve desired outcomes.
- CO6: Evaluate control mechanism and formulate defense strategies in the cases of the hostile takeovers attempts.

UNIT I INTRODUCTION

Corporate Restructuring: meaning, objectives, types and forms, motives for restructuring; meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

UNIT III MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

Due Diligence: types, screening due diligence, challenges and checklist, Valuation for Merger and Acquisition: concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation, Financing Mergers and Acquisitions: equity, debt and venture capital funds, Negotiation, Deal structuring and Methods of payments in mergers and acquisitions, Accounting for Mergers and Acquisitions.

UNIT IV POST-MERGER INTEGRATION

Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

UNIT V CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES

Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

Text Books

1. Rajesh Kumar, B. (2012). *Mergers and acquisitions*. New Delhi: Tata McGraw Hill Education, Pvt, Ltd.
2. Desai, J. M., & Nisarg, A. J. (2012). *Mergers and acquisitions, Biztantra*, New Delhi.

Suggested Readings

1. Kamal Ghosh, R. (2010). *Mergers and Acquisitions: Strategy, Valuation and Integration*. PHI Learning Private Limited, New Delhi
2. Arzac, E. R. (2010). *Valuation for mergers, buyouts and restructuring* (2nd ed). Wiley India.
3. Gaughan, P. A. (2011). *Mergers, acquisitions and corporate restructurings* (5th ed). Wiley India.

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MBA (I) FM-10-MICRO FINANCE**Credit-03****Teaching Objectives :** Enable students to

- Comprehend the importance of Micro finance
- Understand the techniques involved in their evaluation

Course Outcomes: Upon completion of course, the students will be able to

CO1: Understand the manner in which microfinance may be utilized to accelerate the expansion and development strategy of microbusinesses.

CO2: Identify techniques for financial and operational evaluation.

CO3: Aware about microfinance products and services and its design and pricing and also attempts to provide exposure of the SHGs and Governmental support.

CO4: Identify various challenges of microfinance movement and appraise the state of microfinance in their respective country.

CO5: Discover issues, trends and frontiers of microfinance and recommend positive approaches that will facilitate the poor's access to financial services with the help of technology.

UNIT I INTRODUCTION TO MICROFINANCE

Basics, Need for microfinance, Characteristics of Microfinance clients, Demand and supply of microfinance in developing countries, Nature of Microfinance Markets, Microfinance as a development strategy and as an industry, Microfinance Tools, Role of Grameen Bank, Microcredit, Innovations, Group lending-Stepped lending & Repeat loan - Character & cash flow based lending, Flexible approaches to collateral, Frequent & public installment for loan & saving products

UNIT II FINANCIAL AND OPERATIONAL EVALUATION

Financial Evaluation, Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements, Financial performance ratios, Liquidity & capital adequacy, Revenue models of Micro finance, Role of subsidies & Donors, Bench Marking, Rating MFIs.

Operational Evaluation: Managing operational risks, Internal Control, Business Planning, Impact Assessment, CVP Analysis, Operating Expenses, Operating Efficiency

UNIT III OTHER EVALUATIONS OF MICROFINANCE

Market Evaluation, Managing MF Products & Services, methodologies in MF product design and pricing, Competition, Risks

Institutional Evaluation, Appraisals and ratings, Legal compliance, Issues in Governance Social Evaluation, Social performance Measurement, Indicators, Tools, Progress out of poverty index, Transparency, Ethics

UNIT IV MICROFINANCE IN INDIA

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance – State sponsored Organizations.

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE

Issue, Role of Technology, Strategic issues in Microfinance: Sustainability, opening new markets, Gender issues

Text Books

1. Ledgerwood, J. (1998). *Microfinance Handbook: An Institutional and Financial Perspective*. The World Bank.

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2. Aghion, B. A. D., Morduch, J., & Khandker, S. R. (2008). The Economics of Microfinance. *Economic Development and Cultural Change*, 56(2), 484-489.
3. Ghate, P. (2007). *Indian Microfinance: The challenges of rapid growth*. Sage Publications India.

Suggested Readings

1. Ledgerwood, J., Earne, J., & Nelson, C. (Eds.). (2013). *The new microfinance handbook: A financial market system perspective*. The World Bank.
2. Sundaresan, S. (Ed.). (2009). *Microfinance: Emerging Trends and Challenges*. Edward Elgar Publishing.
3. www.microfinancesummit.org.
4. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
5. Beatriz and Jonathan (2010). *The Economics of Microfinance*, Prentice Hall of India

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