

DKTE Society's
TEXTILE & ENGINEERING INSTITUTE
(An Autonomous Institute)
Rajwada, Ichalkaranji 416115

DEPARTMENT: MASTER OF BUSINESS ADMINISTRATION

CURRICULUM
Master of Business Administration Program

Second Year

With Effect From

2018-19



**Second Year PG Program in MBA
Semester-III**

Sr. No.	Course Code	Name of the Course	Group	Teaching Scheme				Credits
				Theory Hrs/Week	Tutorial Hrs/Week	Practical Hrs/Week	Total	
1	MBL237	Recent Trends in Strategic Management	-	3	1	-	4	4
2	MBL238	Corporate Ethics	-	3	1	-	4	4
Specialization Subject: I								
3		Paper 1	-	3	1	-	4	4
4		Paper 2	-	3	1	-	4	4
5		Paper 3	-	3	1	-	4	4
Specialization Subject: II								
6		Paper 1	-	3	1	-	4	4
7		Paper 2	-	3	1	-	4	4
8		Paper 3	-	3	1	-	4	4
Total				24	8	0	32	32

NOTE: Students should take any two specializations

Specializations:-

1. Marketing Management
2. Financial Management
3. Human Resource Management
4. Production Management
5. IT and System Management
6. Agriculture and Business Management

List of Specialization Subjects:-

Subject Code	Marketing Management	Paper Number
MBL243	Contemporary Issues In Marketing	1
MBL244	Consumer Behaviour and Branding	2
MBL245	Business Strategies	3

Subject Code	Financial Management	Paper Number
MBL248	Financial Services and Banking	1
MBL249	Financial Decision and Restructuring	2
MBL250	Project Appraisal, Planning and Control	3

Subject Code	Human Resource Management	Paper Number
MBL253	Acquisition & Retention of Human Resource	1
MBL254	Human Capital Development	2
MBL255	Human Resource Compensation Management	3

Subject Code	Production Management	Paper Number
MBL258	Operations Management Strategies	1
MBL259	Production Planning and Control	2
MBL260	Materials and Inventory Management	3

Subject Code	IT and System Management	Paper Number
MBL263	Strategic Information System Mgt.	1
MBL264	Information System Audit & Security	2
MBL265	Software Project Management	3

Subject Code	Agriculture and Business Management	Paper Number
MBL268	Agri Business Management	1
MBL269	Agricultural Marketing	2
MBL270	Agripreneurship And Project Management	3

MBA Second Yr. SEM-III
MBL237: Recent Trends in Strategic Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand importance of various issues in the strategy formulation.
2.	To learn Business Policy and Strategic Management.
3.	To understand the importance of Strategic thinking in the competitive era.
4.	To understand the strategic tool for success any type of industry.

Course Outcomes	
At the end of the course students will be able to	
1.	Make effective to understand various recent issues in the strategic management.
2.	Formulate different types strategic formulation.
3.	Participate in group discussions effectively and also in the various case studies.
4.	Make effective towards awareness socio ethical issues while preparing strategic planning and policies.

Course Contents		
Unit No.	Topics	Hrs
1	Introduction -Definition& nature of Corporate Planning, Advantages and disadvantages, -Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making - Definition of strategic management, strategic management process, - Strategic intent: Vision, Mission, Goals and Objectives. -Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis	13
2	Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business Strategy -Strategic analysis and choice- Tools and techniques for strategic analysis, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis,	13

	Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix.	
3	Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility, Guidelines for a Successful Responsible Firm, Functional Strategies- Financial, marketing, personnel and operations plans and policies.	13
4	Strategic Evaluation and Control: Overview, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalization strategies, Tailoring strategy to fit specific industry and company situation.	13

References:-	
1.	Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2.	Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed.2005.
3.	Competitive Advantage, Michael E. Porter, Free Press.
4.	Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing House.
5.	Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases-A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6.	Business Policy and Strategic Management, P. Subba Rao, Himalaya Publishing House.

MBA Second Yr. SEM-III
MBL238: Corporate Ethics

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To study the importance of ethics in business and corporate social responsibilities
2.	To study basic framework of normative ethics and corporate governance
3.	To study ethics in different fields of management and the importance of consumerism
4.	To study ethics at global level

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the importance of ethics in today's business and also responsibilities of business towards society.
2.	Make ethical decisions in a given case and also understand importance of corporate governance.
3.	Understand ethical issues in different fields of management as marketing, finance, HR, system, production etc. and also understand the concept of consumerism.
4.	Understand ethics in global business.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Business Ethics Nature and importance of ethics in business, Theories of ethics, Gandhian philosophy of wealth management, Relation between business and society, Objectives of business, Corporate social responsibilities (CSR).	13
Unit 2.	Basic Framework of Normative Ethics and Corporate Governance A) Ethics and Decision Making, Morality and Rationality in Organisation, Conflict between personal values and organizational goals, Corporate culture. B) Corporate Governance : Meaning, Importance, Traditional view, Contractual theory, Stake-holders theory, The Regulatory and	13

	voluntary actions, Corporate Governance in India.	
Unit 3.	<p>Ethics in Management and Consumerism</p> <p>A) Factors influencing Business ethics, Ethics in Business disciplines- Ethics & HRM, Ethics & marketing, Ethics in advertising, Ethics in production & operation, Ethics in finance & accounting, Ethics & IT, Ethics in e- commerce.</p> <p>B) Consumerism - Consumer rights and regulations, Government regulations for consumer protection</p>	13
Unit 4.	<p>Ethics in Global Business</p> <p>Overview of Global business, Ethical relations to adopting host country norms, Need & implementation of corporate social responsibility at global level.</p>	13

References:-	
1	Lawrence and Weber, 'Business and Society', 12/e, Tata McGraw- Hill, 2010.
2	Keshoo Prasad, 'Corporate Governance', 2/e, PHI.
3	Bajaj P. S & Raj Agarwal, 'Business Ethics', Biztantra, 2012.
4	Joseph R. DesJardins and John J. McCall, 'Contemporary Issues in Business Ethics', 6 th Edition.
3	Andy Crane and Dirk Matten, 'Corporate Social Responsibility', 1 st Edition.
4	Balachandran V, & Chandrashekharan V , 'Corporate Governance, Ethics and social responsibility' , 2/e, PHI, 2011.
5	Das Gupta, Ananda, 'Ethics, business and society: managing responsibly', Response Books.
6	Fernando A, 'Corporate Governance: principles, policies and practices', 2/e, Pearson, 2011.
7	John F. Steiner, 'Business, Government, and Society: A Managerial Perspective, Text and Cases', 12/e, McGraw-Hill, 2011.

MBA Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No 1
MBL243: Contemporary Issues in Marketing

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand importance of various issues in the Marketing.
2.	To learn to service and social marketing.
3.	To understand the importance of MIS in the marketing.
4.	To understand the research tool for effective marketing.

Course Outcomes	
At the end of the course students will be able to	
1.	Make effective to understand various recent issues in the marketing.
2.	Write different types Marketing plans.
3.	Participate in group discussions effectively and also in the various case studies.
4.	Make effective towards awareness socio ethical issues while preparing marketing research.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Service Marketing – What are services, definition, need & importance of services, distinction between services & goods, characteristics of services, STP for services marketing. Overview of managing demand and capacity. Marketing Mix in Service Marketing- Product price, place, Promoting, people – Moment to Truth , Service encounters service personnel issues, emotions and service situations, service profit chain, Physical Evidence-evidence types. Role of physical evidence, stimulus response model, service scapes, Process- types, Service Blueprint, service process matrix, service recovery and empowerment.	13
Unit 2.	International Marketing -International Marketing Environment, Entry Strategies, International organization, Export procedure & export documents, Global Strategies, targeting and Positioning, International Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global Pricing Strategies,	13

Unit 3.	Social Marketing- Meaning, nature, importance & scope, of social marketing, types of non business organizations, markets involved in social marketing, developing a marketing programme for social cause.	13
Unit 4.	Marketing Information System - Definition, purpose, scope, procedure, components of MIS. Marketing Research: applications of marketing research, research process, research design, research tools, research analysis – factor, cluster, conjoint, product research, and packaging research.	13

References :-	
1.	Philip Cateora, ‘ International Marketing’
2.	Francis Cherunilam, ‘ International Marketing’
3.	Christopher Lovelock, ‘Services Marketing’
4.	Keegan Warren J, Global Marketing Management
5.	Zeithaml, Bitner, Gremler & Pandit, ‘Services Marketing’
6.	Helen Woodruff, ‘Services Marketing’
7.	Zha S.M., ‘ Services Marketing’
8.	Pati Debashis, ‘Marketing Research’ Universities Press (India) Pvt Ltd., Hyderabad., 2002.
9.	Beri, G.C, ‘Marketing Research: Tata McGraw Hill Publishing Company, Ltd.,2000.
10.	Cooper Schindler, ‘Marketing Research, Concept & Cases’
11.	Paul Green, Donald Tull, Gerald Albaurn, ‘Research for Marketing Decisions’
12.	Nargundkar, ‘Marketing Research’
13.	Donald S.Tull, Del I.Hawkins, ‘Marketing Research – Measurement & Methods’
14.	Aakar, Kumar, Day, ‘Marketing Research’

MBA Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No. 2
MBL244: Consumer Behaviour and Branding

Teaching Scheme		
Lectures	3	Hrs.
Tutorial	1	Hrs.
Total	4	

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the concept of consumer behavior, factors influencing Consumer buying process and Models of C.B.
2.	To understand the concept of Industrial buying behavior, factors influencing for Industrial buying behaviour process.
3.	To understand the Role of Research in understanding consumer behaviour
4.	To explore the various issues related to Brand Management and to enhance the Understanding of branding and Strategic Brand Management Process.

Course Outcomes	
At the end of the course students will be able to-	
1.	Understand how different factors influences Consumer buying behaviour process and can prepare effective sales promotional activities accordingly.
2.	Understand how different strategies to be prepared to influence Industrial buyer.
3.	Understand and use online marketing, social media to influence Consumer Buying Decision Process.
4.	Understand how to develop a Brand and will understand strategic process behind brand management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Introduction to consumer Behaviour: Concept and need for studying consumer behaviour, factors influencing consumer buying process. Consumer Modelling: - The Economic model, Learning model, Psychoanalytic model, The Sociological model, The Howard Sheath model of buying behaviour, The Nicosia model, The Engel –Kollat-Blackwell Model.	13
Unit 2.	Industrial Organization Buying Behaviour: Industrial buying process- Factors influencing industrial buying	13

	behaviour- Stages of industrial buying process.	
Unit 3.	Role of Research in understanding consumer behaviour: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Levels of Consumer Decision Making – Consumer Buying Decision Process, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages Situational Influences.	13
Unit 4.	Brand Management: Introduction to the concept of Brand Management: Brand –Meaning, Definition, Role of Brand- Advantages and disadvantages of Branding, Branding- Meaning, Creation of Brands through goods, services, people, Organization. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand management Process, Strong Indian Brands.	13
Case studies in Indian context only.		
Practical Component:		
<ul style="list-style-type: none"> • Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion. • Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class. • Meet your friends and conduct a survey to find out the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload? 		

References:-	
1	Leon Schiff man, Lesslie Kanuk- “Consumer Behavior” -, 10 th Edition, Pearson, 2010.
2	Del I. Hawkins, & Others- “Consumer Behavior: Building Marketing Strategy” –, 11 th Edition TMH.
3	Jay D. Lindquist, Joseph Sirgy- “Consumer behaviour” -, 1 st Edition, Cengage Learning.
4	David L. Loudon, Della Bitta- “Consumer behavior “-, 4 th Edition, McGraw Hill
5	Raju M. S & Dominique Xardel- “Consumer Behavior” –, Vikas Publishing House.
6	Suja Nair- “Consumer Behavior in Indian Perspective”–, Himalaya Publications.
7	Sheth, Mittal- “Customer Behavior: A Managerial Perspective” –, Cengage Learning.
8	Satish K. Batra & S H H Kazmi- “Consumer Behavior”-, Excel Books
9	Alok Kumar, Chhabi Sinha- “CRM” –, 7 th Edition, Biztantra.
10	Peru Ahamed & Sagadevan- “Customer Relationship Management”- Vikas Publishing.

MBA Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No 3
MBL245: Business Strategies

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives-	
1	To study relationship with corporate vision, mission and objectives and strategic role of marketing.
2	To study market entry strategies and market growth strategies.
3	To study internet marketing and green marketing.
4	To study importance of CRM in business.

Course Outcomes-	
At the end of the course students will be able to	
1.	Understand the relationship between corporate vision, mission and objectives and strategic role of marketing.
2.	Understand market entry strategies and market growth strategies.
3.	Understand internet marketing and green marketing.
4.	Understand importance of CRM in business.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Overview of Marketing Strategy Concept, Relationship with Corporate Vision, Mission and Objectives, Strategic Role of Marketing, Industry/ business analysis and sustaining competitive advantage, Portar's five forces model.	13
Unit 2.	Core Marketing Strategies A) Product Life Cycle, Marketing strategies in Introduction stage, Growth stage, Maturity stage and Decline stage, three levels of strategy, Choosing and targeting attractive market segments, Different	13

	<p>targeting strategies.</p> <p>B) Market Entry Strategies- Pioneer Strategy and follower Strategy</p> <p>C) Growth Market strategies for Market Leaders –Marketing Objectives for leaders, Flanker Strategy, Confrontation Strategy, Market Expansion strategy, Contraction Strategy</p> <p>D) Growth Market strategies for Market followers- Marketing Objectives for followers, Frontal Attack Strategy, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack.</p> <p>E) Special Marketing Strategies for Services Sector- Strategies for Market Leaders, Challengers, followers and niche marketers.</p>	
Unit 3.	<p>Internet Marketing and Green Marketing</p> <p>A) Internet Marketing & E-Commerce- Meaning & importance of E-Commerce & Internet marketing, Benefits & limitations of internet marketing ,Marketing Strategies of Internet Marketing, Ethics in Internet Marketing.</p> <p>B) Green Marketing- Meaning & importance of green marketing, Issues involved in green marketing, Social responsibility towards environment, Government initiative for green marketing, Problems of green marketing, Green marketing strategies.</p>	13
Unit 4.	<p>Customer Relationship Management</p> <p>Concept of CRM, Process of CRM, Framework of CRM, Tangible components of CRM, CRM in services, CRM in product management, Zero customer defection, Customer loyalty, Customer loyalty development strategies.</p>	13

References:-	
1.	Walker Mullins Boyd Larreche , ‘Marketing Strategy-A Decision focused approach’, TATA McGraw Hill.
2.	Boyd Walker, Mullins Larrech, ‘Marketing Strategy’, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3.	David Aaker, ‘Strategic Marketing Management’.
4.	McKenzie, Ray, ‘Relationship Based Enterprise Powering Business Success Through Customer Relationship Management’, McGraw Hill., 2001
5.	Sheth, Jagdish N, ‘Customer Relationship Management- Emerging Concepts’.
6.	Bergeron, Bryan, ‘Essential of CRM - A Guide to Customer Relationship Management’, John Wiley & Sons Inc., 2002.

MBA Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 1
MBL248: Financial Services & Banking

Teaching Scheme		
Lectures	3	Hrs.
Tutorial	1	Hrs.
Total	4	

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the conceptual basis and major components of Indian Financial System.
2	To understand the Concept of Banking and banking transactions
3	To study and understand the concepts of Leasing and Credit Rating
4	To study and understand the concept of Financial Services.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the major components of IFS. Can work with these institutions and utilise the knowledge as entrepreneur for most business transactions.
2	Understand the Banking Functions of Commercial Banks, Universal Banking, and Core Banking, Can do banking transaction, online banking transaction for cash less transaction which is need of an hour.
3	Understand the Leasing concept and Credit Rating Meaning, Process, Rating Methodology, Rating Agencies, Rating Symbols of Rating Agencies which will help in financing the projects and building business more creditworthiness in market.
4	Understand how to start the business with the help of Venture Capital funding. Can use and invest in Insurance avenue to get the benefit of risk management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Structure of Indian Financial System- Organizational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/Intermediaries; Financial Instruments. Regulatory and promotional institutions.	13
Unit 2.	Banking – Banking system and structure in India- Evolution of Indian Banks-Types of banks, NBFC- Meaning, Major functions of NBFC.	13

Unit 3.	Banking Technology- Concept of banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque, NEFT-RTGS.	13
Unit 4.	Financial Services- Leasing: - Concept, Types of Lease. Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating agencies, Rating symbols of different companies. Venture Capital - Concept, Venture Capital Investment process, Dis-investment Mechanism. Insurance: Introduction to LIC, GIC and Private Insurance Companies,	13
Note:- Theory all units		

References:-	
1	L.M.Bhole- “Financial Institutions and Markets” - McGraw Hill Education; 5 edition (8 May 2009).
2	Khan M.Y Indian Financial System- Tata Mcgraw Hill (2009).
3	Indian Financial System - Pathak, Pearson Education; 4 edition (2014).
4	Management of Financial Services - Bhalla V.K., Anmol Publications Pvt Ltd (1 December 2008).
5	Indian financial system and financial operations - Vasant Desai Himalaya Publishing House (2012).
6	Dr. M. A. Kohok, Dr. S.K. Mishra- “Advanced Financial Management”- Everest Publishing House- 15 th Edition (2011).

MBA Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 2
MBL249: Financial Decision and Restructuring

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To explain the concept of capital structure and its decisions
2	To teach concept of leverage and different types of leverages
3	To explain concept of dividend and dividend policies
4	To explain bonus shares and its benefits
5	To teach merger acquisition and restructuring of a company

Course Outcomes	
At the end of the course students will be able to	
1	Understand concept of capital structure and decisions based on it
2	To understand concept of leverage and different types of leverages
3	Understand concept of dividend and dividend policies
4	Understand bonus shares and its benefits
5	To understand merger acquisition and restructuring of a company

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Capital Structure Decision Financial Leverage, Operating Leverages and Combined Leverage, Indifference point, Approaches to appropriate capital structure (NI Approach, NOI Approach, Traditional Approach and Modigliani Miller Approach) EBIT-EPS Analysis, Guidelines for planning, Capital structure policies in practice.	13
Unit 2.	Unit-II- Dividend Decision: A) Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy Dividend as Residual Payment, Legal and Procedural Aspects of Dividend B) Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits	13

Unit 3.	Unit-III- Merger and Acquisition and Restructuring: Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.	13
Unit 4.	Unit-IV- Financial Management in Sick Units- Definition of Industrial Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.	13

References:-	
1	Prasanna Chandra ,Financial Management- Fifth Edition, McGraw Hill Publication
2	James C, Van Horne ,Financial Management – Seventh Edition - Financial Times/ Prentice Hall;
3	Bhalla V.K , Financial Management and Policy, First Edition, S. Chand Publication
4	Khan and Jain ,Financial Management, fifth Edition , McGraw Hill Publication
5	I.M.Pandey , Financial Management, Eleventh Edition , Vikas Publication

MBA Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 3
MBL250: Project Appraisal, Planning and Control

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the Basics of Project Planning
2.	To understand the Financial Estimates and projections in projects
3.	To understand the Management of Cash
4.	To understand the Receivables Management
5.	To understand the Inventory Management

Course Outcomes	
At the end of the course students will be able to	
1.	Understand Generation and screening of project ideas, Market , Demand & Technical Analysis
2.	Identify the different sources of finance and Appraisal of Loan
3.	Understand Techniques of Cash Management and know the different cash management models.
4.	Understand the Receivables management
5.	Know the different inventory management techniques

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Project Planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Project Risk Analysis-sensitivity analysis – scenario analysis – Break even Analysis	13
Unit 2.	Financial Estimates and projections- Project Financing Long Term Financing, Appraisal of Term Loans by Financial Institutions short Term Sources of Finance, other Sources.	13
Unit 3.	Management Cash A) Motive for holding Cash, Objective of cash Management, Factors determine the cash needs, Determining cash Need-Cash Budget; Techniques of Cash Management, Marketable Securities- Treasury Bills, Commercial papers, Certificates of deposit Bankers acceptance, Inter-	13

	Corporate deposits; Cash Management Model- Baumol Model, Miller-or Model, Orgler's Model B) Receivables Management-Objective, Credit polices, Credit Standards & Credit Analysis, Credit terms; Cash Discount; Collection Policies.	
Unit 4.	Inventory Management- Objectives; Benefits of holding inventory, Techniques of inventory control- EOQ, stock Levels, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented unites'. Note- Practical Problems will be asked from Cash Budget; EOQ; Levels of Stock.	13

References:-	
1.	Prasanna Chandra (2014),”Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, 8 th Edition, McGraw Hill Education
2.	A. Sahay & M.S.Chhikara,(2007), “New Vistas of Entrepreneurship: Challenges & Opportunities”, Excel Books.
3.	P.V.Kulkarni & B.G.Satyaprasad (2000), “Financial Management”, Himalaya Publishing House.
4.	Dr. R.P.Rustagi (2011), “Financial Management - Theory, Concepts and Problems”, 5 th Edition , Paper Back
5.	I.M.Pandey (2009), “Financial Management”, 9 th Edition, Vikas Publishing House Pvt Limited.
6.	R.P.Rustagi (2009), “Principles of Financial Management”, 6 th Edition, paperback.

MBA Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 1
MBL253: Acquisition & Retention of Human Resource

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the job analysis, job description and specification, job design and team analysis.
2	Describe the HRP, HR demand and supply forecasting and, recruitment with its detail aspects.
3	Study and understand the selection with its different aspects and also induction programme with its different aspect along with placement and socialization concept.
4	Study and understand the interviewing concept with its different aspects like types, do's and don'ts and procedure.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the job analysis, job description and specification, job design and team analysis.
2	Understand the HRP, HR demand and supply forecasting and , recruitment with its detail aspects .
3	Understand the selection with its different aspects and also induction programme with its different aspect along with placement and socialization concept
4	Learn the interviewing concept with its different aspects like types, do's and don'ts and procedure.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Job Analysis and Team analysis – Job analysis- Need, Process Methods of Data collection, Job requirement. Job Description- Purpose, content, writing, job description, job specification Job Design-Factor affecting job design; Methods/Technique of job design. Team analysis.	13
Unit 2.	Human Resource Planning and Recruitment- Human Resource Planning need and benefits, Recent trends in HRP, Factors affecting on HRP ,HR demand forecasting – HR supply forecasting,	13

	Recruitment –Process ,factors affecting on recruitment ,E-recruitment Modern souses and techniques of recruitment, Recent trends in recruitment , Assessment of recruitment program .	
Unit 3.	Selection Human Resource- Meaning; Factors affecting selection decision, cost benefit analysis of selection and recent trends in selection Prosess-in detail, Placement, Induction Programme- Objective, benefit, Content of Induction Programme, meaning and Objective , phases of Induction Programme, Socialization- Concept, Phase of Socialization	13
Unit 4.	Interviewing: Types of interviews – Unstructured, structured, behavioral, Job related, stress full .Principles of interviewing – Do's and Don'ts, Interviewing procedure – preparation, setting – physical and mental, conduct of interview, close.	13

References:-	
1	P.Subba Rao (2011) “Human Resource Management” 5 th Ed Himalaya Publications.
2	Gary Dessler (2008) “Human Resource Management” 11 th ED Prentice-Hall of India Pvt .Ltd.
3	K. Aswathappa (2013) “Human Resource Management- Text and Cases”75 th Ed Tata McGraw Hill.
4	VSP Rao (2006) “Human Resource Management: Text and Cases” 5 th Ed Excel Books.
5	H.Johan Bernardin and Joyee E.A Russel (2012)) “Human Resource Management” 6 th Edn Mc Graw –Hill publications.

MBA Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 2
MBL254: Human Capital Development

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To help students understand evolution of the term HRD and its significance in business organizations.
2.	To acquaint students with the possible structures and functions for identifying training needs in an organization.
3.	To help students to understand various tools to measure development of employees in an organization.
4.	To make students understand the significance of new concepts like career opportunities, counselling, emotional intelligence in overall development of an employee of the organization.

Course Outcomes	
At the end of the course students will be able to	
1.	Differentiate the term HRD from conventional concepts like Personnel Management and HRM.
2.	Understand the framework of employee training and development in a typical business organization.
3.	Understand conventional as well as modern tools used to measure the development of HR in an organization.
4.	Understand emerging concepts like employee career opportunities, counselling, EI and their significance in 21 st century.

Unit. No	Course Contents	Hrs
Unit 1.	<p>Basics of HRD. Meaning and significance of Human Resource Development, Origin of HRD, Objectives, Relationship between Human Resource Management and Human Resource Development, Process of HRD. Roles and competencies of HRD professionals; Challenges in HRD, HRD Climate.</p>	13
Unit 2.	<p>Individual and Organizational Development. Individual Development: Concept, Importance of Training. Meaning and significance of training needs, Types of needs. Identifying training objectives, Determining structure, Content, Methods of Training (On the job and Off the job). Principles of Training. Management Development: Need and factors affecting management development, Methods and Process. Development beyond training. Organisational Development: Goals, Organizational change and its management. Resistance to change, process of change.</p>	13
Unit 3.	<p>Evaluation of HR Development. Meaning and reasons for Evaluating Training. Significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design. Evaluating HRD: HR Accounting (Objectives, Methods of Human Resource Accounting), HR Auditing (Scope, Process), Competency Mapping.</p>	13
Unit 4.	<p>Performance Appraisal and Counselling. Performance Appraisal– The need and significance. Setting employees performance objectives and goals, creating organizational conditions for improving employee performance. Methods of performance appraisal. Counselling – Performance Counselling, Career Counselling: Career Need Assessment, Career opportunities, Need opportunity Alignment. Emotional Intelligence – IQ Vs EQ, Creativity and its role in management.</p>	13

References:-	
1.	Edwin B.Flippo (1984), "Personnel Management", Sixth Edition, McGraw-Hill International Editions.
2.	Garry Dessler (2015), "Human Resource Management", 14 th Edition, Pearson Publications.
3.	K. Aswathappa (2009), "Human Resource Management", Fifth Edition, Tata McGraw-Hill Publishing company Limited.
4.	Daniel Goleman (1995), "Emotional Intelligence", Bantam Books Publications.
5.	Dr,B, Rathan Reddy (2008), "Effective Human Resource Training and Development Strategy", Third Edition, Himalaya Publishing House.

MBA Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 3
MBL255: Human Resource Compensation Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand importance, process and techniques of effective Job Evaluation.
2.	To learn to write all types of methods of job evaluation effectively.
3.	To understand the importance of wage and salary administration.
4.	To understand the importance of Government policies.

Course Outcomes	
At the end of the course students will be able to	
1.	Make effective to understand job evaluation method and worthiness of job.
2.	Write different types of job evaluation and salary wage structure in India
3.	Participate in role play regarding salary grievances.
4.	Give presentations and seminars on Government policies.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Job Evaluation : Meaning, objectives, Principle Procedure, Methods/Techniques of Job Evaluation: Non- Quantitative, Advantages and Problem of Job Evaluation.	13
Unit 2.	Salary Administration : Meaning of Salary Administration, Purpose, Compensation, Reward, Salary level and salary structure in India, Determinants of establishing Strategic Wage plan, Rule of Wage administration Principle of Wage and Salary Administration Ingredients of good wage plan. Executive Compensation, Competency based pay, Challenges of Remuneration.	13
Unit 3.	Benefits for Human Resources	13

	<p>Incentive– Meaning, Feature, Determinants, Incentive plan for Blue Collar Worker, Incentive plan for white Collar worker, Essential of effective Incentive Cafeteria Style Compensation, Employee Benefits: Pay for time not worked, vacation and Holiday, Severance pay, Insurance</p> <p>Benefits for Human Resources</p> <p>Incentive– Meaning, Feature, Determinants, Incentive plan for Blue Collar Worker, Incentive plan for white Collar worker, Essential of effective Incentive Cafeteria Style Compensation, Employee Benefits: Pay for time not worked, vacation and Holiday, Severance pay, Insurance</p>	
Unit 4.	<p>Government Policies.</p> <p>Methods of wage Fixation in India: Minimum Wage Act, Payment of Wage Act, Equal Remuneration Act, wage Board pay commission Issue and Constraints in wage determination in India, Issue in Indian wage policy: Meaning and Importance of Bonus Act, Gratuity Act, PF, ESI, Workmen's Compensation Act.</p>	13

References:-	
1.	Human Resource Management by Ghos and Bishwanath, Vikas Publication, New Delhi, 2002
2.	Human Resource Management by K. Ashwathappa, Tata McGraw Hill, 6th Edition, New Delhi.
3.	Human Resource Management by V.P.Michael, Himalaya Publication House, Mumbai.
4.	Human Resource Management by P. Subbarao, Himalaya Publication house, New Delhi.
5.	Human Resource Management by C.B.Mamoria, Himalaya Publication house, New Delhi

MBA Second Yr. SEM-III
Specialisation D – Production Management, Paper No 1
MBL258: Operations Management Strategies

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To help students to understand the significance of manufacturing and operations strategies in any business to gain competitive advantage.
2.	To let students understand the relative use and importance of human and non-human factors in designing the organization.
3.	To make students understand the concept of product development by considering suitable plant layout and manufacturing system.
4.	To help students in knowing the concept of production system and project scheduling.
5.	To let students understand the relative use and importance of human and non-human factors in designing the organization.
6.	To make students understand the concept of product development by considering suitable plant layout and manufacturing system.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand different manufacturing and operations strategies and their significance in any business to gain competitive advantage.
2.	Understand various factors to be considered while designing the organization with their relative use and importance.
3.	Thoroughly understand the concept of product development by considering its influencing factors.
4.	Understand the concept of production system and project scheduling.
5.	Understand different manufacturing and operations strategies and their significance in any business to gain competitive advantage.
6.	Understand various factors to be considered while designing the organization with their relative use and importance.
7.	Thoroughly understand the concept of product development by considering its influencing factors.
8.	Understand the concept of production system and project scheduling.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Concept of manufacturing and operations strategy:- Operation strategies in global economy – Today's global business conditions – Formation of operations strategy- capacity planning – formulation & implementation of manufacturing policies – building competitive advantage through manufacturing policy-technology management and competitiveness.	13
Unit 2.	Design of organizations:- Structure – Human factor in production – product life testing – product deigning – Standardization – principles of diversification and implementation.	13
Unit 3.	Product Development :- Salient features – Production Process design and engineering layout – design of jigs and fixtures – flexible manufacturing system	13
Unit 4.	Production System and Project Scheduling : Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM- Utility data and time cost curves – Direct and indirect cost, Optimum cost, resources allocation and levelling – project programme review– Updated network –Activity based costing.	13

References:-	
1.	Norman Gaither Greg Fraizer , “Operations Management” Thomson Asia Pvt. Ltd., Singapore
2.	Charry S. N. “Production and Operations Management”, Tata McGraw Hill, New Delhi
3.	Joseph S. Martin, “Production & Operations Management – An applied modern Approach “ John Wiley and sons (Asia) Pvt. Ltd. Singapore

MBA Second Yr. SEM-III
Specialisation D – Production Management, Paper No 2
MBL259: Production Planning and Control

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To help students in knowing the concept of forecasting for effective production planning and control.
2.	To help students in understanding the concept of 'Resource Requirements Planning' and related concepts.
3.	To help students in understanding different activities of production planning and control.
4.	To help students in knowing the application of planning and control activities in inventory management

Course Outcomes	
At the end of the course students will be able to	
1.	Use different forecasting techniques for production planning and control.
2.	Effectively plan for the resource requirements in the production process.
3.	Know the different but related activities of production planning and control.
4.	Manage inventory by effectively applying production planning and control activities.

Course Contents		
Unit 1:	Production Planning and Control Systems:- Objectives of forecasting, Factors affecting accuracy of forecast, methods of forecasting, aggregate planning,	13
Unit 2	Production Planning and Control Systems:- Objectives of forecasting, Factors affecting accuracy of forecast, methods of forecasting, aggregate planning,	13

Unit 3	Resource Requirements Planning:- MRP and CRP, Scheduling process, focused manufacturing, Scheduling of product focused manufacturing, computerized scheduling.	13
Unit 4	Production Planning & control Activities :- Routing, Loading, Scheduling, dispatching and PPC documents - Job shop planning, Line Balancing, Planning versus execution.	13
Unit 5	Application of PPC in inventory: Materials Requirement planning, perspective , Bill by materials, master production schedules.	13

References:-	
1.	Burbridge – “Principles of Production Control.”
2.	Garret Leonard J, Silver Milton – “Production Management Analysis.”
3.	Norman Gaither, Greg Faizer – “Operations Management – Thomson Asia Pvt. Ltd”.
4.	Le J, Krajewski and Larry P Ritzman, Operations Management :-
5.	Strategy and Analysis, Pearson Education (Singapore) Pvt. Ltd. Indian Branch, Delhi.
6.	Burbridge – “Principles of Production Control.”
7.	Garret Leonard J, Silver Milton – “Production Management Analysis.”
8.	Norman Gaither, Greg Faizer – “Operations Management – Thomson Asia Pvt. Ltd”.

MBA Second Yr. SEM-III
Specialisation D – Production Management, Paper No 3
MBL260: Materials and Inventory Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the Basic concept of Inventory Management.
2	To understand the Inventory Planning with sales forecasting.
3	To understand the Inventory Control
4	To understand the Production inventories

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the Basic Concept of Inventory Management with Future of materials management.
2.	Understand the inventory turn concept with sales forecasting.
3.	Identify the different methods of inventory control with documentation.
4.	Understand the Production inventories.

Course Content		
UnitNo	Topics	Hrs
Unit 1:	Inventory Management – Inventory Management s– Indian scenario – Inventories – Concept – type – Importance – Future of materials management.	13
Unit 2	Inventory Planning – Inventory turn concept, effect of service level, integration of sales forecast, computerized inventory management.	13

Unit 3	Inventory Control – Inventory status – methodology – explosion of requirements – documentation for Inventory control – Selective inventory control.	13
Unit 4	Production Inventories – Types of inventories – Economic lot size – Inventory control – analytical techniques – multiplant integration – production control problems.	13

References:-	
1	Production and Inventory Control handbook – Greene, James-H
2	Production and Inventory control- Mc leavey,Dennis W& Narasimhan SL 3. Manufacturing Planning and Control – Valiman T. E.
3	Materials Management- An Integrated Approach- Prentice Hall India, New Delhi- P. Gopalkrushnan & M. Sudarsan
4	Materials Management- Procedure, Text & cases- Prentice Hall India- A.K. Dutta.

MBA Second Yr. SEM-III
Specialisation E – IT and System Management, Paper No 1
MBL263: Strategic Information System Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the use of strategic information in the organization, classification and success factors
2.	To understand IS strategy implementation, strategy tools and techniques of IS/IT strategy.
3.	To understand definition and purpose of IT governance and COBIT Framework
4.	To understand management of IT services and types of IS/IT services.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the use of strategic information in the organization, classification and success factors
2.	Understand IS strategy, strategy implementation, strategy tools and techniques, and of process of IS/IT strategy.
3.	Understand definition and purpose of IT governance and COBIT Framework
4.	Understand management of IT services and types of IS/IT services.

Course Contents		
Unit No.	Topics	Hrs
Unit 1:	Evolving Role of IS in organization: Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, classification, Success factors, Organizational IS capability,	13
Unit 2:	Overview and Developing an IS Strategy IS Strategy, Strategy implementation, strategy tools and techniques, resource based view of strategy, Approaches to information strategy development, problems, and barriers. The challenges of planning strategically for IS/IT today, Establishing an IS/IT strategy, process, scope objectives and expectations, Deliverables from the IS/IT strategy process.	13

Unit 3:	IT Governance Definition and Purpose of IT Governance , □IT Governance Assessment Maturity Model ,Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed, Results of Ineffective IT Governance Management of IT services Types of IS and services, Strategies for managing IT Infrastructure, outsourcing strategies, guideline for outsourcing decisions, application service providers	13
Unit 4:	Case studies on-IT governance Production and manufacturing	13

References:-	
1	IT Governance, Peter Weill and Jeanne W Ross, Harward Business School Press
2	Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing
3	IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication
4	IT Governance, A Practical Guide by Christopher B Gillies
5	IT Governance : How Top managers manages IT decisions right for superior results By Peter Weill Harward Business School Press
6	Corporate Information strategy and Management By L M Applegate
7	Information Technology Management By Raner ,Potter and Turban

MBA Second Yr. SEM-III
Specialisation E – IT and System Management, Paper No 2
MBL264: Information System Audit & Security

Teaching Scheme		
Lectures	3	Hrs.
Tutorial	1	Hrs.
Total	4	

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To study the need for security and control and connect and types of security threats
2.	To understand Back-up and recovery strategies and data security.
3.	To study Security policy framework & infrastructure and ISO standards and Practices
4.	To understand the need and concept information System Auditing

Course Outcomes	
1.	To study the need for security and control and connect and types of security threats.
2.	Understand Back-up and recovery strategies and data security.
3.	To study Security policy framework & infrastructure and ISO standards and Practices.
4.	Understand the need and concept information System Auditing

Course Contents		
Unit No.	Topics	Hrs
Unit 1:	IS Security History & evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information, system data and resources, definition of information security. Computer crimes and virus Internal control, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security, access control- identification, authentication, authorization, password control and management access control software.	13

Unit 2:	Data Security Data Security : Threats to security, data access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dial in access security, network management control, Authentication protocols, Internet/intranet Security. Computer configuration and operation security/ software security, start up /shut down procedures, backup and recovery strategies, personal security, protection from people, protection of employees.	13
Unit 3:	Security Policy Security policy- Administrative & technical, Security policy framework & infrastructure, introduction to Security policies ISO standards and Practices. Domain related Security studies.	13
Unit 4:	IS Audit and Control Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in a audit. Information System Control: framework of management control, introduction, top management control, evaluating the planning, organizing, leading and controlling function, Basic concept of system development, management controls, programming management controls, operation management controls.	13

References:-	
1	EDP Auditing - Ron Weber
2	PC and LAN security – Stephen Cobb
3	Enterprise Security - Protecting Information Assets - Michel E. Kabey
4	Enterprise Disaster Recovery Planning – Miora
5	Computer Security - Summies
6	Internet Security – Derek, Alkins
7	Information security policies procedures and standards by Thomas Pettier
8	Information System Security: security Management frameworks and best Practices by Nina Godbole

MBA Second Yr. SEM-III
Specialisation E – IT and System Management, Paper No 3
MBL265: Software Project Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the management of software projects and System Analysis tools and Techniques
2.	To understand software planning and concept of project scheduling
3.	To study software cost estimation and its techniques
4.	To study SCM and Software Quality Factors

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the management of software projects and System Analysis tools and Techniques
2.	Understand software planning and concept of project scheduling
3.	Study of software cost estimation and its techniques
4.	Study of SCM and Software Quality Factors

Course Contents		
Unit No.	Topics	Hrs
Unit 1:	<p>Concepts of Software Project Management Introduction to Software, Software Engineering, system Software development life cycle Project management overview, project communication and documentation, Planning of Software Project introduction problem definitions and developments strategy planning project organizational structure software metrics. System: Definition of system, business system, analyst and his role, characteristics of system analyst, System analysis Method- Initial investigation, feasibility study, cost benefit analysis, requirement analysis, and detailed analysis. System Analysis tools and Techniques – DFD, data dictionary, Decision tree, decision table, E-R Diagram Planning of: defining the problems, developing solution, strategy, planning the process (Phased model, milestone, documents etc.) Planning, organizational structure, planning</p>	13

	for configuration management and independent verification, planning phase dependent tools techniques, project scheduling, measurement.	
Unit 2:	Project Management Project Management: Characteristics of project management. Project plan and review project manager, tools CPM, PERT Gant Chart MS-Project, Risk analysis and reduction, software project scheduling software acquisition.	13
Unit 3:	Cost Estimation Software Cost Estimation: Introduction, software cost factors, software cost estimation Techniques, COCOMO FPA,NPA & ROI. Estimation of software maintenance cost, feedback control and feedback at various levels.	13
Unit 4:	System Implementation Introduction to SCM Change Management-Plan, Process, Version Management, Defect Management, Release Management Process, SCM Tools Software Quality Factors, Software quality metrics Quality Assurance activities. Case Studies on- Project organization, Identifying standards, Identifying risk Project Management tools & estimation techniques etc.	13

References:-	
1	Software Engineering - Roger S. Pressman
2	Software Project Management - Edwin Bennatan
3	Software Engineering - Martin L. Shooman
4	Principles of Software Engineering Management – Glib T (Add on Wesley)
5	Software Engineering Project Management- Thayer R.H. (IEEE, CS Press)
6	Software Project Management –Bob Hugues (TMG)
7	Software Engineering - Roger S. Pressman
8	Software Project Management - Edwin Bennatan

MBA Second Yr. SEM-III
Specialisation F – Agriculture and Business Management, Paper No 1
MBL268: Agri Business Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the concept of Agri-business.
2.	To understand the concept of principles of Agri-business management.
3.	To understand the concept of Agro-processing industries in India.
4.	To explore the Recent Trends in Agri-business management.

Course Outcomes	
At the end of the course students will be able to-	
1.	Understand the basic concepts like Nature and scope of Agri-business, Importance of Agri-business Management, Difference between farm and non farm sectors, Demand for agri products and its determining factors Supply of Agri-products and its determinants.
2.	Understand how different principles like value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises- Laws of returns- measurement of agricultural cost A,B,C methods.
3.	Understand emerging agro processing industries like Management and processing of Sugar industry, Dairy processing, cotton textiles, Oil Seeds processing- Sericulture, Horticulture, and floriculture processing, medicinal plants. Problems and prospects of Agro, processing industries in India.
4.	Understand and explore new trends like ITC e-choupal, contract farming, precision farming, and logistics in agri products in India.

Course Contents		
Unit No.	Topics	Hrs
Unit 1:	Introduction Agri-business : Nature and scope of Agri-business, Importance of Agri-business Management. Difference between farm and non-farm sectors, Demand for agri products and its determining factors Supply of Agri-products and its determinants.	13

Unit 2:	Basic principles of Agri-business management :- The value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises- Laws of returns- measurement of agricultural cost A,B,C methods.	13
Unit 3:	Agro-processing industries in India :- Management and processing of Sugar industry- Dairy processing – cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India.	13
Unit 4:	Recent Trends in Agri-business management- ITC e-choupal, contract farming, precision farming, and logistics in agri products in India.	13

References:-	
1	M.Upton & B.O. Anlloio - “farming As a Business” Oxford university press. New York
2	‘S.S. Achary’ N.L. Agarwal “Agricultural Marketing in India
3	‘S.K. Misra’ V.K. Puri “Indian Economy “Himalaya publishing House Mumbai
4	‘Bhave S.W.’ “Agri-Business management in India” S.W. Bhave, Pune-4
5	‘Smita Diwase’ “Agri-Business Management” Everest Publishing House Pune-4
6	‘C.B. Mamoria’ “Problems of Agriculture in India. Himalaya publishing House Mumbai, Delhi.
7	‘Thorats Sirohis’ “State of Indian farmer”A millennium study Rural Infrastructure Academic Foundation, New Delhi
8	‘Brodway Ac and’ A..A. Brodway Text book of Agribusiness Management
9	‘Meena R.K. & J.S. Yadav’ “Horticulture marketing & Post harvest management” Pointer publications Jaypur-2001

MBA Second Yr. SEM-III
Specialisation F – Agriculture and Business Management, Paper No 2
MBL269: Agricultural Marketing

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the management of agricultural industries and Marketing tools and Techniques
2.	To understand Agricultural Marketing planning and concept of agricultural produce costing
3.	To study the Agro marketing function in India.
4.	To study the pricing of agricultural produce.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the management of Agri-business and marketing.
2.	Understand factors Supply of Agri-products and its determinants.
3.	To study Agro produce and its marketing techniques
4.	To study Pricing of Agricultural Commodities

Course Contents		
Unit No.	Topics	Hrs
1	Agricultural Marketing: - Meaning and scope - Market structure, factors influencing marketable surplus. - Estimation of marketable and marketed surplus. - New trends in agricultural marketing: APEDA,NAFED,MARKFED - Characteristics of a good marketing system - Marketing Information system.	13
2	Marketing Functions - Meaning and Classification - Grading and Standardisation	13

	<ul style="list-style-type: none"> - Storage and Warehousing - Packaging and Transportation - AGMARK - Processing and Value addition - Future and Forward Trading 	
3	Marketing System <ul style="list-style-type: none"> - Rural Marketing – Type - Marketing of farm inputs- Chemical fertilizers, seeds, pesticides, farm machinery. - Marketing Channels - Marketing institutions – Public sector, Private sector & Cooperative sector 	13
4	Pricing of Agricultural Commodities <ul style="list-style-type: none"> - Pricing decisions- factors influencing pricing decisions - Administered prices - Role of commission for agriculture costs and prices (CACP) - Statutory price control and rationing - Promotion of agricultural products. 	13

References:	
1.	S.S. Acharya & N.L. Agarwal - Agricultural Marketing in India, oxford & IBH publishing Co. Pvt. LTD, New Delhi
2.	C.B. Memoria - Problems of Agriculture in India, Himalaya Publishing House, Mumbai.
3.	Jain, Manohar Lal- Marketing of Agricultural Inputs, Himalaya Pulsing Company Mumbai
4.	Kahlon A.S. and M.V. George ,Agriculture Marketing and Price polices, allied publishers private limited, New Delhi.
5.	R.N. Soni, Leading Issues in Agricultural Economics
6.	Singhal A.K.-Agricultural Marketing in India Anmol Publications New Delhi.
7.	Bhattachrya B. State of Indian farmer A millennium Study in Agricultural export, Academic Foundation New Delhi.
8.	Singh and Sadhu - Fundamentals of Agriculture Economic
9.	Websites: 1.www.Agmarknet.com 2.www.agroindian.com

MBA Second Yr. SEM-III
Specialisation F – Agriculture and Business Management, Paper No 3
MBL270: Agripreneurship and Project Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the management of agricultural industries and Introduction to Agripreneurship.
2.	To understand Agricultural Farm management and Agri-preneurship development
3.	To study the Agricultural Projects
4.	To study the pricing of agricultural produce.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the management of Agripreneurship Entrepreneurship.
2.	Understand factors Agri production economics vis-à-vis farm management
3.	To study Agri production economics vis-à-vis farm management
4.	To study Agri Tourism, village Tourism. Study of any two agripreneurs.

Course Contents		
Unit No.	Topics	Hrs
Unit 1:	Introduction to Agripreneurship Entrepreneurship, Meaning, definition, characteristics of successful entrepreneur, importance of entrepreneur for economic development, Concept of agripreneurship.	13
Unit 2:	Farm management and Agri-preneurship development Meaning, scope, definition and objectives of farm management and its relation with other services, farm management decisions, Agri production economics vis-à-vis farm management; Institutional support for agripreneurship development, education and training to agripreneurs, extension services.	13

Unit 3:	Agricultural Projects Meaning, definition and concept, Types of agricultural projects, Layout of Agri project –Food processing industry, green house, polyhouse, floriculture, horticulture and sericulture. Evaluation of agricultural projects.	13
Unit 4:	Case Study- Agri Tourism, village Tourism. Study of any two agripreneurs.	13

References:-	
1.	Entrepreneurial Development-S.S. Khanka, S. Chand & Co. Ltd.
2.	Entrepreneurship development- Vasant Desai,
3.	Agricultural finance & management- S. Subha Reddy & P Raghu Ram, Oxford &
4.	IBH Publishing Co. Pvt. Ltd.
5.	Agricultural Economics- S. Subha Reddy, P Raghu Ram, T.V. Neelakanta Sastry,
6.	Bhawani Devi. Oxford & IBH Publishing Co. Pvt. Ltd.
7.	A Text book of Agri-business Management- A.C.Broadway & Arif A..Broadway,
8.	Kalyani Publishers.
9.	Fundamentals of farm business management- S.S. Johl, T.R. Kapur, Kalyani
10.	Entrepreneurial Development-S.S. Khanka, S. Chand & Co. Ltd.
11.	Entrepreneurship development- Vasant Desai,

**Second Year PG Program in MBA
Semester-IV**

Sr. no	Course Code	Name of the Course	Group	Teaching Scheme				Credits
				Theory Hrs/ Week	Tutorial Hrs/ Week	Practical Hrs/ Week	Total	
1	MBL239	Project Planning & Entrepreneurship Development	-	3	1	-	4	4
2	MBL240	Management Control System	-	3	1	-	4	4
3	MBL241	International Quality System	-	3	1	-	4	4
4	MBD242	Project Report & Viva-	-	-	-	-	-	4
Specialization Subject: I								
5		Paper 4	-	3	1	-	4	4
6		Paper 5	-	3	1	-	4	4
Specialization Subject: II								
7		Paper 4	-	3	1	-	4	4
8		Paper 5	-	3	1	-	4	4
Total				21	7	0	28	32

NOTE: Students should take any two specializations

Specializations:-

7. Marketing Management
8. Financial Management
9. Human Resource Management
10. Production Management
11. IT and System Management
12. Agriculture and Business Management

List of Specialization Subjects:-

Subject Code	Marketing Management	Paper Number
MBL246	Sales and Promotion Management	4
MBL247	Retail & Rural Marketing	5

Subject Code	Financial Management	Paper Number
MBL251	Investment Management	4
MBL252	International Finance	5

Subject Code	Human Resource Management	Paper Number
MBL256	Industrial Relations & Legal Aspects	4
MBL257	Global & Strategic Human Resource Management	5

Subject Code	Production Management	Paper Number
MBL261	Global Operations & Logistics	4
MBL262	World Class Production Management	5

Subject Code	IT and System Management	Paper Number
MBL266	Business Process Reengineering	4
MBL267	Knowledge Management	5

Subject Code	Agriculture and Business Management	Paper Number
MBL271	International Trade in Agriculture	4
MBL272	Agri-Business Finance Management	5

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

MBA Second Yr. SEM-IV
MBL239: Project Planning and Entrepreneurship Development

Course Objectives	
5.	To help students to know and understand important concepts related to entrepreneurship.
6.	To help students to identify entrepreneurial skills in them by motivating them to become entrepreneurs.
7.	To make students understand the policy framework in India for entrepreneurship development.
8.	To provide students with the necessary information about launching of new enterprise and methods of project appraisal.

Course Outcomes	
At the end of the course students will be able to	
5.	Understand the significance of entrepreneurship in any economy.
6.	Understand the skills that shape an entrepreneur.
7.	Understand various schemes and institutions promoting entrepreneurship in India.
8.	Gain the necessary information about launching of new enterprise and different methods of appraising the business projects.

Course Contents		
Unit. No	Topics	Hrs
Unit 1.	<p>Entrepreneurship Perspectives Concepts of entrepreneur, entrepreneurship and start-ups. Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Entrepreneur Vs Manager, Entrepreneur Vs Intrapreneur. Benefits and potential risks of entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Creativity: Exercises on Creativity, Schumpeter's Theory, Peter Drucker's sources of Innovations.</p>	13
Unit 2.	<p>Project Planning and Management Feasibility Analysis: Feasibility analysis of industry, market, product/service and finance. Identifying legal structure. Selection of an appropriate legal structure: Sole proprietorships, partnerships, companies under section 25, franchising. Business plan: Significance, contents and presentation of Business Plan, Common errors in Business Plan formulation. Project Planning: Meaning and classification of Projects. Project Report: Contents and specimen.</p>	13
Unit 3.	<p>Institutions Supporting Entrepreneurs Introduction to small scale industry (SSI), Policies regarding SSI sector. Micro, Small and Medium Enterprises Development Act 2006. Concessions and Incentives, brief overview of financial institutions in India: SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC. Entrepreneurship Training and Development: Objectives of Training Programs, Contents and methods.</p>	13
Unit 4.	<p>Social and International Entrepreneurship Social Enterprise: Need, Types, characteristics and benefits of social enterprises/social entrepreneurship. Rural entrepreneurship: Need and problems of rural entrepreneurship, challenges and opportunities. Women entrepreneurship: Role of government. International Entrepreneurship: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, foreign direct investment.</p>	13
Note: Case studies of Successful Entrepreneurs should be discussed in the class.		

References:-	
1.	Vasant Desai (2010), "The Dynamics of Entrepreneurship Development and Management", Sixth edition, Himalaya Publishing House.
2.	S.Anil Kumar, S.C. Poornima, Mini.K.Abraham and K.Jayashree (2003), "Entrepreneurship Development", First Edition, New Age International Publishers.
3.	Dr. S.S. Khanka (2013), "Entrepreneurial Development", Revised Edition, S. Chand and Company Ltd.
4.	Ashish Gupta (2010), "Indian Entrepreneurial Culture", First Edition, New Age

	International Publishers.
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**MBA Second Yr. SEM-IV
MBL240: Management Control System**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the Management Control System:
2.	To understand the Measurement Control Techniques
3.	To study and understand the Measurement of Performance
4.	To study and understand the concept of Management Control in Various Organizations

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the Concept, environment within which MCS runs. Can help business meeting in goal congruent. Will be able to design Management Control Systems.
2.	Prepare different budgets and can implement effective majors for budgetary control.
3.	Understand the Financial and non financial Measures to analyse the performance of various aspects in business.
4.	Implement management control system in Service Organizations and Non-profit organizations, will be able to solve problems of management control in Multinational organization.

	Course Contents	
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Unit No.	Topics	Hrs
Unit 1.	<p>Introduction to Management Control System: A) Concept & Scope of Management Control System: a) Basic Concept b) Boundaries of Management Control System B) Designing Management Control Systems – a) Process of working within Organizational Structure/ Constraints b) Identification of Responsibility Centres, Types of Responsibility Centres – cost centre, Profit Centre and Investment Centre</p>	13
Unit 2.	<p>Measurement Control Techniques: A) Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centres, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting.</p>	13
Unit 3.	<p>Measurement of Performance: A) Financial Measures of Performance- Return on Investment (ROI), Residual Income, Earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA)</p>	13
Unit 4.	<p>Management Control in Various Organizations: A) Variations in Management Control: Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization B) Management Control in Decentralized Organizational :a) Divisional performance Evaluation- Advantages and Disadvantages of divisionalization, prerequisite for successful divisionalization. C) Transfer pricing In divisionalized companies- objective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict.</p>	13
<p>NOTE: Problems should be covered on following topics only – (Level of Knowledge - working)</p> <ul style="list-style-type: none"> • Preparation of Cash budgets, Production and Material Purchase Budget, Sales Budget, Flexible Budget. • Sums on ROI, EVA. 		

Reference Books	
1.	Robert N. Anthony & Vijay Govindarajan – “Management Control Systems” – McGraw Hill Education; 12 edition (5 January 2007).
2.	Horngreen, Sundem, Stratton- “Management Accounting”—PHI- Latest Edition.

3.	Jawahar Lal, “Advanced Management Accounting” S.Chand (G/L) & Company Ltd (30 September 2009)
4.	Jawahar Lal, Seema Shrivastava- “Cost Accounting” McGraw Hill Education; 4 edition (25 September 2008)
5.	S.P. Jain- “Advanced Cost Accounting: Cost Management”- Kalyani Publishers

**MBA Second Yr. SEM-IV
MBL241: International Quality System**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To explain definition and concept of Quality
2.	To teach different quality wards in Indi
3.	To explain costs related to quality. Preventive cost, failure cost, appraisal
4.	To teach techniques of TQM 5S, Poka Yoke, SERVQUAL, Quality circle.
5.	To recognize the concept of ISO, ISO series & significance..

Course Outcomes	
At the end of the course students will be able to	
1.	Understand definition and concept of Quality
2.	Understand different quality wards
3.	Understand costs related to quality. Preventive cost, failure cost, appraisal cost.
4.	Understand techniques of TQM 5S, Poka Yoke, SERVQUAL, Quality circle.
5.	Understand different improvements techniques. Process improvement, Product and service improvement, Investor relations , design methodology, supplier improvement, Training & recruiting

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Quality Dimensions Management System:- Customer Focused Quality – Quality Awards- Rajiv Gandhi National Quality award in India, Deming Prize in Japan by JUSE, European quality award, Malcolm Baldrige National Quality award- contains parameters and requisition of these awards. Quality Process, system and human component- Quality as a process philosophy- Quality terms-Drivers of quality- Quality Organization-Quality Strategy.	13
Unit 2.	Total Quality Management - Objectives, procedures, and evolution of TQM, Approaches to TQM, tools and techniques for TQM like 5S, Quality Circle – QFD, Poka Yoke. TQM in services sector-SERVQUAL model, TQM implementation in service, Quality Circle. Pareto Analysis, Just In time Quality Certification Systems: Bureau of India Standards-Hallmark, Agmark, Eco Mark. ISO 9000: 2000- QS 14000, QS 9000. Significance of Quality certification system, Food Safety and Standards Act, Food and Drug Administration (FDA) , Indian Standard Institute Certification.	13
Unit 3.	Kaizen & Six Sigma:- Concept of Kaizen, way of Thinking, procedure, usefulness of Kaizen in global quality system Six Sigma- A tool to make improvements in all operations within a process – stages of six sigma implementation – Process improvement, Product and service improvement, Investor relations , design methodology, supplier improvement, Training & recruiting.(Case studies on Kaizen from industry should be dealt in the class.)	13
Unit 4.	Application of TQM (Practical): Quality Circle (identify a problem in the institute, class, society, company etc) form a group of 8 to 13 students and find a solution. 2)Kaizen (identify an area to improvise and take steps daily for improvement)	13

References:-	
1.	R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.
2.	Dale H. Besterfield, Carol – Besterfield – Total Quality Management, Pearson Education.
3.	Mikel Harry, Richard Schroeder, Doubleday Six Sigma, Random House Inc. NewYork.

MBA Second Yr. SEM-IV
MBD242: Project Report and Viva Voce

Teaching Scheme	
Total Credits	4

Evaluation Scheme	
ISE	50
SEE	50
Total	100

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted before the Semester IV examination. A viva-voce committee consists of 3 members.

GUIDELINES FOR PROJECT WORK:

A student has to take project work at the end of first year (second semester) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Four copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Guide, Company where project is done and

institute library).

4. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
5. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
6. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a minimum of four external examiners. This assessment criterion is subject to change.
7. Student should not use logos and name of company on the project report pages.
8. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
9. Use of colours in text matter should be avoided.

DETAILS OF PROJECT REPORT

TITLE

Title of research should be specific in nature, it should be short, crispy and should reflect management problem.

CONTENTS

The contents should be given in the following manner in tabular form.

Sr. No.	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

Preface

- a) Acknowledgements.
- d) Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction to the study & Methodology

- 1.1 Introduction
- 1.2 Objective and importance of the study Location or address of the
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

Chapter II – Theoretical Background

Chapter III – Company Profile

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Financial position
- e. Organization chart

Chapter IV – Analysis or Interpretation of Data

Chapter V – Findings, Suggestions and Conclusions

Appendices

Bibliography

APPENDICES

The document charts, questionnaires, tables, schedules etc which are actually referred to in the body of the project report (this consists of chapters I to VI) are to be included under appendix or appendices. So, the appendices may include.

- a. Questionnaires used for collecting information.
- b. Schedules used for collecting information.

- c. Tables formed for presenting the data.
- d. Documents/forms etc., referred to in the body of the project report.
- e. Diagram, graphs etc. referred to in the body of the project report.
- f. Guide student meeting record form.

BIBLIOGRAPHY: Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner. It must be in the following manner.

The name of author (surname followed by initials), title of the book (is to be underline), year of publication, place of publication, number of the edition, name of the publisher in full (address), pages referred to. Or bibliography should be written following international standards as APA or MLM system.

JOINING REPORT

Date:

To,

The Director,

.....

.....

Sub: Joining Report

Respected Sir,

I, Shri/Ms.have joined

..... for the summer in-
t training from for the Project Work to be carried out.

I would be carrying out project work under the guidance and supervision

ri. /Ms.

(designation) inarea.

The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1st August 20
out fail.

(Name & signature of the Student)

(Name and Signature of the Industry Guide)

Seal of Organisation

GUIDE STUDENT MEETING RECORD

Student:

Contact No.

Guide:

Contact No.

Topic:

Organization:

Contact Person.

Designation

Contact No.

Sr.	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Presentation of Project work		

6		Submission of Final Draft of project Report.		

Sr. No.	Date	Signature of Guide	Signature of Student	Description of Discussion
1				
2				
3				
4				
5				
6				
7				
8				

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Director

MBA Second Yr. SEM-IV
Specialisation A – Marketing Management, Paper No 4
MBL246: Sales and Promotion Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To study sales planning, control, forecasting and sales analysis.
2	To study sales promotion, publicity, personal selling and direct marketing.
3	To study advertising management as strong promotion tool.
4	To study working of advertising agencies.

Course Outcomes	
At the end of the course students will be able to	
1	Understand sales planning, control, forecasting and sales analysis.
2	Understand sales promotion, publicity, personal selling and direct marketing.
3	Understand advertising management as strong promotion tool.

4	Understand working of advertising agencies.
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Course Contents		
Unit No.	Topics	Hr
Unit 1.	<p>Sales planning & Control</p> <p>A) Introduction to Sales Management - Sales management functions, Sales organization, Types of sales organization.</p> <p>B) Sales forecasting - Meaning, Importance, Types of forecasting, Methods of Sales forecasting.</p> <p>C) Sales quotas and sales territories - Sales control and cost analysis, Sales audit, Sales analysis, Marketing cost analysis.</p>	13
Unit 2.	<p>Promotion Mix</p> <p>A) Sales Promotion- Introduction, Tools of sales promotion, Methods of sales promotion, Ethics in Sales Promotion</p> <p>B) Publicity-Public relation, Role of public Relations in Crisis Management</p> <p>C) Personal Selling-Types of Personal Selling- Personal Selling Process- Integration of Personal Selling with Other, Qualities of successful salesman with reference to consumer Services, Performance Evaluation of Personal Selling Efforts, Controlling sales personnel</p> <p>D) Direct selling- Sponsorships, Exhibitions, Point-of-Purchase Displays, Internet, Word-of Mouth</p>	13

Unit 3.	<p>Advertising</p> <p>A) Introduction, Importance, Advertising Decision Process, 5 Ms of Advertising, News Papers and Advertising, Magazines and Advertising, Radio and Advertising, Television and Advertising,</p> <p>B) Media Strategy-Types of Media-Print Media, Broadcast Media, Transit Media, Other Media, Advertising Media Strategy, Media cost & media ability, Media reach, Media Frequency, Media Planning.</p> <p>C) Message Strategy- Message design & development, Message appeals, Types of Appeals- Rationale-Emotional-Moral-Direct & indirect appeal, Message Structure-positive Negative-One sided-Two sided, The layout of print advertisement- Components- Background-Border-Caption-Heading-Illustration Photography – Name plate or company, Logo-Price-Product-Slogan-Space Balance Increment formats of layout. Problems of reaching in rural audience and markets through advertisements.</p>	13
Unit 4.	<p>Advertising Agencies</p> <p>Establishing advertising objectives, Setting the advertising budget, development a media strategy, Evaluating advertising effectiveness, Advertising Agency - Types of advertising agencies, Functions of Advertising agency, Client agency relationship, Ethics in advertising.</p>	1

References:-	
1	Spiro Stanton Rich, 'Managing of Sales Force', 11/e, TMH, 2003.
2	Dr. S. L Gupta, 'Sales & Retail Management, an Indian perspective', 1/e, Excel Books, 2007.
3	P.K Sahu & K C Raut, 'Salesmanship and Sales Management' 3/e, Vikas Publishing House3.

4	Douglas J Dalrymple, William L Crowe, 'Sales Management', John Wiley & Co
5	Charles, Futrell, 'Sales Management', 6/e, Thomson South Western, 2003.
6	Tapan K. Panda & Sunil Sahadev, 'Sales & Distribution Management', 6/e, Oxford University Press.
7	A. Nag, 'Sales & Distribution Management', McGraw Hill, 2013
8	Belch and Belch, 'Advertising and Promotions IMC Perspectives', 9/e, Tata McGraw Hill, 2012.
09	Clow, Baack, 'Integrated Advertising, Promotion, and Marketing Communications', 3/e, Pearson Education, 2007.
10	Chunawalla & Sethia, 'Foundations of Advertising', HPH, 2007
11	Rajeev Batra, John G Myers & Aaker, 'Advertising management', 5/e, PHI, 2007.
12	Sangeeta Sharma & Raghuvir Singh, 'Advertising', PHI, 2006.

MBA Second Yr. SEM-IV
Specialisation A – Marketing Management, Paper No 5
MBL247: Retail and Rural Marketing

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15

SEE	50
Total	100

Course Objectives	
1	To understand retail marketing concept.
2	To read and analyse retail outlet formats and retail marketing mix.
3	To study retail management in detail.
4	To study and understand retail strategies in retail management.
5	Study and understand rural market potential in India and rural marketing opportunities and challenges.

Course Outcomes	
At the end of the course students will be able to	
1	Gain an understanding of retail marketing.
2	Read and analyze seminal works in retail outlets functioning and retail marketing.
3	Understand the retail strategies in retail management
4	Analyse rural marketing environment in India.
5	Understand scope of rural marketing in India.

Course Contents		
Unit No.	Topics	Hrs
Unit	Retail Marketing: Introduction to retail, Factors behind the change of Indian Retailing industry-Economic growth, Classification of retailers: Store based and Non-store based retailers, Organised and Unorganised Retailing, business models in retail, <u>E-retailing-potential of online shopping</u> , theories of retail development, retail consumer, retail marketing mix, Store location and site evaluation, Store layout, design and visual merchandise, Customer Service, <u>FDI and Retail in India</u> .	13
Unit	Retail Strategies , store management, managing the Retail Store: Store management, Role of Store managers, Retail Personnel Management Process, Cost controls, reducing inventory shrinkage, detecting and preventing shoplifting, retail supply chain management. Information system and Logistics, Ethical and Legal issues in retailing: Social responsibility, Environmental orientation, consumer relation and employee relations, Careers in Retailing.	13
Unit	Rural Marketing: Introduction, Evolution of rural marketing, rural marketing environment, Rural infrastructure, Characteristics of rural marketing, STP for rural market, Rural Marketing mix challenges, Rural Marketing mix strategies, Rural logistics, Developing effective Rural	13

	communication, organized rural retailing-ITC E-Choupal, Project- Shakti, marketing of services in rural area. Rural consumer behaviour model. Sources of Rural Finance- Credit Delivery Mechanism in Rural Finance: Regional Rural Banks (RRB) National Bank for Agriculture and Rural Development (NABARD), Microfinance, Self Help Groups, The future of Rural marketing in India.	
Unit	Marketing of agro based products. Marketing of Agricultural Inputs, agricultural products, non farm products, Farm equipments. Concept of co-operative Marketing – features & objectives of cooperative Marketing in agriculture – problems of farmers in co-operative Marketing.	13

References:-	
1.	Suja Nair: - ‘Retail Management’ - Himalaya Publishing House Mumbai.
2.	A Sivakumar, ‘Retail Marketing’ - Excel Books New Delhi.
3.	M A Shewan, ‘Retail Management’- Sonali Publications New Delhi.
4.	S.L .Gupta , ‘Retail Management’- Wisdom Publications Delhi.
5.	Swapna Pradhan, ‘Retailing Management’- Tata McGraw-Hill Publishing Company New Delhi.

MBA Second Yr. SEM-IV
Specialisation B – Financial Management, Paper No. 4
MBL251: Investment Management

Teaching Scheme		
Lectures	3	Hrs.
Tutorial	1	Hrs.

Evaluation Scheme	
ISE	20
SE-I	15

Total	4
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SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the Investment Management Framework
2	To understand the Concept of Analytical Framework for investment in Share
3	To study and understand the Debt and Mutual Fund as Avenues of Investment
4	To study and understand the concept of Investment plans for individuals at various life cycle stages.

Course Outcomes	
At the end of the course students will be able to-	
1	Understand the basic Concept Investment students will be able to make an investment in different marketable and non marketable investment avenues available in India.
2	Understand the Valuation of shares, Fundamental Analysis, Technical Analysis-Portfolio Analysis for making investments in different avenues.
3	Understand the Debt Instruments, Mutual funds as an avenue for investment and able to analyze the types and various schemes according to various objectives of investor
4	Understand the term Direct Tax, Concept; Contemporary Provisions affecting Individuals Life cycle Stages for investment purpose.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	<p>Investment Avenues, Characteristics & Investment Management Framework Investment: Attributes, Investment and speculation, Features of a good investment, Investment Avenues available in India</p> <p>Risk and Return— Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with multi Assets.</p>	13
Unit 2.	<p>Analytical Framework for investment in Share : Valuation of shares, Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis</p>	13

	Technical Analysis-Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.	
Unit 3.	Debt and Mutual Fund as Avenues of Investment A)Debt Instruments- Risk in Debt, Innovations in Debt Securities, and Introduction to concept of Bond Valuation, Bond Yields- Current Yield, and Yield to Maturity B) Mutual Funds - Concept, Advantages of MF, Role of AMFI, Types of Funds, Investment in MF	13
Unit 4.	Investment plans for individuals at various life cycle stages. Direct Tax: Concept, Contemporary Provisions affecting Individuals Life cycle Stages: A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage.	13

Note:

1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories.
2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.

Problems to be covered on following topics-

- 1) Risk and Return.**
- 2) Preparation of Investment plans for Individuals at various stages of life cycle.**

Practical Components:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manage the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Students should study the functioning of stock exchange.
- Students can do Macro Economic Analysis for the Indian economy, Industry Analysis for Specific Sectors. Company Analysis for select companies.
- Practice Technical Analysis - Students can study the mutual funds schemes available in the market and do their Performance evaluation.

References-	
1	Donald E. Fischer- "Security Analysis and Portfolio Management" –Pearson Education; 6 edition (2002)
2	Preeti Singh- "Investment Management"- Himalaya Publishing House
3	Prasanna Chandra- "Investment Analysis and Portfolio Management" – Tata McGraw Hill
4	V.A. Avadhani- :Securities Analysis and Portfolio Management, Himalaya Publishing House
5	Punithavathy Pandian- "Securities Analysis and Portfolio Management" – Vikas Publishing house

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the Basic concept of International Finance.
2	To understand the Foreign Exchange Market and Risk in International Market
3	To understand the Exchange Control Regulation
4	To understand the Multinational Capital Budgeting and International Taxation

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the Basic Concept of International Finance with world Financial Market and Institutions
2.	Identify the different foreign exchange market and analysis of different transactions and International Risk
3.	Understand Exchange control bodies and regulations
4.	Understand the Multinational Capital Budgeting and International Taxation

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	International Finance- Concept & Scope of International Finance-Reserves, Balance of Payment Current Account, Convertibility. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Globalization and its impact. WTO and its impact.	13
Unit 2.	Foreign Exchange Market – Structure , Types of Transactions, Exchange Rate quotations and Arbitrage between Exchange rate and Interest Rate, Exchange Rate Mechanism- Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behaviour. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar. Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk. Techniques Internal and Risks Management.	13

Unit 3.	Exchange Control Regulations- Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers Association of India. Export Import Financing Mechanism – Buyer Credit – Suppliers Credit Financing in foreign currency for exports and rupee finance Non resident Accounts: Repatriable and Non Repatriable, Significance of NRA. Indian perspective-FEMA	13
Unit 4.	Financial Multinational Firm – Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm - Capital Budgeting and Cash Management of Multinational Firm Country Risk Analysis –International Taxation – Double Taxation Avoidance Agreements Note- Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting	13

References:-	
1.	Cheol Eun & Burce Resnick (2007) International Financial Management, McGraw-Hill Companies, 4 th Edition.
2.	Alastair Watson, Paul Cowdell ,(1997) Finance of International Trade, Chartered Institute of Bankers, 6 th Edition
3.	A.V.Rajwade , (2014) Foreign Exchange International Finance Risk Management, Arizona Business Alliance; 5th edition
4.	P.G.Apte, (2010) International Financial Management, Tata McGraw-Hill Education
5.	V.A. Avadhani, (2001)Global Business Finance, Himalaya Publication, 1 st Edition
6.	P.K Jain, Josette Peyrard & Surendra S Yadav,(2013), International Financial Management, Trinity Press

MBL256: Industrial Relations And Legal Aspects

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
5.	To understand importance of industrial relation.
6.	To learn modern HR Practices.
7.	To understand the importance Trade Union.
8.	To understand the importance of Constitutional frame work.

Course Outcomes	
At the end of the course students will be able to	
5.	Make effective to know how to maintain IR.
6.	Implement modern HR Practices in the industries..
7.	Participate in group discussions effectively to understand the role of trade union in India.
8.	Make the students to understand Constitutional framework and corporate laws.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Industrial relations - Origin and growth, forces affecting industrial relations, main actors in IR. Theoretical Perspective of Industrial Relations:- Unitary, Pluralist, radical Trusteeship. Industrial disputes- Causes of disputes, industrial disputes, industrial relations, machinery-measures for prevention and settlement for industrial disputes. Modern HR Practices -Quality Circle-meaning, objective, structure, benefits and problems of QC, TQM, total Quality and HR strategies.	13
Unit 2.	Ethical approach to industrial relations.- Trusteeship approach, codes in IR, disciplinary and grievance procedure. Non Employment matters: Strike lockout, layoff retrenchment VRS.	13
Unit 3.	Trade unions – origin and development of trade union movement in India, registration of trade union, , current trends in trade unionism-Trade unions and economic development, employers association in India. Central trade unions in India	13
Unit 4.	Constitutional framework and IR -workers participation in	13

	management- meaning, forms of participation, Central Board of Workers' Education Scheme, Legal Aspect and IR-India and ILO Collective bargaining process, prerequisites of collective bargaining, Health and Safety measures – Factories Act. Industrial Dispute Act 1947 ,Maternity Benefit Act1961, Industrial Employment (Standing Order) Act 1946, Trade Union act 1926	
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References:-	
1.	Arun Monappa, Industrial Relations, Tata McGraw Hill Edition.
2.	Mamoria, Manoria, Gankar, Dynamics of Industrial Relation, Himalaya Publishing.
3.	C.S.Venkatta Ratnam, Industrial Relations Oxford Higher Education Constitution Of India By Adv. S.K.PAL.Current publication Mumbai, Part-IV, Principles of State Policies.
4.	R.C.Chawla K.C.Garg, Industrial Law, Kalyani publishers.
5.	B.D.Singh, Labour Laws for Managers, Excel Book.

MBL257: Global and Strategic Human Resource Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the strategic HRM at different levels and SHRM tools.
2	To understand the strategic planning process, corporate level strategies and HR strategies, Merger and acquisition strategies.
3	To study and understand the difference between international HRM and domestic HRM and HR practices at UK, India and Japan.
4	To study and understand the International Industrial Relations with its different aspects and Recognition of Trade Union with its different aspects respectively.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the strategic HRM at different levels and SHRM tools.
2	Understand the strategic planning process, corporate level strategies and HR strategies, Merger and acquisition strategies.
3	Study of the difference between international HRM and domestic HRM and HR practices at UK, India and Japan.
4	Study and understand the International Industrial Relations with its different aspects and Recognition of Trade Union with its different aspects respectively.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Strategic HRM – Meaning, significance of strategic HRM, Difference between Strategic HRM and Traditional HRM , Corporate level strategies ,Functional level strategies, Strategic business unit Strategic Human Resource Management Tools- Strategy Map, HR Scorecard ,concept KRA, concept of KPI, Digital dashboards, Translation Strategy in to HR policies and Practices (With industrial examples)	13
Unit 2.	Strategic Human Resource Planning and organizational and HR strategies – Meaning, HR Planning Process of Strategic HRP- (with industrial examples).Model of IHRM, Corporate level strategies and HR strategies, Merger and acquisition strategies, corporate and HRM strategies, SBU level strategies.	13

Unit 3.	International HRM- Difference between Global & Domestic HRM, Recruitment, sources of global recruitment and selection and approaches-ethnocentric, polycentric, geocentric, Selection techniques, Expatriates-adjustments issues, Repatriation career and personal problems, Performance appraisal of expatriates. Training and development, Compensation and benefits, Profit sharing and ESOP, HRM practices in India, USA, UK & Japan.	13
Unit 4.	International Industrial Relations Practices- Features of Labour- International Industrial Relations-objectives and importance ,Framework of IR , Scope of -International Industrial Relations, International Practices in Industrial Relations, MNC's and industrial relation trends , Recognition of Trade Union-Voluntary and Mandatory System; Impact of globalization on IR.	13

References:-	
1	P.Subba Rao (2011) Human Resource Management 5 th Ed Himalaya Publications.
2	Gary Dessler (2008) Human Resource Management 11 th ED Prentice-Hall of India Pvt .Ltd.
3	K. Aswathappa (2013) Human Resource Management- Text and Cases75 th Ed Tata McGraw Hill.
4	VSP Rao (2006) Human Resource Management: Text and Cases 5 th Ed Excel Books.
5	H.Johan Bernardin and Joyee E.A Russel (2012)) Human Resource Management 6 th Edn Mc Graw –Hill publications.

MBA Second Yr. SEM-IV
Specialisation D – Production Management, Paper No 4
MBL261: Global Operations & Logistics

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
9.	To understand the global operations and logistics strategies.
10.	To understand the global operations & logistics Planning.
11.	To understand the risk management in global operations.
12.	To understand the effective management of global operations and logistics.

Course Outcomes	
At the end of the course students will be able to	
9.	Understand global operations and logistics strategies.
10.	Understand the global operations & logistics planning.
11.	Identify the risk in global operations and managing that risk.
12.	Understand the effective management of global operations and logistics.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Global Operations and logistics strategies:- Global Operations & logistics - forms of globalization - operations and logistics flow management - Global Operations & logistics -An integrated approach to managing flows – The strategic framework - strategic role of operations & logistics.	13
Unit 2.	Global operations & Logistics Planning:- Supplier network development - Evolving concept of outsourcing- physical distribution - Channels of distribution in physical distribution- Global supply chain management –logistics Network Design for global operations.	13
Unit 3.	Risk Management in Global operations:- Operating exposure to exchange rate - factors that complicate the estimation of operating exposure- pricing strategies for exporting firms - global sourcing strategies under exchange rate uncertainty- Basic function of foreign exchange markets.	13

Unit 4.	Effective Management of Global Operations and logistics:- Information Management for global logistics - performance measurement and evaluation in Global logistics – measuring performance in functional integration – organizational structures of global logistics Excellence.	13

References:-	
1.	Stanley E Fawcett, Lisa Ellram & Jeffrey A Ogden “ Supply chain management” from vision to Implementation.
2.	Cecil C. Bozarth & Robert B. Handfield, “Introduction to operations and supply chain Management.”
3.	John Coyle, Edward Bardi & C. John Langley “The Management of Business logistics- A Supply Chain Perspective.”

MBA Second Yr. SEM-IV
Specialisation D – Production Management, Paper No 5
MBL262: World Class Production Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the concept of World class manufacturing.
2.	To understand the concept of Globalization with reference to manufacturing.
3.	To understand the concept of Emerging concepts.
4.	To explore the various issues related to manufacturing.

Course Outcomes	
At the end of the course students will be able to-	
1.	Understand how different factors influencing the manufacturing like Environment, imperatives for success, choice of technology, strategic discussions in manufacturing management.
2.	Understand how different strategies to be prepared to influence Globalization in manufacturing organization, managerial challenges for future, state of international business attitude towards globalization
3.	Understand emerging concepts like Supply chain management, quick response manufacturing, cellular manufacturing system, Agile manufacturing system- E manufacturing – IT based manufacturing system, various manufacturing related software's and their applications, FMS Group Technology
4.	Understand different issues related to manufacturing like Environment pollution, global warming, occupational hazards and safety, corporate social responsibility of business.

	Contents	
Unit No.	Topics	Hrs
Unit 1.	World class manufacturing –	13

	Environment, imperatives for success, – choice of technology, strategic discussions in manufacturing management.	
Unit 2.	Globalization with reference to manufacturing – Globalization in manufacturing organization – managerial challenges for future, state of international business attitude towards globalization	13
Unit 3.	Emerging concepts – Supply chain management – quick response manufacturing, cellular manufacturing system, Agile manufacturing system- E manufacturing – IT based manufacturing system, various manufacturing related software's and their applications, FMS Group Technology	13
Unit 4.	Related aspects of manufacturing - Environment pollution, global warming, occupational hazards and safety, corporate social responsibility of business.	13

References:-	
1.	Management Today – Burton and Thakur
2.	Operations Management – Hughes Chris
3.	Programmed learning for Production and Operations Management – Buffa Elwood's.

MBA Second Yr. SEM-IV
Specialisation E – IT and System Management, Paper No 4
MBL266: Business Process Reengineering

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the importance of business processes and BPR process and managing change and the study of re-engineering tools
2	To study ERP Evolution and ERP Packages, products and markets.
3	To understand ERP implementation life cycle, ERP Modules and their subsystems.
4	To understand various ERP Products like SAP R/3, Oracle ERP and cases on ERP.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the importance of business processes and BPR process and managing change and the study of re-engineering tools
2	The study of ERP Evolution and ERP Packages, products and markets.
3	Understand ERP implementation life cycle, ERP Modules and their subsystems.
4	Understand various ERP Products like SAP R/3, Oracle ERP and cases on ERP.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Business Process Reengineering Introduction & Conceptual foundation of BPR Need of BPR, BPR objectives Role of I.T .in BPR, Reengineering Process: The emergence of reengineering concept, concept of business process, rethinking of BPR process, phases, Process visioning and mapping Benchmarking, business process improvement, business process redesign, Man management of BPR implementation, Recognizing People and Managing Change. BPR and ERP.	13
Unit 2.	ERP Evolution	13

	Enterprise resource Planning: Evolution of ERP,MRP and MRP-II, Problems of system islands, need for system interaction and interface, early ERP packages, ERP products and markets, opportunities and problems in ERP selection and implementation, ERP costs.	
Unit 3.	ERP Implementation ERP Implementation: benefits, team formation, role of consultant ERP, life cycle selection of ERP process of ERP implementation, Preparing IT infrastructure, Measuring benefits of ERP, Integrating with other systems, ERP, Modules and their subsystems.	13
Unit 4.	Related Technology Introduction to various ERP products, SAP, SAP/R3, My SAP and SAP Subsystems, Features of SAP ERP. Introduction to Oracle ERP, Features of Oracle ERP, and Subsystems in Oracle ERP Case studies on EPR & EPR implementation.	13

References:-	
1	ERP - Plak, CarolA., Eli Schragenheim (St. LuciePress NY)
2	Reengineering Corporation – Mhammer, Micheal , Jamis Chambey
3	Business Process Reengineering – Jayaraman M.S. (TMG)
4	Best Practices in Reengineering – Carr D.K. Johnanson H.J.(MGH)
5	Business Process Reengineering: Myth & Reality – Coulson Thomas C.
6	The Essence of Business Process Reengineering - Peppard J, RowlandP.(PH)
7	Process Innovation: Re-engineering Work Through Information Technology – Davenport T.H. (HB SchoolPress)

MBA Second Yr. SEM-IV
Specialisation E – IT and System Management, Paper No 5
MBL267: Knowledge Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To help students to study knowledge as a discipline and to acquaint them with the concept of knowledge management.
2	To provide students with framework of KM architecture and its implementation strategies.
3	To acquaint students with emerging terms like Artificial Intelligence, Neural Intelligence with their growing importance in Knowledge industries.
4	To help students understand KM as best practice system in the 21 st century.

Course Outcomes	
At the end of the course students will be able to	
1	Know the significance of managing knowledge in an organization in the era of globalization.
2	Know the framework of KM architecture and various strategies to implement it in an organization.
3	Understand the importance of emerging techniques like Artificial Intelligence and Neural Intelligence in Knowledge industries.
4	Understand the significance of KM in the context of challenges faced by knowledge industry in 21 st century.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Knowledge Management. Knowledge: Definitions of Knowledge, Data, information, knowledge and wisdom, basic types of knowledge, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools. Organizational knowledge – Types, knowledge indexing, knowledge	13

	conversion, knowledge mapping techniques. Knowledge Management: Definitions & specifications, levels, targets, classification. Information Management & Knowledge Management. Knowledge management strategy. K-careers.	
Unit 2.	Organizational KM and Designing Enterprise. Organizational knowledge management: Need, benefits, drivers, approaches, strategies, components and functions. KM in virtual organizations. Organizational knowledge management architecture and implementation strategies. Developing applications organizational collaborative platforms. Organizational knowledge management framework. Organizational knowledge measurement techniques, organizational implementation barriers.	13
Unit 3.	KM Architecture. KM system: Issues, challenges and benefits. Designing Enterprise KM System architecture: Multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections.	13
Unit 4.	Tools for KM. Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. Expert System: introduction, Need & Definition, Component Architecture, Application in Business.	13

References:-	
1	Knowledge Management – Sudhir Warier, Vikas Publications.
2	Knowledge Management Systems – Stuart Barnes, Thomson Learning.
3	Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4	Developing Expert System for Business – Chandler/Liang.
5	Knowledge Management – Pankaj Sharma, APH Pub.

MBA Second Yr. SEM-IV
Specialisation F – Agriculture and Business Management, Paper No 4
MBL271: International Trade in Agriculture

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To make students understand about international trade.
2	To study Present scenario of India's agricultural trade.
3	To help students to know Policy, Promotion and regulatory framework.
4	To study International Agri-marketing system.

Course Outcomes	
1	At the end of the course students will be able to
2	Understand concept of international trade.
3	Analyse present scenario of India's agricultural trade.
4	Understand Policy, Promotion and regulatory framework.
5	Know International Agri-marketing system.

Course Contents		
Unit No.	Topics	Hrs

Unit 1.	<p>An Introduction to international trade -Meaning, Scope, Theory of comparative cost advantage, Gains from trade; -Trade Policies- Tariffs, quotas, subsidies; -WTO agreements, Agreement on agriculture (AOA), WTO agreements & Indian Agriculture.</p>	13
Unit 2.	<p>Present scenario of India's agricultural trade -Performance of Indian agricultural trade -Composition, Volume and direction of trade, -Share of agricultural products in total imports and exports of India, -Problems and prospects of international trade of agricultural products.</p>	13
Unit 3.	<p>Policy, Promotion and regulatory framework -Agricultural trade policy of India, Foreign Trade Policy 2004-14, Agri-Export zones, Videsh Krishi Upaj Yojana, -Export Promotion measures, Export promotion organizations- APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards. -Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phytosanitary (SPS) measures, ISO 9000, ISO 14000.</p>	13
Unit 4.	<p>International Agri-marketing system -International Agri-marketing channel system, -Global business logistics- Modes of Transport, Sea transport, Containerization, Air transport -Export- Import procedure and documentation, Marine insurance, Aligned Documentation System - Use of ICT in International Agri-marketing</p>	13

References:-	
1	Introduction to agricultural economics- John Penson, Oral Capps, C Parr Rosson, Prentice Hall.
2	International Trade and Export Management- Francis Cherunilam, Himalaya Publishing House.2006
3	Export Import Procedures and Documentation- Dr. Khushpat S. Jain, Himalaya Publishing House. 2007
4	Indian Agriculture & Multilateral trading system- Brajesh Jha, Bookwell, New Delhi.
5	Small Exporter's Guide- S.P. Wagh, MCED, Aurangabad.
6	B.Bhattacharya, State of Indian farmer- A millennium Study in Agricultural export, Academic Foundation, New Delhi.2004
7	Agricultural Exports of India : Lessons from East Asia, Santosh Sachdev. New Century publication, New Delhi.2000
8	International Marketing- P.K. Vasudeva, Excel Books. 2006

MBA Second Yr. SEM-IV
Specialisation F – Agriculture and Business Management, Paper No 5
MBL272: Agri-Business Finance Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To make students understand about Agriculture finance.
2.	To study sources of agri-finance.
3.	To make students understand about micro finance.
4.	To help students to know about financial support to agri-business.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand concept of Agriculture finance.
2.	Analyse sources of agri-finance.
3.	Understand concept of micro finance

4.	Know financial support to agri-business.
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Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Introduction to Agriculture finance -Meaning, -Need, importance, scope, -Principles of agriculture finance; -Financial management for agri-business -Accounting concepts, -Farm accounting, -Ratio analysis, -Cash budget.	13
Unit 2.	Sources of Agri Finance Institutional Sources- SBI, NABARD, Regional Rural Banks, Commercial Banks, Co-operative Sector, Kisan credit cards (KCC) Non Institutional Sources. Defects of Non-Institutional Finance. Legal provisions to control the defects.	13
Unit 3.	Micro Finance -Meaning, -Importance and scope, -Origin, -Introduction of Micro Finance in India, -Current status, -Delivery models. -Defects in Micro Finance.	13
Unit 4.	Financial Support to Agri-Business -Budgetary provision to agri-business, -Debt waiver and Debt relief. -Agricultural subsidies, -Crop Insurance, -Agricultural taxation, -Agricultural finance-Problems and remedies.	13

References:-	
1.	Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2.	Student Guide to Income Tax- Singhania, Taxman Publication

3.	Indian Economy since Independence- Uma Kapila, Academic Foundation.
4.	Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
5.	Direct Eaxes- Singhania, Taxman Publication.
6.	Agricultural Situation in India, GOI, Ministry of Agriculture New Delhi. Monthly Journal.
7.	The Cooperator, NCUI, New Delhi, Monthly Journal.
