

**NETAJI SUBHAS UNIVERSITY**

**SYLLABUS OF  
MASTER OF BUSINESS ADMINISTRATION (MBA)**



**2023 Onwards**

## **M.B.A. Program Outline**

- 1) The program is of two years duration divided over four semesters.
- 2) The program consists of fourteen core courses along with two laboratory classes in communication, one personality development and one software lab during the first two semesters.
- 3) At the end of the second semester, the student will undergo Summer Training of six weeks duration in a Professional Organization. After completion of the training the student will present a report.
- 4) Each student has to opt for Dual Specialization from the following functional areas in the third semester:  
a) Financial Management b) Information Technology c) Marketing Management d) Human Resource Management
- 5) The third and fourth semesters comprises of five core courses and eight elective courses.
- 6) Student has to select four electives each from the two areas of specialization (two electives each in third and fourth semester)
- 7) At the end of second Semesters there will be a SIP Project.
- 8) The students will be evaluated on the basis of Mid semester exam, Home assignments, Class Participation which will carry 30% weightage and End Semester Examination which will carry 70% weightage.

**MASTERS OF BUSINESS ADMINISTRATION**  
**NETAJI SUBHAS UNIVERSITY**  
**(MBA)**

**1<sup>st</sup> to 4<sup>th</sup> Semester**

**First Semester**

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 01-QT 001	Quantitative Techniques	4	3-0-1	30	70	100
MBA 01-MM 002	Marketing Management	4	3-0-1	30	70	100
MBA 01-OB 003	Management Process & Organizational Behavior	4	3-0-1	30	70	100
MBA 01-AC 004	Accounting For Managers	4	3-0-1	30	70	100
MBA 01-ME 005	Managerial Economics	4	3-0-1	30	70	100
MBA 01- BL 006	Business Communication	3	2-0-1	20	30	50
MBA 01-CA 007	Computer Application in Management	3	2-0-1	20	30	50
	<b>TOTAL</b>	<b>26</b>		<b>190</b>	<b>410</b>	<b>600</b>

**Second Semester**

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 02- BL 008	Business Law	4	3-0-1	30	70	100
MBA 02-HR 009	Human Resource Management	4	3-0-1	30	70	100
MBA 02-POR 010	Production & Operation Research	4	3-0-1	30	70	100
MBA 02-FM 011	Financial Management	4	3-0-1	30	70	100
MBA 02-RM 012	Research Methodology	4	3-0-1	30	70	100
MBA 02-IT 013	Decision Support System and Management Information System	4	3-0-1	30	70	100
	<b>TOTAL</b>	<b>24</b>		<b>180</b>	<b>420</b>	<b>600</b>

### Third Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 03-IE 014	Indian Economy(CORE)	4	3-0-1	30	70	100
MBA03-OEC 015	Organization Effectiveness and Change(CORE)	4	3-0-1	30	70	100
MBA 03-PS 016	Project viva on SIP	3	0-0-34	30	70	100

### SELECT ANY TWO SPECIALIZATIONS

(DUAL SPECIALIZATION: 2 PAPERS FROM ONE SPECIALIZATION AND 2 PAPERS FROM ANOTHER SPECIALIZATION)

Third Semester						
Specialization Paper						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
<b>MARKETING</b>						
MBA 03-MM 01	Advertising & Sales Management	4	3-0-1	30	70	100
MBA 03-MM 02	International Marketing	4	3-0-1	30	70	100
		8		60	140	200
<b>FINANCE</b>						
MBA 03-FM 01	Security Analysis and Portfolio Management	4	3-0-1	30	70	100
MBA 03-FM 02	Tax Management	4	3-0-1	30	70	100
		8		60	140	200
<b>HUMAN RESOURCE</b>						
MBA 03-HR 01	Training and Development	4	3-0-1	30	70	100
MBA 03-HR 02	Labor Law	4	3-0-1	30	70	100
		8		60	140	200
<b>INFORMATION TECHNOLOGY</b>						
MBA 03-IT 01	Data Communication and Networking	4	3-0-1	30	70	100
MBA 03-IT 02	System Analysis and Design	4	3-0-1	30	70	100
		8		60	140	200
<b>SUPPLY CHAIN MANAGEMENT</b>						
MBA 03-SCM 01	Logistics Management	4	3-0-1	30	70	100
MBA 03-SCM 02	Supply Chain Management	4	3-0-1	30	70	100
		8		60	140	200

## Fourth Semester

Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04 CESM 017	Corporate Evolution & Strategic Management	4	3-0-1	30	70	100
MBA 04-ECG 018	Ethics and Corporate Governance	4	3-0-1	30	70	100
		8		60	140	200

### SELECT ANY TWO SPECIALIZATIONS

(DUAL SPECIALIZATION: 2 PAPERS FROM ONE SPECIALIZATION AND 2 PAPERS FROM ANOTHER SPECIALIZATION)

Fourth Semester						
Specialization Paper						
<b>MARKETING</b>						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-MM 01	Consumer Behaviour	4	3-0-1	30	70	100
MBA 04-MM 02	Retail Management	4	3-0-1	30	70	100
		8		60	140	200
<b>FINANCE</b>						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-FM 01	Project Planning & Management	4	3-0-1	30	70	100
MBA 04-FM 02	Merchant Banking & Financial Services	4	3-0-1	30	70	100
		8		60	140	200
<b>HUMAN RESOURCE</b>						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-HR 01	Performance Management System	4	3-0-1	30	70	100
MBA 04-HR 02	Compensation	4	3-0-1	30	70	100
		8		60	140	200
<b>INFORMATION TECHNOLOGY</b>						
Paper Code	Paper Name	Credit	L-P-T	Internal	External	Total Marks
MBA 04-IT 01	Database Management System	4	3-0-1	30	70	100

<b>MBA 04-IT 02</b>	<b>Network and Information Security</b>	<b>4</b>	<b>3-0-1</b>	<b>30</b>	<b>70</b>	<b>100</b>
		<b>8</b>		<b>60</b>	<b>140</b>	<b>200</b>
<b>SUPPLY CHAIN MANAGEMENT</b>						
<b>MBA 04-SCM 01</b>	<b>Procurement and Quality Management</b>	<b>4</b>	<b>3-0-1</b>	<b>30</b>	<b>70</b>	<b>100</b>
<b>MBA 04-SCM 02</b>	<b>Material and Store Management</b>	<b>4</b>	<b>3-0-1</b>	<b>30</b>	<b>70</b>	<b>100</b>
		<b>8</b>		<b>60</b>	<b>140</b>	<b>200</b>

## **COURSE - MASTER OF BUSINESS ADMINISTRATION**

### **PROGRAM OUTCOMES**

Master of Business Administration programme will be able to:

- 1) Effectively communicate in a number of forms
- 2) Determine the main problems a company or business division is dealing with.
- 3) Investigate and resolve important business issues using qualitative and quantitative methodologies.
- 4) Utilize methods and ideas from several functional areas (such as operations, marketing, and finance) to solve business problems.
- 5) When making commercial decisions, evaluate and take ethical factors into account.
- 6) When making commercial decisions, take diversity and multicultural perspectives into account.

### **PROGRAMME SPECIFIC OUTCOMES**

- 1) After successfully completing the programme, the student will be able to:
- 2) Demonstrate management knowledge expertise to address difficult company challenges with limited resources.
- 3) Examine the literature to identify and assess management research issues.
- 4) Identify business possibilities, create, and execute workplace improvements.
- 5) Apply reasoning guided by contextual information to evaluate societal, health, safety, legal, and cultural challenges, as well as the obligations that follow in management practice.
- 6) Use ethical concepts to make sound managing decisions.
- 7) Individually and as a member or leader in various teams and interdisciplinary situations, you must be able to function effectively.
- 8) Effectively communicate with diverse stakeholders
- 9) Participate in independent and lifelong learning.

**FIRST SEMESTER**

<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Course Outcomes</b>
<b>1.</b>	<b>MBA 01-QT 001</b>	<b>Quantitative Techniques</b>	<ul style="list-style-type: none"><li>❖ Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using excel solver.</li><li>❖ Solve optimization problems like transportation and assignment problem mathematically and by using excel solver.</li><li>❖ Develop critical thinking and use PERT and CPM techniques to improve decision making.</li><li>❖ Identify different types of decision-making environments and choose the appropriate decision making approaches for each.</li></ul>
<b>2.</b>	<b>MBA 01-MM 002</b>	<b>Marketing Management</b>	<ul style="list-style-type: none"><li>❖ Identify core concepts of marketing and the role of marketing in business and society.</li><li>❖ Expose to the global nature of marketing and explore appropriate measures to operate effectively in international settings.</li><li>❖ Able to develop marketing strategies based on product, price, place and promotion objective.</li></ul>
<b>3.</b>	<b>MBA 01-OB 003</b>	<b>Management Process &amp; Organizational Behavior</b>	<ul style="list-style-type: none"><li>❖ This course covers the explanations about the human behavior in the organizational context.</li><li>❖ It details the impact of individual, group and organizational factors on human behavior.</li><li>❖ The course also focuses on understanding the behavior of the</li></ul>



			<p>employees working in the organization.</p> <ul style="list-style-type: none"> <li>❖ It highlights the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management.</li> </ul>
<b>4.</b>	<b>MBA 01-AC 004</b>	<b>Accounting For Managers</b>	<ul style="list-style-type: none"> <li>❖ Understand the basic concepts of financial accounting, cost accounting and management accounting in students.</li> <li>❖ Make use of various tools of accounting for analyze business situation and take decision.</li> <li>❖ Able to analyze the business financial position.</li> </ul>
<b>5.</b>	<b>MBA 01-ME 005</b>	<b>Managerial Economics</b>	<ul style="list-style-type: none"> <li>❖ Understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.</li> <li>❖ Explore the economics of information and network industries understand how economics affect the business strategy of companies in these industries.</li> <li>❖ Develop economic way of thinking in dealing with practical business.</li> </ul>
<b>6.</b>	<b>MBA 01- BL 006</b>	<b>Business Communication</b>	<ul style="list-style-type: none"> <li>❖ To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern &amp; Assignments.</li> <li>❖ Understanding of Paraphrasing,</li> </ul>

			<p>deciphering instructions, interpreting guidelines, discussion boards &amp; Referencing Styles.</p> <ul style="list-style-type: none"> <li>❖ To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary &amp; Grammar.</li> <li>❖ To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.</li> </ul>
<b>7.</b>	<b>MBA 01-CA007</b>	<b>Computer Application in Management</b>	<ul style="list-style-type: none"> <li>❖ Equip themselves to potentially rich &amp; employable field of computer applications.</li> <li>❖ Pursue higher studies in the area of Compute Science/Applications.</li> <li>❖ Take up self-employment in Indian &amp; global software market.</li> <li>❖ Meet the requirements of the Industrial standards.</li> </ul>

### SECOND SEMESTER

<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Course Outcomes</b>
<b>1.</b>	<b>MBA 02- BL 008</b>	<b>Business Law</b>	<ul style="list-style-type: none"> <li>❖ Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.</li> <li>❖ Identify the fundamental legal principles behind contractual agreements.</li> <li>❖ Examine how businesses can be held liable in tort for the actions of</li> </ul>

			<p>their employees.</p> <ul style="list-style-type: none"> <li>❖ Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.</li> </ul>
<b>2.</b>	<b>MBA 02-HR 009</b>	<b>Human Resource Management</b>	<ul style="list-style-type: none"> <li>❖ Demonstrate the role of HRM in an organization.</li> <li>❖ Utilize the knowledge to gain competitive advantage through people.</li> <li>❖ Develop and Design HRM system</li> </ul>
<b>3.</b>	<b>MBA 02-POR 010</b>	<b>Production &amp; Operation Research</b>	<ul style="list-style-type: none"> <li>❖ Analyze importance of Operations &amp; SCM and how it can provide a competitive advantage in the marketplace. Classify the relationship between Operations &amp; SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.</li> <li>❖ Experiment with the knowledge of the issues related to designing and managing Operations &amp; SCM and the techniques to do so.</li> </ul>
<b>4.</b>	<b>MBA 02-FM 011</b>	<b>Financial Management</b>	<ul style="list-style-type: none"> <li>❖ Provide the learner with an in-depth understanding of the link between company decision-making and the operation of capital markets.</li> <li>❖ Ensure the learner understands and appreciates the strong linkages between finance and globalization.</li> <li>❖ Demonstrate the importance of working capital management and</li> </ul>

			<p>the tools to manage it.</p> <ul style="list-style-type: none"> <li>❖ Help the learner to explore the financial environment in which firms and managers must operate.</li> </ul>
5.	MBA 02-RM 012	<b>Research Methodology</b>	<ul style="list-style-type: none"> <li>❖ Demonstrate the ability to choose methods appropriate to research aims and objectives.</li> <li>❖ Understand the limitations of particular research methods.</li> <li>❖ Develop skills in qualitative and quantitative data analysis and presentation.</li> <li>❖ Develop advanced critical thinking skills.</li> <li>❖ Demonstrate enhanced writing skills</li> </ul>
6.	MBA 02- IT 013	<b>Decision Support System and Management Information System</b>	<ul style="list-style-type: none"> <li>❖ Record the current issues of information technology and relate those issues to the firm.</li> <li>❖ Reproduce a working knowledge of concepts and terminology related to information technology.</li> <li>❖ Analyze how information technology impacts a firm</li> </ul> <p>Describe the role of information technology and information system in business.</p>

### **THIRD SEMESTER**

Sl. No.	Paper Code	Paper Name	Course Outcomes
1.	MBA 03-IE 014	<b>Indian Economy</b>	<ul style="list-style-type: none"> <li>❖ Have a clear picture of the economic growth trajectory, economic policies, and institutional reforms in India.</li> </ul>

			<ul style="list-style-type: none"> <li>❖ Understand four major economic challenges of Indian Economy, i.e. Poverty, Inequality, Unemployment and inflation.</li> <li>❖ Have an in-depth analysis of the sectorial contributions of agriculture, industry and service sector in India.</li> <li>❖ Understand the nitty-gritty of fiscal and monetary policy.</li> </ul>
2.	MBA 03-OEC 015	<b>Organization Effectiveness and Change</b>	<ul style="list-style-type: none"> <li>❖ After the study of this course, the students would be able to apply the knowledge of behavioral science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organization.</li> <li>❖ Utilize diagnostic models and tools to assess organizational performance and identify areas for improvement.</li> <li>❖ Implement change management theories and frameworks to plan, execute, and sustain organizational change initiatives.</li> <li>❖ Formulate strategic change interventions that align with organizational goals and address resistance to change.</li> <li>❖ Assess the impact of change initiatives on organizational performance and employee behavior using appropriate metrics and evaluation techniques.</li> </ul>
3.	MBA 03-PS 016	<b>Project viva on SIP</b>	<ul style="list-style-type: none"> <li>❖ Exhibit an understanding of the practical applications of theoretical concepts learned during</li> </ul>

			<p>the internship.</p> <ul style="list-style-type: none"> <li>❖ Integrate and apply theoretical knowledge to solve real-world business problems encountered during the internship.</li> <li>❖ Critically analyze the business environment, organizational processes, and challenges faced during the internship.</li> <li>❖ Demonstrate the ability to identify problems, propose viable solutions, and implement effective strategies in a business setting.</li> <li>❖ Present findings, experiences, and insights from the internship effectively through oral and written communication.</li> <li>❖ Display professional behavior, including ethical conduct, time management, and teamwork, during the internship and viva.</li> </ul>
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**SPECIALIZATION PAPER**

**MARKETING**

<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Course Outcomes</b>
<b>4.</b>	<b>MBA 03-MM 01</b>	<b>Advertising &amp; Sales Management</b>	<ul style="list-style-type: none"> <li>❖ After completion of the course, the students shall be able to understand the basic concepts of advertisements &amp; the way these advertisements are created.</li> <li>❖ Acquire knowledge about the type of media used and planning/scheduling of media.</li> <li>❖ Understand the ethics to be practiced in advertising. Identify the concept and role of Sales management.</li> <li>❖ Understand the hiring process of</li> </ul>

			sales force management and role of technology in sales.
<b>5.</b>	<b>MBA 03-MM 02</b>	<b>International Marketing</b>	<ul style="list-style-type: none"> <li>❖ Apply the key terms, definitions, and concepts used in marketing with an international perspective.</li> <li>❖ Compare the value of developing global awareness vs. a local perspective in marketing.</li> <li>❖ Evaluate different cultural, political, and legal environments influencing international trade.</li> <li>❖ Develop creative international market entry strategies.</li> <li>❖ Understand the importance of the Internet for global business.</li> </ul>
<b>FINANCE</b>			
<b>6.</b>	<b>MBA 03-FM 01</b>	<b>Security Analysis and Portfolio Management</b>	<ul style="list-style-type: none"> <li>❖ To provide a theoretical and practical background in the field of investments.</li> <li>❖ Designing and managing the bond as well as equity portfolios in the real word.</li> <li>❖ Valuing equity and debt instruments.</li> <li>❖ Measuring the portfolio performances.</li> </ul>
<b>7.</b>	<b>MBA 03-FM 02</b>	<b>Tax Management</b>	<ul style="list-style-type: none"> <li>❖ Calculate income under various heads.</li> <li>❖ Compute total income.</li> <li>❖ Make tax plan for individual.</li> <li>❖ File tax return.</li> </ul>
<b>HUMAN RESOURCE</b>			
<b>8.</b>	<b>MBA 03-HR 01</b>	<b>Training and Development</b>	<ul style="list-style-type: none"> <li>❖ Understand basic concepts associated with learning process, learning theories, training and</li> </ul>

			<p>development.</p> <ul style="list-style-type: none"> <li>❖ Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;</li> <li>❖ Emerging trends in training and development; and Relevance and usefulness of training expertise in the organizational work environment.</li> </ul>
<b>9.</b>	<b>MBA 03-HR 02</b>	<b>Labor Law</b>	<ul style="list-style-type: none"> <li>❖ To enable the learner to understand the various industrial laws.</li> <li>❖ It highlights the various rights available to the workmen employed in industries and the remedies for its misuse by the employer.</li> <li>❖ To understand the various labour legislations in India.</li> </ul>
<b>INFORMATION TECHNOLOGY</b>			
<b>10.</b>	<b>MBA 03-IT 01</b>	<b>Data Communication and Networking</b>	<ul style="list-style-type: none"> <li>❖ Understand the basics of data communication, networking, internet and their importance.</li> <li>❖ Analyze the services and features of various protocol layers in data networks.</li> <li>❖ Differentiate wired and wireless computer networks</li> <li>❖ Analyze TCP/IP and their protocols.</li> <li>❖ Recognize the different internet devices and their functions.</li> <li>❖ Identify the basic security threats of a network.</li> </ul>
<b>11.</b>	<b>MBA 03-IT 02</b>	<b>System Analysis and Design</b>	<ul style="list-style-type: none"> <li>❖ Understand the life cycle of a systems development project.</li> <li>❖ Understand the analysis and</li> </ul>



			<p>development techniques required as a team member of a medium-scale information systems development project</p> <ul style="list-style-type: none"> <li>❖ Learn the effect of internet and technology on business strategies.</li> <li>❖ Understand the importance of business communications.</li> <li>❖ An understanding of the object-oriented methods models as covered by the Unified Modelling Language.</li> </ul>
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**SUPPLY CHAIN MANAGEMENT**

<b>12.</b>	<b>MBA 03-SCM 01</b>	<b>Logistics Management</b>	<ul style="list-style-type: none"> <li>❖ This course provides an overview of how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management.</li> <li>❖ Provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logistics management.</li> <li>❖ To evaluate the achievement of competitive advantage through logistics framework and explain the integrated logistics management.</li> <li>❖ To explain the outsourcing logistics and to elaborate the practical concepts regarding third party and fourth party logistics.</li> <li>❖ To provide a detailed analysis for how to improve a quality customer service and integrated logistics.</li> </ul>
<b>13.</b>	<b>MBA 03-SCM 02</b>	<b>Supply Chain Management</b>	<ul style="list-style-type: none"> <li>❖ Understand fundamental supply chain management concepts.</li> </ul>

			<ul style="list-style-type: none"> <li>❖ Apply knowledge to evaluate and manage an effective supply chain.</li> <li>❖ Understand the foundational role of logistics as it relates to transportation and warehousing.</li> <li>❖ How to align the management of a supply chain with corporate goals and strategies.</li> <li>❖ Analyze and improve supply chain processes.</li> </ul>
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### FOURTH SEMESTER

Sl. No.	Paper Code	Paper Name	Course Outcomes
01.	MBA 04- CESM 017	<b>Corporate Evolution &amp; Strategic Management</b>	<ul style="list-style-type: none"> <li>❖ Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning.</li> <li>❖ Apply understanding for the theories, concepts and tools that support strategic management in organizations.</li> <li>❖ Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.</li> <li>❖ Enhanced ability to identify strategic issues and design appropriate courses of action.</li> </ul>
02.	MBA 04-ECG -018	<b>Ethics and Corporate Governance</b>	<ul style="list-style-type: none"> <li>❖ Students will be able to understand the business ethics.</li> <li>❖ The student will be able to analyze corporate social Responsibility.</li> </ul>

			<ul style="list-style-type: none"> <li>❖ The student will be able to analyze various ethical codes in corporate governance</li> <li>❖ Student will be able to Analyze the Employees conditions and Business Ethics.</li> </ul>
<b>SPECIALIZATION PAPER</b>			
<b>MARKETING</b>			
<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Course outcomes</b>
<b>03.</b>	<b>MBA 04 MM -01</b>	<b>Consumer Behaviour</b>	<ul style="list-style-type: none"> <li>❖ Learners will pick up the concept of Consumer Behaviour, types of Consumers, Diversity of Consumers.</li> <li>❖ Learners will acquire basic knowledge about issues and dimensions of Consumer Behaviour.</li> <li>❖ Learners would develop their skill of understanding and analyzing consumer information and using it to create consumer oriented marketing strategies</li> <li>❖ Learners will identify consumer decision making process and its applications in marketing function</li> </ul>
<b>04.</b>	<b>MBA 04- MM 02</b>	<b>Retail Management</b>	<ul style="list-style-type: none"> <li>❖ Clarify the concept and related terms in retailing.</li> <li>❖ Comprehend the ways retailers use marketing tools and techniques to interact with their customers.</li> <li>❖ Understand various formats of retail in the industry.</li> <li>❖ Recognize and understand the operations-oriented policies,</li> </ul>

			methods, and procedures used by successful retailers in today's global economy
<b>FINANCE</b>			
<b>05.</b>	<b>MBA 04 FM-01</b>	<b>Project Planning &amp; Management</b>	<ul style="list-style-type: none"> <li>❖ Understand project characteristics and various stages of a project.</li> <li>❖ Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.</li> <li>❖ Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.</li> <li>❖ Apply the risk management plan and analyse the role of stakeholders.</li> <li>❖ Understand the contract management, Project Procurement, Service level Agreements and productivity.</li> <li>❖ Understand the How Subcontract Administration and Control are practiced in the Industry.</li> </ul>
<b>06.</b>	<b>MBA 04 FM-02</b>	<b>Merchant Banking &amp; Financial Services</b>	<ul style="list-style-type: none"> <li>❖ Explain the regulatory environment in which the Merchant Bankers operates in India.</li> <li>❖ Examine the various merchant services and procedure of public issue management</li> <li>❖ Equipping the students with the tools used in interpreting and</li> </ul>

			<p>evaluating performance, productivity and efficiency of the banking organizations</p> <ul style="list-style-type: none"> <li>❖ Apply the credit rating regulatory system and its methodology in various financial services.</li> <li>❖ Create strategies to promote financial products and services.</li> </ul>
<b>HUMAN RESOURCE</b>			
<b>07.</b>	<b>MBA 04 HR-01</b>	<b>Performance Management System</b>	<ul style="list-style-type: none"> <li>❖ By evaluating the readiness of the employees for taking up higher responsibilities.</li> <li>❖ By providing a feedback to the employees on their current competencies and the need for improvement.</li> <li>❖ Regularly providing open and transparent job feedbacks to the employees.</li> <li>❖ Establishing a clear linkage between performance and compensation</li> <li>❖ Providing ample learning and development opportunities by representing the employees in leadership development programmes etc.</li> </ul>
<b>08.</b>	<b>MBA 04 HR-02</b>	<b>Compensation</b>	<ul style="list-style-type: none"> <li>❖ Recognize how pay decisions help the organization achieve a competitive advantage.</li> <li>❖ Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.</li> <li>❖ Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external</li> </ul>

			<p>competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.</p> <ul style="list-style-type: none"> <li>❖ Design rational and contemporary compensation systems in modern organization.</li> </ul>
<b>INFORMATION TECHNOLOGY</b>			
<b>09.</b>	<b>MBA 04 IT-01</b>	<b>Database Management System</b>	<ul style="list-style-type: none"> <li>❖ Describe the fundamental elements of relational database management systems</li> <li>❖ Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.</li> <li>❖ Design ER-models to represent simple database application scenarios.</li> </ul>
<b>10.</b>	<b>MBA 04 IT-02</b>	<b>Network and Information Security</b>	<ul style="list-style-type: none"> <li>❖ Analyze and evaluate the cyber security needs of an organization.</li> <li>❖ Determine and analyze software vulnerabilities and security solutions to reduce the risk of exploitation.</li> <li>❖ Measure the performance and troubleshoot cyber security systems.</li> </ul>
<b>SUPPLY CHAIN MANAGEMENT</b>			
<b>11.</b>	<b>MBA 04-SCM 01</b>	<b>Procurement and Quality Management</b>	<ul style="list-style-type: none"> <li>❖ Gain a comprehensive understanding of the procurement process, including supplier selection, contract</li> </ul>

			<p>negotiation, and purchasing strategies.</p> <ul style="list-style-type: none"> <li>❖ Implement quality management principles and practices to ensure the delivery of high-quality products and services.</li> <li>❖ Create strategic procurement plans that align with organizational goals and objectives.</li> <li>❖ Apply quality control techniques to monitor and improve product quality throughout the supply chain.</li> </ul>
<b>12.</b>	<b>MBA 04-SCM 02</b>	<b>Material and Store Management</b>	<ul style="list-style-type: none"> <li>❖ Grasp the basic concepts and significance of material and store management in various types of organizations.</li> <li>❖ Develop skills in managing inventory, including inventory control techniques and economic order quantity (EOQ) models.</li> <li>❖ Gain knowledge of procurement processes, supplier selection, and management.</li> <li>❖ Learn efficient storage and handling practices to ensure the safety and quality of materials.</li> <li>❖ Understand the logistics and distribution strategies involved in the movement of goods.</li> </ul>

## FIRST SEMESTER

### Paper - MBA 01-QT 001

### QUANTITATIVE TECHNIQUES

#### Subject Objective

- 1) To apprise students with the construction of mathematical models for managerial decision situations and to use spread sheets or computer software packages to obtain a solution wherever applicable.
- 2) The emphasis is on understanding the concepts, formulation and interpretation.

#### Subject Outcome

- 1) Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using excel solver.
- 2) Solve optimization problems like transportation and assignment problem mathematically and by using excel solver.
- 3) Develop critical thinking and use PERT and CPM techniques to improve decision making.
- 4) Identify different types of decision-making environments and choose the appropriate decision making approaches for each.

<b>Unit 1</b>	Defining Data: Cases , Variables, Values and Missing values
<b>Unit 2</b>	Describing Data: - Nominal scales: Proportion, Percentage and Ratio. Displaying Data: Bar chart, Pie chart, Histogram, Frequency, Curve, Box, and Plot.
<b>Unit 3</b>	Interval scales: Measure of Dispersion.Range, Quartile déviation, Mea déviation, Standard déviation.
<b>Unit 4</b>	Interval scales: Measure of Dispersion.Range, Quartile déviation, Standard déviation
<b>Unit 5</b>	Normal Distribution: General Forms of Normal curve, Area under Normal curve.
<b>Unit 6</b>	Probability, Theory & Probability Distribution: Binomial, Poisson , Normal & Exponential
<b>Unit 7</b>	Linear Correlation &Regression: Linear Regression, Correlation, Estimation of Regression Co- efficient, Calculation of Correlation Co- efficient, Significance Test of Correlation Regression.



	Sensitivity analysis & Linear programming: Introduction, Change in Objective function, Co-efficient & Change in the availability of resources.
<b>Unit 8</b>	Case Study

### Reference Books

1. Statistics by S.P, Gupta, M.P Gupta (Sultan Chand & Sons)
2. Statistics for Management – Richard Levin, David S. Rubin
3. Das, N.G. Statistical Methods (M. Das & Co.: Kolkata).
4. Hogg, Introduction to Mathematical Statistics (Pearson: New Delhi)
5. Comprehensive Statistical Method by S.Arora. (S Chand Publication)

## Paper - MBA 01-MM 002 MARKETING MANAGEMENT

### Subject Objective

- 1) To introduce marketing as a business function and a philosophy.
- 2) To emphasize importance of understanding external environment in marketing decision making.
- 3) To expose students to a systematic framework of Marketing.
- 4) Highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.

### Subject Outcome

- 1) Identify core concepts of marketing and the role of marketing in business and society.
- 2) Expose to the global nature of marketing and explore appropriate measures to operate effectively in international settings.
- 3) Able to develop marketing strategies based on product, price, place and promotion objective.

<b>Unit 1</b>	Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations.  Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment.
<b>Unit 2</b>	The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps,

	The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.
<b>Unit 3</b>	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P).
<b>Unit 4</b>	Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labeling, New Product Development, Product Life Cycle (PLC). Brand and Branding Strategy: Introduction, Brand and Branding. Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development
<b>Unit 5</b>	Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies. Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Whole selling.
<b>Unit 6</b>	Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing
<b>Unit 7</b>	Promotion Management: Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Process of Communication, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity. Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing.  New Issues in Marketing: Globalization, Consumerism, Green Marketing.

**Reference Books**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithaleswar Jha, “*Marketing Management*”, 13th Edition, Pearson Publications Limited. 2012
2. Noel Capon and Siddharth Shekar Singh, “*Managing Marketing-An Applied Approach*”, Wiley India Pvt. Limited 2014
3. Noel Capon and Siddharth Shekar Singh, “*The Marketing Tool kit*”, Wiley India Pvt. Limited 2014.
4. Charles W.Lamb, Joseph F.hair, Sharma, McDaniel, “*MKTG- Principles of Marketing*” A South Asian Perspective, Cengage Learning 2012
5. Philip Kotler, Kevin Lane Keller, “*A framework for marketing management*”, 4<sup>th</sup> edition, Pearson, 2012.

**Paper - MBA 01-OB 003****MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOR****Subject Objective**

- 1) To help the students to develop cognizance of the importance of human behavior.
- 2) To enable students to describe how people behave under different conditions and Understand why people behave as they do.
- 3) To provide the students to analyze specific strategic human resources demands for future action.
- 4) To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

**Subject Outcome**

- 1) This course covers the explanations about the human behavior in the organizational context.
- 2) It details the impact of individual, group and organizational factors on human behavior.
- 3) The course also focuses on understanding the behavior of the employees working in the organization.

- 4) It highlights the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management

<b>Unit 1</b>	.Definition, Characteristics of organizational behaviour, Contributing disciplines to the OB field; Significance of OB; Nature and scope of OB; Challenges and opportunities for OB. Organizational behaviour models: Cognitive framework, Behaviouristic framework and Social cognitive framework
<b>Unit 2</b>	Perception: Concept, nature, process, importance, perceptual process; Factors influencing perception; Perceptual distortion, Management and behavioural applications of perception.  Attitudes – Source of attitudes; Types of attitudes, Attitudes and consistency – Cognitive dissonance theory, Attitude measurement.
<b>Unit 3</b>	Personality - Personality determinants; Personality traits: The Big Five model, Major personality attributes influencing OB; Theories of personality.  Learning: Concept, theories of learning, principles of learning.  Stress: Understanding Stress, causes and consequences of stress, Managing stress.
<b>Unit 4</b>	Group Behaviour Motivation: Theories of motivation: Early and contemporary views, Applications of motivation Leadership: Styles and theories of leadership-Trait, behavioural and situational theories  Group Dynamics, Types of groups, Stages of group development, Group cohesiveness, Group decision making.
<b>Unit 5</b>	Conflicts- Transitions in conflict thought; Functional versus Dysfunctional conflict; Classification of conflict: Intra-individual, Inter-personal, Intergroup, Conflict process; Conflict management.
<b>Unit 6</b>	Organizational culture: Concept, characteristics, elements of culture, creating and sustaining organizational culture.  Organizational change: Concept, nature, forces for change, resistance to change, managing resistance to change, and Kurt Levin theory of change.  Organizational power and politics: Concept, sources of power, distinction between power, authority and influence, Approaches to power.
<b>Unit 7</b>	Case study

### Reference Books

- 1) Robbins, S.P., Sanghi, S. & Judge, T. A. (2020). Organizational Behavior. New Delhi: Pearson Education.
- 2) Luthans, F. (2010). Organizational Behaviour. New Delhi: Tata McGraw-Hill.

- 3) Aswathappa, K. (2016). Organizational Behaviour. New Delhi: Himalaya Publishing House. Newstrom J. (2015). Organizational Behaviour: Human Behaviour at Work. New Delhi: Tata McGraw-Hill.
- 4) Steven, Von & Sharma., (2014). Organizational Behaviour. New Delhi: Tata McGraw-Hill.
- 5) Pareek, U. (2011). Understanding Organizational Behaviour. New Delhi: Oxford Publishers.

**Paper - MBA 01-AC 004**

**ACCOUNTING FOR MANAGERS**

**Subject Objective**

- 1) To understand the basic concepts of financial accounting, cost accounting and management accounting.
- 2) To know various tools from accounting and cost accounting this would facilitate the decision making.
- 3) To develop analytical abilities to face the business situations.

**Subject Outcomes**

- 1) Understand the basic concepts of financial accounting, cost accounting and management accounting in students.
- 2) Make use of various tools of accounting for analyze business situation and take decision.
- 3) Able to analyze the business financial position.

<b>Unit 1</b>	Introduction to Accounting, Meaning of Book Keeping, Accounting and Accountancy, Accounting Concepts and Conventions, Financial Accounting V/S Management Accounting, Accounting Process, double entry book keeping, The Accounting Equation
<b>Unit 2</b>	Bank Reconciliation statement- Reasons for difference, Preparation Depreciation- Causes, Importance, Methods as per Indian taxation norms.
<b>Unit 3</b>	Company Final Accounts in India - Preparation and Presentation of Final Accounts, Form and Contents of Balance Sheet and Profit and Loss Account, Balance Sheet as Per Schedule VI, Profit and Loss Account, Profit and Loss Appropriation Account, Annual Reports and Its Contents. Cash study
<b>Unit 4</b>	Financial Statement Analysis - Meaning and Objectives of Financial Statement Analysis, Standards of Comparison, Techniques of Financial Statement Analysis, Horizontal or Comparative Analysis, Vertical or Common Size

	Analysis, Trend Analysis, Ratio Analysis: Profitability Ratios, Activity Ratios, Solvency Ratios and Capital Market Ratios.
<b>Unit 5</b>	Funds Flow Statement- Movement of funds .Fund from operations, Adjusted profit and loss account. Cash study
<b>Unit 6</b>	Cash Flow Statement - Cash flow activities ,Operating activities, Investing activities, Financing activities ,Disclosure of non-cash activities, Preparation methods, Rules (operating activities),Rules (financing activities). Cash study
<b>Unit 7</b>	Marginal Costing - concept and characteristics of marginal costing, difference between absorption costing and marginal costing, CVP analysis, break-even chart, break-even point, price volume ratio, and margin of safety, merits, demerits, and applications of marginal costing. Cash study
<b>Unit 8</b>	Case study

### Reference Books

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, .
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 7<sup>th</sup> edition, Cengage Learning.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning.

## Paper - MBA 01-ME 005 MANAGERIAL ECONOMICS

### Subject Objective

- 1) To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
- 2) To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.

### Subject Outcomes

- 1) Understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
- 2) Explore the economics of information and network industries understand how economics affect the business strategy of companies in these industries.
- 3) Develop economic way of thinking in dealing with practical business.

<b>Unit 1</b>	Meaning and Importance of Managerial Economics and Marginal Analysis. Introduction, meaning, Scope & Importance of Managerial Economics. Marginal Concepts: Marginal Utility, Average Utility, Total Utility & their relations. Consumer's Equilibrium – Single commodity and more than single commodity.
<b>Unit 2</b>	Demand & Supply functions: Introduction, Meaning of Demand, Law of Demand, Exceptions of the law of Demand. Elasticity of Demand, Types and Measurement of Elasticity of Demand. Meaning & Law of Supply, Exceptions of the Law of Supply. Elasticity of Supply, types and determining factors of Elasticity of Supply.
<b>Unit 3</b>	Theory of Demand: Indifference Curve Analysis. Revealed Preference Approach of Prof. Samuelson
<b>Unit 4</b>	Production: Production function, Short run and Long run Production functions. Law of Variable Proportion, ISO Product Curve Cost Analysis: Types of Costs, Cost Curves and their relations. Revenue, Revenue Curves. Even Analysis.
<b>Unit 5</b>	Market Structure and Price Determination: Perfect Competition and Imperfect Competition. Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition in short run and long run. Discriminating Monopoly and its Output & Price Determination. Profit maximization and Sales Maximization
<b>Unit 6</b>	Macro Concepts: Introduction, National Income, various concepts of National Income. Various Methods of measuring National Income.
<b>Unit 7</b>	Consumption function and Investment function: Meaning of Consumption function and Investment function. Marginal efficiency of Capital (MEC). Multiplier and Accelerator Inflation and Deflation: Meaning of Inflation and Deflation. Merits and Demerits of Inflation. Effects of Inflation and Deflation. WPI & CPI Business Cycle, Demand Forecasting

### Reference Books

- 1) Petersen, H, C., Lewis, W.C. & Jain, S.K. (2008). Managerial Economics. New Delhi: Pearson Education.
- 2) Salvatore, D., (2012). Managerial Economics: Principles and Worldwide application. New York: Oxford University Press.
- 3) Mithani D.M. (2015). Principles of Economics. New Delhi: Himalaya Publishing House.
- 4) Dwivedi D.N. (2011). Managerial Economics. New Delhi: Vikas Publications.

- 5) Maheswari, Y. (2012), Managerial Economics. New Delhi: PHI Learning Pvt. Ltd.
- 6) Gupta, G.S. (2011). Managerial Economics. New Delhi: Tata McGraw-Hill.

**Paper - MBA 01- BL 006**  
**BUSINESS COMMUNICATION**

**Subject Objective**

- 1) To provide an overview of Prerequisites to Business Communication.
- 2) To put in use the basic mechanics of Grammar.
- 3) To provide an outline to effective Organizational Communication.
- 4) To underline the nuances of Business communication.
- 5) To impact the correct practices of the strategies of Effective Business writing.

**Subject Outcomes**

- 1) To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments.
- 2) Understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
- 3) To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- 4) To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- 5) To draft effective business correspondence with brevity and clarity.

<b>Unit 1</b>	Communication In Business: Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.
<b>Unit 2</b>	Non-Verbal And Intercultural Communication: Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.
<b>Unit 3</b>	Oral Communication: Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies



<b>Unit 4</b>	Business Correspondence: Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé.
<b>Unit 5</b>	Business Proposals And Reports: Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.
<b>Unit 6</b>	Case Study

### Reference Books

1. McGrath, E. H., S.J, Basic Managerial Skills for All, 8<sup>th</sup> ed. Prentice-Hall of India, New Delhi.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi,
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated BusinessCommunication in a Global Market Place.3<sup>rd</sup> ed. John Wiley India, New Delhi.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3<sup>rd</sup> ed. Thomson and South-western,

### Paper - MBA 01-CA 007

#### COMPUTER APPLICATION IN MANAGEMENT

##### Subject Objective

- 1) Familiar with parts of computer understand the input and output devices.
- 2) Basic ideas of storage devices, computer Networks and Operating System.

##### Subject Outcomes

- 1) Equip themselves to potentially rich & employable field of computer applications.
- 2) Pursue higher studies in the area of Compute Science/Applications.
- 3) Take up self-employment in Indian & global software market.
- 4) Meet the requirements of the Industrial standards.

<b>Unit 1</b>	Computers: Components of a Computer System, Data Processing, Computers in Business. Generations of Computers and Computer Languages.
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<b>Unit 2</b>	Disk Operating System: Internal and External Commands, Windows Operating System
<b>Unit 3</b>	Word Processing using MS-Word Spreadsheets using MS- Excel Range, Formulas, Functions, Database Function in Spreadsheet, Graphics on Spreadsheet. Presentation using MS- PowerPoint
<b>Unit 4</b>	Data Files: Types / Organization , Master and Transaction Files Program Development Cycle.
<b>Unit 5</b>	Data Communication: Components of Data Communication System, Communication Devices- Modem , Multiplexing, Classification of Communication Channel
<b>Unit 6</b>	Networking: LAN and WANs, Network Interconnectivity- Bridges, Gateways, Routers, Repeaters
<b>Unit 7</b>	Management Information System in Business Organization: Concepts, Needs, Types, Transaction Processing System (TPS),Decision Support System(DSS),Executive Information System(EIS),Office Automation System (EIS), Expert System
<b>Unit 8</b>	Case Study

### Reference Books

- 1) Ramesh, B. (2008). Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd
- 2) Cyganski, D. (2011). Information Technology: Inside and outside. New Delhi: Prentice Hall.
- 3) Basandra, S.K. (1998). Computers Today. New Delhi: Galgotia publishing company.
- 4) Leon A., & Leon, M. (2000). Introduction to Computers. New Delhi: Sangam Books Ltd.
- 5) Leon, A. (2009). Fundamentals of Information Technology. New Delhi: Vikas Publishing.
- 6) Kakkar, D.N., Goyal, R. (2003), Computer Applications in Management. New Delhi: New Age International.

## SECOND SEMESTER

### Paper - MBA 02- BL 008

#### BUSINESS LAW

##### Subject Objectives

- 1) Provide the student with knowledge of the legal environment in which a consumer and businesses operates.
- 2) To provide the student with knowledge of legal principles.

##### Subject Outcomes

- 1) Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- 2) Identify the fundamental legal principles behind contractual agreements.
- 3) Examine how businesses can be held liable in tort for the actions of their employees.
- 4) Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- 5) Acquire problem solving techniques and to be able to present coherent.

<b>Unit 1</b>	Indian Contract Act, 1872 Contract: Definition and its essentials, Valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Void agreement, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency
<b>Unit 2</b>	Partnership and its essentials, Partners: Rights and Duties and Type, Position of Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Meaning of Contract of Sale, Types of Goods, Conditions and Warranties, Delivery-three types of delivery, rules as to delivery. Right of Unpaid Seller against the Goods, Auction sale, Rules regarding sale by Auction [section 64].
<b>Unit 3</b>	Negotiable Instruments Act, 1881 Meaning of Negotiable Instrument, Types of negotiable instruments: Promissory Note, Essentials of promissory note, Meaning of Bill of Exchange and Cheques, Essentials of bills of exchange, Defining Cheque, Characteristics of cheque, Holder and Holder in due course, Negotiation, Presentment, Crossing of Cheques, Bouncing of Cheques
<b>Unit 4</b>	Companies Act, 1956 and 2013 Nature and Definition of a Company, Classification of Companies On the Basis of

	Membership, Steps in formation of company, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. Major amendments in 2013.
<b>Unit 5</b>	Consumer Protection Act, 1986 and the Information Technology Act, 2000 Complaint, Consumer, Defect and deficiency, Consumer dispute redressal agency, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. Objectives of IT Act, Salient features of the Act, Electronic Governance.
<b>Unit 6</b>	Case Study

### Reference Books

- 1) Kapoor, N.D. (2016). Business Law. New Delhi: Sultan Chand & Sons.
- 2) Tulsian, P.C. & Tulsian, B. (2014). Business Law. New Delhi: McGraw- Hill education.  
Gulshan J.J. (2012). Business Law Including Company Law. New Delhi: New Age International Publishers.
- 3) Kuchhal, M.C. (2013). Business Law. New Delhi: Vikas Publications.
- 4) Singh, A. (2012). Principles of Mercantile Law. New Delhi: Eastern Book Company.

### Paper - MBA 02-HR 009

#### HUMAN RESOURCE MANAGEMENT

#### Subject Objectives

- 1) To understand the role of HRM in an organization.
- 2) To learn and gain competitive advantage through people.
- 3) To learn, study and design HRM system.

#### Subject Outcomes

- 1) Demonstrate the role of HRM in an organization.
- 2) Utilize the knowledge to gain competitive advantage through people.
- 3) Develop and Design HRM system

<b>Unit 1</b>	Introduction Concept, Nature, Scope, Objectives and Functions of Human Resource Management, HRM: The challenges – Environmental, Organizational and Individual, Emerging trends of HRM in globalized economy and cross cultural environment.
<b>Unit 2</b>	Human Resource Planning Human resource planning, Job analysis, Job evaluation, Job design, Recruitment – Sources, objectives, Selection: Concept,

	Procedure and Cost benefit analysis of selection, Induction, Career planning, Bases of Promotion, Transfer, Separations, Outplacement and Outsourcing HR.
<b>Unit 3</b>	Training & Development and Performance Appraisal Training & Development – Concept, Training needs assessment, Types of training programmes: On the-job and off-the-job, ROI of training, metrics for evaluation of training programme.
<b>Unit 4</b>	Performance Appraisal- Objectives, Uses and Methods – Traditional and Modern methods, Problems of performance appraisal, Legal issues in Performance Appraisal, Compensation – Concepts, Types, Factors determining compensation
<b>Unit 5</b>	Industrial Relations Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System
<b>Unit 6</b>	Case study

### **Reference Book**

- 1) Dessler, G. (2015). Human Resource Management. New Delhi: Pearson Education.
- 2) Rao, V.S.P. (2014). Human Resource Management. New Delhi: Excel Books.
- 3) Durai, P. (2016). Human Resource Management. New Delhi: Pearson Education.
- 4) Rao, S. P. (2011). Personnel & Human Resource Management. New Delhi: Himalaya Publishing House.
- 5) Aswathappa, K. (2010). Human Resource Management- Text & Cases. New Delhi: Tata McGraw-Hill

### **Paper - MBA 02-POR 010**

### **PRODUCTION & OPERATION RESEARCH**

#### **Subject Objectives**

- 1) To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace.
- 2) To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
- 3) To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

## Subject Outcomes

- 1) Analyze importance of Operations & SCM and how it can provide a competitive advantage in the marketplace Classify the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
- 2) Experiment with the knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

<b>Unit 1</b>	Definition, Nature, Scope and Significance of Production and Operations Management, Relationship with other functional areas, Recent trends in Production and Operations Management, Production Cycle, Production Planning & Control: Basic functions, Concept of ergonomics.
<b>Unit 2</b>	Plant location, selection; Plant and Facilities layout, types of layout and their characteristics; Production Systems, types of production system, JIT & Lean system; Product design, New product development, Value analysis, Work measurement and Job design
<b>Unit 3</b>	Plant location, selection; Plant and Facilities layout, types of layout and their characteristics; Production Systems, types of production system, JIT & Lean system; Product design, New product development, Value analysis, Work measurement and Job design
<b>Unit 4</b>	Forecasting and Capacity planning, Types and methods of Forecasting, Overview of Aggregate production planning, Production Strategies, Capacity requirement planning, MRP, Scheduling, Purchase management, Inventory management and techniques of Inventory management.
<b>Unit5</b>	Quality Assurance: Basic Concept and dimensions of Quality, Cost of Quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality Improvement and Cost Reduction- 7QC tools and 7 new QC tools, Kaizen, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart), Six Sigma, Total Quality Management (TQM), ISO (9000&14000 Series).
<b>Unit 6</b>	Transportation and Assignment models: Transportation Algorithm- Initial solution for optimality, Trans-shipment and routing problems, Hungarian methods of Assignment problem.  Queuing Theory: Essential features, Performance measure of a Queuing system, Probability Distribution in Queuing Systems.

<b>Unit 7</b>	PERT and CPM:Significance of using PERT/CPM, PERT/CPM Network Components and Precedence Relationship. Decision Theory and Decision Trees:Decision making under Uncertainty, Decision making under Risk, Decision Tree Analysis.
<b>Unit 8</b>	Game Theory: Two person Zero-Sum Games, Pure strategies, Mixed strategies, Principles of Dominance
<b>Unit 9</b>	Case Study

### **Reference Book**

- 1) Vohra, N.D. (2009). Quantitative Techniques in Management. New Delhi: Tata McGraw-Hill.
- 2) Taha, H. A. (2010). Operations Research - An Introduction. New Delhi: Prentice-Hall.  
Sharma, J. K., (2006). Operations Research. New Delhi: Macmillan Publishers India.
- 3) Kapoor, V.K. (2014). Operations Research. New Delhi: S. Chand.
- 4) Chary, S.N. (2012). Production and Operations Management. New Delhi: Tata McGraw-Hill

### **Paper - MBA 02-FM 011**

#### **FINANCIAL MANAGEMENT**

#### **Subject Objective**

- 1) Provide an in-depth view of the process in financial management of the firm.
- 2) Develop knowledge on the allocation, management and funding of financial resources.
- 3) Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- 4) Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

#### **Subject Outcomes**

- 1) Provide the learner with an in-depth understanding of the link between company decision-making and the operation of capital markets.
- 2) Ensure the learner understands and appreciates the strong linkages between finance and globalization.
- 3) Demonstrate the importance of working capital management and the tools to manage it.

- 4) Help the learner to explore the financial environment in which firms and managers must operate.

<b>Unit 1</b>	Introduction to Financial Management - Goal of the Firm, Definition of Financial management, Profit Maximization vs. Wealth Maximization, Profit Maximization, Objections to Profit Maximization, Wealth Maximization, Agency problems, Role of Financial Management.
<b>Unit 2</b>	Time Value of Money - Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real, Nominal and Effective rate of return, Compounding and discounting.
<b>Unit 3</b>	Instruments of short term and long term finance
<b>Unit 4</b>	Cost of Capital - Cost of Capital, Cost of Debt, Irredeemable Debenture (Perpetual Debenture), Redeemable Debenture, Common Stock, Preferred Stock or Preference Shares, Weighted Average Cost of Capital, Limitations of WACC, Considerations in Calculating WACC, Capital Asset Pricing Model or CAPM
<b>Unit 5</b>	Capital Budgeting - Meaning of Capital Budgeting, Nature of Capital Budgeting, Procedure of Capital Budgeting, Significance of Capital Budgeting, Investment Evaluation Criteria, Discounted Cash Flow Criteria (Modern Method), Non-discounted Cash Flow Criteria (Traditional Method).
<b>Unit 6</b>	Capital Structure Theories - Capital Structure Designing, Financial Leverage, Operating Leverage, Combined Leverage, Approaches of Financial Management, Modigliani Millar Approach, Modern Approach to Corporate Finance in an Improvement on the Traditional , Dividend Decisions, Relevance vs Irrelevance of Dividends
<b>Unit 7</b>	Working Capital Management and Finance- Cash Management, Motives for Holding Cash, Objective of Cash Management, Facts of Cash Management, Receivables Management, Study of Credit Policy, Inventory Management, Defining Inventory, Nature of Inventories, Reasons for Holding Inventories, Inventory Management Techniques, Working Capital Finance, Concept of Working Capital, Operating Cycle Concept of Working Capital, Definition of Working Capital, Importance of Working Capital, Determinants of Working Capital, Meaning and Concept of Working Capital and its Management, Types of Working Capital, Working Capital Finance
<b>Unit 8</b>	Case study

### Reference Books

- 1) Van Horne, J.C. (2016). Financial Management and Policy. New Delhi: Pearson Education. .Knott, G. (2004). Financial Management. Basingstoke, UK: Palgrave.



- 2) Khan, M.Y. and Jain, P.K. (2016). Financial Management. New Delhi: Tata McGraw Hill.
- 3) Chandra, P. (2016). Fundamentals of Financial Management, Tata McGraw Hill.
- 4) Rustagi, R.P. (2000). Financial Management. New Delhi, Galgotia.
- 5) Lawrence, J. G. (2004). Principles of Managerial Finance. New Delhi: Pearson Education.
- 6) Ravi, M. K. (2015). Financial Management. Kolkata: Taxmann.
- 7) Damodaran, A. (2016). Corporate Finance -Theory & Practice. New Delhi: Wiley.

**Paper - MBA 02-RM 012**  
**RESEARCH METHODOLOGY**

**Subject Objectives**

- 1) To understand the concepts, tools and terminologies used in research world.
- 2) To identify the methods best suited for investigating different types of problems and questions.
- 3) To construct research questions that are based on and build upon a critical appraisal of existing research.
- 4) To develop a research design and analysis the results to provide suggestions based on research findings.
- 5) Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

**Subject Outcomes**

- 1) Demonstrate the ability to choose methods appropriate to research aims and objectives.
- 2) Understand the limitations of particular research methods.
- 3) Develop skills in qualitative and quantitative data analysis and presentation.
- 4) Develop advanced critical thinking skills.
- 5) Demonstrate enhanced writing skills.

<b>Unit 1</b>	Introduction to research- Concept, Definition, Role & Research Process
<b>Unit 2</b>	Problem identification & Formulation- Defining research problem, importance of research problems, Construct variables
<b>Unit 3</b>	Research hypothesis- formulating research hypothesis, Quality & measurement issues of hypothesis, concept of null & alternative hypothesis, hypothesis testing –logic & importance
<b>Unit 4</b>	Research design – types, concepts, feature of research design. Experimental & Non-experimental research design

<b>Unit 5</b>	Methods of data collection- Secondary data collection method, survey method data collection, Concept of qualitative & quantitative research
<b>Unit6</b>	Attitude Measurement & scaling – Types of measurement scales, Questionnaire designing: reliability & validity. Sampling Techniques- Nature of Sampling, Determination the size of the sample, Probability & Non-probability Sampling.
<b>Unit 7</b>	Processing & Analysis of Data- Univariate (Bar charts, Pie Charts, Percentages), Bivariate & Multivariate analysis (including cross tabulation & chi-square test.) Report Preparation and Presentation. Report generation, report writing- title page, abstract, introduction, Methodology, Result, Discussion, References & Appendices
<b>Unit 8</b>	Case study

### Reference Books

- 1) Kothari, C.R. (2014). Research Methodology Methods and Techniques. New D el hi: New Age Publishers.
- 2) Saunders, M.N.K. (2012). Research Methods for Business students. New Delhi: Pearson Education.
- 3) Panneerselvam, R. (2014). Research Methodology. New Delhi: Prentice Hall of India.
- 4) Alan, B. & Bell. E. (2011). Business Research Methods. Toronto: Oxford University Press.
- 5) Bajpai, N. (2011). Business Research Methods. New Delhi: Pearson Education.
- 6) Murthy, S. N. & Bhojnana, U. (2010). Business Research Methods. New Delhi: Excel Books

### Paper - MBA 02-IT 013

#### DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

#### Subject Objectives

- 1) To develop conceptual understanding about latest developments in the field of Information technology and the impact of I.T. in managing a business.
- 2) To learn to use Information Technology to gain competitive advantage in business.
- 3) To learn from, with a view to emulate, entrepreneurial ventures in E-commerce and M-Commerce.

#### Subject Outcomes

- 1) Record the current issues of information technology and relate those issues to the firm.

- 2) Reproduce a working knowledge of concepts and terminology related to information technology.
- 3) Analyze how information technology impacts a firm .Describe the role of information technology and information system in business.

<b>Unit 1</b>	Management Information System: Definitions, Nature & Scope of MIS, Characteristics of MIS, Functions of MIS
<b>Unit 2</b>	Decision Making Process &MIS :Decision under Certainty, Decision under Uncertainty, Decision under Risk, Simons Model of Decision Making
<b>Unit 3</b>	Decision Support System: An Overview, Relevance, Scope of DSS, Classification of DSS
<b>Unit 4</b>	System and System Concepts: System Development Life Cycle.
<b>Unit 5</b>	Database Management System: Sources of data, Data file environment, Database environment, Data Models – Hierarchal, Network, Relational model.
<b>Unit6</b>	Simon’s model in information system design, Simulation techniques
<b>Unit 7</b>	Building of Data Base Management System: Building, Implementation, Performance testing.
<b>Unit 8</b>	Case study

### Reference Books

1. Decision Support Systems and Management Information System by *Mr. Pawan Thakur , Mr. Ram Kumar*
  2. Jawadekar, W.S., “Management Information Systems”, Tata McGraw Hill Private Limited, New Delhi.
  3. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi.
  4. Alex Leon and Mathew Leon: “Data Base Management Systems”, Vikas Publishing House, New Delhi.
  5. Goyal, D.P.: “Management Information System”, MACMILLAN India Limited, New Delhi, .
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## THIRD SEMESTER

### Paper - MBA 03-IE 014

#### INDIAN ECONOMY

##### Subject Objective

- 1) To critically understand the economic growth trajectory, economic policies, and institutional reforms of modern India.
- 2) To understand four major economics challenges of Indian Economy, i.e. Poverty, Inequality, Unemployment and inflation.
- 3) To have an in-depth analysis of the sectorial contributions of agriculture, industry and service sector in India
- 4) To examine the operation and implementation of fiscal and monetary policy in India

##### Subject Outcomes

- 1) Have a clear picture of the economic growth trajectory, economic policies, and institutional reforms in India.
- 2) Understand four major economic challenges of Indian Economy, i.e. Poverty, Inequality, Unemployment and inflation.
- 3) Have an in-depth analysis of the sectorial contributions of agriculture, industry and service sector in India.
- 4) Understand the nitty-gritty of fiscal and monetary policy.

<b>Unit 1</b>	Structure of Indian Economy Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.
<b>Unit 2</b>	Planning and Economic Development and Problems in Indian Economy Objective of Economic Planning in India, Tenth Five Year Plan. Industrial Policy-1991, Disinvestments of Public Enterprises. Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power
<b>Unit 3</b>	Indian Economy & Foreign Trade Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), and Export Promotion
<b>Unit 4</b>	Indian Economy – Emerging Issues

<b>Unit 5</b>	WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.
<b>Unit 6</b>	Case Study

### Reference Books

- 1) Managerial Economics, Suman Damodaran, Oxford Publication
- 2) Managerial Economics, D.N.Dwedi, Vikash Publication
- 3) Managerial Economics, H.L.Ahuja, S. Chand and Co. Ltd.
- 4) Managerial Economics, Atmanand, Excel Books
- 5) Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education

### Paper - MBA 03-OEC 015

#### ORGANIZATION EFFECTIVENESS AND CHANGE

#### Subject Objective

- 1) Emerging behavior discipline that provides a set of Methodologies for systematically bringing about organization change and improvement.
- 2) It helps to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and development sensitivity to improve the effectiveness.

#### Subject Outcomes

1. After the study of this course, the students would be able to apply the knowledge of behavioral science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organization.

<b>Unit 1</b>	<b>Introduction to Organizational Effectiveness and Change</b> Definition and Importance of Organizational Effectiveness Approaches to Measuring Organizational Effectiveness Concept of Organizational Change Types of Organizational Change: Developmental, Transitional, Transformational
<b>Unit 2</b>	<b>Theories and Models of Change</b> Lewin's Change Management Model Kotter's 8-Step Change Model ADKAR Model McKinsey 7-S Framework Systems Theory and Change

<b>Unit 3</b>	<b>Diagnosing Organizational Effectiveness</b> Diagnostic Models: Weisbord's Six-Box Model, Burke-Litwin Model Methods of Diagnosis: Surveys, Interviews, Focus Groups SWOT Analysis Data Collection and Analysis
<b>Unit 4</b>	<b>Change Management Process</b> Planning and Preparing for Change Communication Strategies for Change Stakeholder Analysis and Management Resistance to Change: Causes and Overcoming Resistance
<b>Unit 5</b>	<b>Implementing Organizational Change</b> Developing a Change Plan Change Implementation Strategies Role of Leadership in Change Building a Change-Supportive Culture
<b>Unit 6</b>	<b>Organizational Development Interventions</b> Individual-Level Interventions: Coaching, Mentoring, Training Team-Level Interventions: Team Building, Conflict Resolution, Role Clarification Organizational-Level Interventions: Structural Change, Culture Change, Technology Change
<b>Unit 7</b>	<b>Evaluating and Sustaining Change</b> Monitoring and Evaluating Change Efforts Key Performance Indicators (KPIs) for Change Feedback Mechanisms Sustaining Change and Continuous Improvement

### Reference Books

- 1) Cummings, T. G. & Worley C. G. Organization Development and Change, 10th edition. Cengage Learning, 2015.
- 2) French, W. L., Bell Jr, C. H., Vohra, V. Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth edition, Pearson Education, 2017.
- 3) Raina, R. Change Management and Organizational Development. SAGE Publications Pvt. Ltd., 2018.
- 4) Singh. K. Organisational Change and Development, Excel Books, 2010.

**Paper - MBA 03-PS 016**  
**PROJECT VIVA ON SIP**

**Max. Marks: 100**

The Project Work will comprise Report of 30 marks and viva of 70 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in 4 the report will be 60 or more. The report should be typed in A-4 size paper. The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

## SPECIALIZATION

### MARKETING

Paper - MBA 03-MM 01

#### ADVERTISING & SALES MANAGEMENT

Max. Marks: 100

Internal Assessment: 30

External Assessment: 70

<b>Unit 1</b>	<b>Introduction to Advertising</b> Definition and Importance: Role of Advertising in Marketing and Business Types of Advertising: Print, Broadcast, Outdoor, Digital, and Social Media Advertising Objectives: Awareness, Persuasion, Reminder Advertising Process: Planning, Creation, Media Selection, Execution, Evaluation
<b>Unit 2</b>	<b>Advertising Campaign Planning</b> Advertising Research: Market Research, Consumer Insights, Competitor Analysis Setting Advertising Objectives: SMART Objectives Budgeting: Methods (Affordable, Percentage of Sales, Competitive Parity, Objective and Task) Creative Strategy: Message Development, Copywriting, Visual Elements
<b>Unit 3</b>	<b>Advertising Effectiveness and Ethics</b> Measuring Effectiveness: Pre-testing, Post-testing, Metrics (ROI, Brand Recall, Sales Impact) Ethics in Advertising: Truth in Advertising, Ethical Issues, Legal Regulations (ASA, FCC) Social Responsibility: Cause-Related Advertising, Public Service Announcements
<b>Unit 4</b>	<b>Introduction to Sales Management</b> Sales Management Overview: Role, Importance, and Functions Sales Process: Prospecting, Pre-approach, Approach, Presentation, Handling Objections, Closing, Follow-up Types of Sales: B2B, B2C, Direct, Indirect
<b>Unit 5</b>	<b>Sales Force Management</b> Sales Force Recruitment and Selection: Process, Criteria



	<p>Sales Training: Methods, Evaluation</p> <p>Sales Force Motivation: Incentives, Recognition, Career Path</p> <p>Sales Territory Management: Territory Design, Allocation, Route Planning</p>
<b>Unit 6</b>	<p><b>Sales Planning and Control</b></p> <p>Sales Forecasting: Methods (Qualitative, Quantitative)</p> <p>Sales Budgeting: Objectives, Methods, Allocation</p> <p>Sales Quotas: Types, Setting, Monitoring</p> <p>Sales Analysis: Performance Metrics, Sales Reports, Dashboard</p>

**Reference Books:**

1. Belch M A and Belch G E- "Advertising and Promotion - An Integrated Marketing Communication Perspective", 9th E., Tata McGraw-Hill, New Delhi, 2014
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing Communication", 6th Ed., Prentice Hall of India, New Delhi, 2013
3. Larry D. Kelly, Donald W. Jegenheimer, "Advertising Media Planning - A Brand Management Approach", PHI, New Delhi, 2013
4. Spiro, R., Stanton, W., and Rich, G., *Management of a Sales Force*, Tata McGraw - Hill Education
5. Still, R. R., Edward, C. W., and Govoni, A. P., *Sales Management: Decisions, Strategies and Case*, Pearson Education
6. Venugopal, P., *Sales and Distribution Management: An Indian Perspective.*, Response Books.
7. Coughlan, A., Anderson, E., Stern, L. W., and El-Ansary, A., *Marketing Channels*, Pearson

**Paper - MBA 03-MM 02**

**INTERNATIONAL MARKETING**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<p><b>International Marketing – An Introduction</b></p> <p>Introduction and Meaning, Nature, Benefits/Need/ Importance, Difficulties in International Marketing, Difference between Domestic Marketing and International Marketing, EPRG Framework.</p>
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<b>Unit 2</b>	<b>International Marketing Environment</b> Definition, Characteristics, Components/Types or Factors Affecting International Marketing Environment, Importance/Need of the study of International Marketing Environment.
<b>Unit 3</b>	<b>International Financial Institutions</b> Introduction, World Bank, IMF, UNCTAD, WTO
Unit 4	<b>Foreign Market Entry Strategies</b> Introduction, Foreign Market entry Strategies – Exporting, Licensing & Franchising, Contract Manufacturing, Management Contracting, Wholly Owned Subsidiaries, Foreign Direct Investment, Joint Venture, Mergers & Acquisitions, Strategic Alliances, Turnkey Projects
<b>Unit 5</b>	<b>International Marketing Research</b> Introduction, Concept of Marketing Research, Need for Marketing Research, Scope of International Marketing Research, International Marketing Research Process, Market Surveys, Marketing Information System.
<b>Unit 6</b>	<b>International Marketing Mix</b> Introduction and Components of International Marketing Mix, Product Planning for International Markets, International Pricing, International Distribution and Logistics Planning, International Promotional Strategies
<b>Unit 7</b>	<b>Instrument of Payment:</b> Bills of Exchange, Letter of Credit. <b>Emerging Trends in International Marketing:</b> Impact of Technology on International Marketing, Sustainability and Green Marketing in International Context, E-commerce and Mobile Marketing, Future Trends and Challenges in International Marketing
<b>Unit 7</b>	Case Study

### Reference Books

1. Global Marketing, Third Edition, by Warren and Mark C. Green, Prentice Hall
2. Philip. R. Cateora, John. L. Graham. Prasanth Salwan, International Marketing, Tata Mcgraw Hill, 13<sup>th</sup> edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashoke Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
5. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
6. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012

## SPECIALIZATION

### FINANCE

#### Paper - MBA 03-FM 01

#### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Max. Marks: 100

Internal Assessment: 30

External Assessment: 70

<b>Unit 1</b>	Fundamentals of Investment management - Basics of Investment, Introduction, need for Investment, investment versus speculation, Financial Markets, Investment alternatives and their comparison on various parameters as safety , liquidity and growth, the investment triangle. Introduction to asset classes debt, equity, mutual fund schemes, and derivatives.
<b>Unit 2</b>	Risk and Return - Introduction to the concept of risk and return, types of investment risks, classification of investment risks, systematic risk, and unsystematic risk various methods to measure investment returns. Financial Mathematics, Time Value of Money, Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real, Nominal and Effective rate of return, Compounding and discounting.
<b>Unit 3</b>	Measurement of Risk adjusted returns- Sharpe, Treynor and Jensen index.
<b>Unit 4</b>	Fixed income securities - Bond Principles, Characteristics of Bonds, Identification of Bonds, Classification of Bonds, Government Bonds Terms of Repayments, Bond Cash Flows, Convertible Bonds, Bond Pricing and returns, Valuation equations, Yield to maturity, Realized Compound yield, term structure of interest rate, Price risk, Convenience risk, Interest rate risk. Duration as a measure of interest rate risk, the concept of Modified duration.
<b>Unit 5</b>	Portfolio Construction - Portfolio Objectives, Setting portfolio objectives, Investment Policy versus Investment Strategy, Portfolio objectives, traditional portfolio objectives, Tax considerations, Impact of taxation, Portfolio splitting, liquidity, role of cash, cash Matching , duration matching
<b>Unit 6</b>	Diversification - The concept of risk aversion, Diversifying the risks, role of un correlated securities, the mathematics of diversification- Single Index Model, Computational advantages, Index model, Markowitz theory
<b>Unit 7</b>	Capital asset Pricing Model - Systematic and Unsystematic Risk, Correlation of returns, Beta, arbitrage Pricing theory, Comparison of CAPM and APT, The

**Reference Books**

- 1) Chandra, P. (2017). Investment analysis and Portfolio Management,. New Delhi: McGrawHill Education.
- 2) Kevin, S. (2015). Securities Analysis and Portfolio Management. New Delhi: Prentice-Hall of India Pvt.Ltd.
- 3) Khatri, D K. (2012). Security Analysis and Portfolio Management,. New Delhi: Macmillan

**Paper – MBA 03-FM 02**

**TAX MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Basic Concepts and definitions Income Tax Act, 1961, Basic Concepts: Person. Income, Assessment year, Previous year & exceptions, Residential Status and Incidence of Tax of Individual, HUF and Company,
<b>Unit 2</b>	Exempted Incomes and Income under the head Salaries Exempted Incomes (Sec.10) Income under the head salaries: Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Gratuity, Death cum Retirement benefits, Deductions against Salary.
<b>Unit 3</b>	Income under the Head House Property & Business or Profession Income under the Head House Property: computation of gross annual value, net annual value, MRV, FRV, Actual rent, deduction u/s 24, interest on borrowed loan. Income under the Head Business or Profession and its computation: basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation.
<b>Unit 4</b>	Income under the Head capital gain & other sources Income under the Head capital gain: Income under capital gain, basis of charge, transfers of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains.

	Income from other sources: dividend, casual incomes, deemed income u/s 59, deduction allowable u/ s 57.
<b>Unit 5</b>	<b>Deductions</b> Permissible deductions under section 80C to 80U, computation of tax liability of Individuals, Set off and carry forward of losses.
<b>Unit 6</b>	<b>Filing of Return and Assessment Procedures (Sec- 139 to 154)</b> Return of income (sec 139), return forms, (ITR 1, ITR2 etc), filing return of loss [sec. 139(3) ], Belated IT Return (sec 139(4), Revised IT Return [sec. 139(5)], Defective or Incomplete IT return [Sec. 139(9)], Sec. 139b to Sec. 154.
<b>Unit 7</b>	<b>Meaning : Indirect tax , stages and evaluation of goods and services tax, subsuming of taxes, Constitutional background, structure of GST- CGST, SGST, UTGST,&amp; IGST, Benefits of implementing GST, GSTN- structure, features and function.</b> <b>Levy and collection of GST</b> Levy and collection of tax, rates of GST, scope of supply, composite and mixed supplies and E- commerce under GST, liability to pay tax, Time of supply of Goods, place of supply.

### **Reference Books**

- 1) Ahuja, G. K. and Gupta, R. (2015). Corporate Tax Planning and Management. New Delhi:
- 2) Bharat Law House.
- 3) Singhania, M. & Singhania, V K. (2016). Corporate Tax Planning & Business Tax Procedures with case studies. Kolkata: Taxmann.
- 4) Chaudhary, P T. (2005). Tax Planning,. New Delhi: Shree Niwas publications.
- 5) Lal, B. B. & Vashisht, N. (2012). Direct Taxes: Income Tax, Wealth Tax and Tax Planning. New Delhi

**SPECIALIZATION**  
**HUMAN RESOURCE MANAGEMENT**

**Paper - MBA 03-HR 01**  
**TRAINING AND DEVELOPMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<p><b>Introduction to Training and Development</b></p> <p><b>Concept and Importance:</b> Definition of training and development, its importance in organizations, and its role in employee growth and organizational success.</p> <p><b>Difference between Training and Development:</b> Distinction between training, development, and education.</p> <p><b>Theories of Learning:</b> Various learning theories and their application in training and development.</p> <p><b>Training and Development as a System:</b> Systematic approach to training and development.</p>
<b>Unit 2</b>	<p><b>Training Needs Analysis (TNA)</b></p> <p><b>Training Needs Assessment:</b> Concept, significance, and methods of conducting a training needs assessment.</p> <p><b>Organizational Analysis:</b> Assessing training needs at the organizational level.</p> <p><b>Task Analysis:</b> Identifying training needs related to specific job tasks.</p> <p><b>Person Analysis:</b> Determining training needs for individual employees.</p> <p><b>Competency Mapping:</b> Understanding competencies and their role in TNA.</p>
<b>Unit 3</b>	<p><b>Designing Training Programs</b></p> <p><b>Training Objectives:</b> Setting clear and measurable training objectives.</p> <p><b>Instructional Design Models:</b> ADDIE model (Analysis, Design, Development, Implementation, Evaluation) and other instructional design frameworks.</p> <p><b>Training Methods and Techniques:</b> Classroom training, e-learning, on-the-job training, simulations, role-playing, case studies, and more.</p> <p><b>Content Development:</b> Designing effective training materials and activities.</p>
<b>Unit 4</b>	<p><b>Implementation of Training</b></p> <p><b>Training Delivery:</b> Choosing appropriate training methods and ensuring effective delivery.</p> <p><b>Trainer's Role:</b> Skills and qualities of an effective trainer.</p>

	<p><b>Training Logistics:</b> Planning and organizing training sessions, including venue, materials, and equipment.</p> <p><b>Blended Learning:</b> Combining traditional and digital learning methods.</p>
<b>Unit 5</b>	<p><b>Evaluation of Training and Development</b></p> <p><b>Training Evaluation Models:</b> Kirkpatrick's Four-Level Training Evaluation Model, ROI (Return on Investment) in Training.</p> <p><b>Feedback Mechanisms:</b> Collecting and using feedback to improve training programs.</p> <p><b>Measuring Training Effectiveness:</b> Techniques for assessing the impact of training on individual and organizational performance.</p> <p><b>Continuous Improvement:</b> Using evaluation data to make ongoing improvements to training programs.</p>
<b>Unit 6</b>	<p><b>Employee Development</b></p> <p><b>Career Development:</b> Concepts and practices related to employee career development.</p> <p><b>Succession Planning:</b> Identifying and developing future leaders within the organization.</p> <p><b>Leadership Development:</b> Programs and strategies for developing leadership skills.</p> <p><b>Mentoring and Coaching:</b> Importance, techniques, and best practices for mentoring and coaching employees.</p>
<b>Unit 7</b>	Case Studies

### Reference Books

1. Blanchard, Nick P., Thacker, James, W.; Effective Training: Systems, Strategies and Practices; Pearson Education
2. Raymond Noe; Employee Training and Development; McGraw Hill
3. Lynton, Rolf P. and Pareek, Udai; Training for Development; Sage Publication
4. Pareek, Udai; Training Instruments in HRD and OD; McGraw Hill
5. Sahu, R.K.; Training for Development: All you need to know; Excel Books

**Paper - MBA 03-HR 02**

**LABOUR LAW**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Industrial Relations</b> Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Role of Bipartism and Tripartism, Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations; Trade Unionism :Concept, function and structure, union registration and recognition, Managerial Unionism, Problems of Trade unions, Present trade unionism in India, Role and Future of trade Unions Case Study: Based on recent organisational practices
<b>Unit 2</b>	<b>Employee Discipline</b> Causes of indiscipline and Procedure of management, Hot Stove Rule, Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and Procedure for Prevention and Settlement of Disputes; Collective Bargaining: Nature, Scope and Functions, Stages & Bargaining Process, Recent Trends in Collective Bargaining, Workers' participation in Management: Concept, scope and objectives, Forms and Levels of WPM, Workers' participation in Indian Industries. Case Study: Based on recent organizational practices
<b>Unit 3</b>	<b>Introduction to Labour Legislation</b> Concept, Need, Objectives, Scope & Classification, Principles of Labour Legislation, Impact of ILO on LL, Constitution and LL, Labour Administrative Machinery in India: Protective Labour Legislations: Factories Act 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act 1970. Case Study: Based on recent organisational practices.
<b>Unit 4</b>	<b>Industrial Relations Legislations</b> Industrial Disputes Act 1947, Trade Union Act 1926, Industrial Employment (Standing Orders) Act 1946, Cases. Wage Legislations :The Minimum Wages Act 1948, The Equal Remuneration Act 1976; Social Security Legislations : Employees State Insurance Act 1948, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Cases.



<b>Unit 5</b>	Case Study: Based on recent organizational practices

### **Reference Books**

- 1) Arun Monappa (2012). Industrial Relations. New Delhi: Tata McGraw- Hill Publishing company Ltd.
- 2) Mamoria C.B, Mamoria, G. (2010). Dynamics of Industrial Relations. New Delhi: Himalayan Publications,
- 3) Verma, P. (1991). Management of Industrial Relations Reading and cases. Oxford and IBH publications.
- 4) Padhi, P.K. (2012). Labour & Industrial Laws. New Delhi: PHI Learning P. Ltd.
- 5) Kapoor, N.D. (2014). Elements of Mercantile Law. New Delhi: S.Chand & Co.
- 6) Pylee, P V. & A Simon George. (1995). Industrial relations and personnel Management. New Delhi: Vikas Publishing House Pvt. Ltd., New Delhi.
- 7) Subramani, P N. & Rajendran, G. (2001). Human Resources Management and Industrial Relations. New Delhi: Himalaya Publishing House.

## **SPECIALIZATION**

### **INFORMATION TECHNOLOGY**

#### **Paper - MBA 03-IT 01**

#### **DATA COMMUNICATION & NETWORKING**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Data Communication Concepts Network topologies Bus/Tree topology, ring topology, star topology, types of networks – LAN, WAN, MAN, Hardware requirement of a Network, future of data communications
<b>Unit 2</b>	Transmission Media: The electrical interface o Metallic media, Optical fiber media, Wireless media (line-of-sight media)
<b>Unit 3</b>	Transmission Technologies: Baseband and broadband transmission, Transmission bandwidth (link capacity), Analog and digital signals, Modulation and demodulation, modems and modem standards, Transmission impairments
<b>Unit 4</b>	Data Transmission: Transmission modes: Simplex, half-duplex, full-duplex

	communications, Serial and parallel transmission, Synchronous and Asynchronous transmission, Interface standards, Multiplexing of signals, Data compression
<b>Unit 5</b>	Switching concepts: Switching and its objective, types of switching
<b>Unit 6</b>	Network Interconnections (Internetworking): LAN-to-LAN connections and LAN-to-Host connections, Repeaters, Bridges, Routers, and Gateways, Interconnection utilities
<b>Unit 7</b>	LAN Technology: LAN architecture, Bus, Tree LAN; Ring & star LANs. Ethernet and fast Ethernet
<b>Unit 8</b>	Data Security and Integrity: Error detection and correction, Encryption and decryption, Viruses, worms, and hacking, Public key encryption and Digital Signature

### Reference Books

1. Peterson and Davie. *Computer Networks (2nd Edition)*. San Francisco, CA: Morgan Kaufmann Publishers, 1999. ISBN: 1558605142 .
2. Walrand and Varaiya. *High Performance Communication Networks*. San Francisco, CA: Morgan Kaufmann Publishers, 1996. ISBN: 1558603417.
3. Tanenbaum, A. S. *Computer Networks*. 4th ed. Upper Saddle River, NJ : Prentice Hall, 2003. ISBN: 0130661023.
4. Stevens. *TCP/IP Illustrated*. Reading, MA: Addison-Wesley Pub. Co., c1994-c1996. ISBN: 0201633469.
5. Kleinrock, Leonard. *Queueing Systems, Vol 1: Theory*. New York, NY: Wiley J., 1975. ISBN: 0471491101.

### Paper - MBA 03-IT 02

### SYSTEM ANALYSIS & DESIGN

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Introduction to System: Definition of a System, Components of System, Types of Systems, Delineating Systems, Products, and Tools, Analytical Representation of a System: Systems that require engineering. Data and Information: Types of information: operational, tactical, strategic and statutory – why do we need information systems – management structure
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	<p>– requirements of information at different levels of management – functional allocation of management – requirements of information for various functions System Attributes, Properties, and Characteristics: Introduction: Overview of Attributes, Properties, Characteristics and elements of system</p>
<b>Unit 2</b>	<p>The Architecture of Systems: Introduction: Introducing the System Architecture Construct: Introduction of the System Elements: Understanding System Element Entity Relationships: Guiding Principles: The Systems Development Life Cycle: Feasibility: Analysis: Planning and Design: Implementation: Testing, Maintenance. Requirements determination, requirements specifications, Feasibility analysis, final specifications, hardware and software study, Role of systems analyst – attributes of a systems analyst – tools used in system analysis</p>
<b>Unit 3</b>	<p>System Analysis: Introduction to System analysis, Problem Definition, Information requirements, Information gathering tools, Tools of structured Analysis – Data Flow Diagrams, Data Dictionary, Decision Tree, Decision tables and structured English. System Design: System design, system implementation, system evaluation, system modification, Structured Design, Input design, and Output design, Form Design. Systems Development Methodologies: Rapid Application Development, Newer (current) methodologies, selecting the Appropriate Development Methodology</p>
<b>Unit 4</b>	<p>System Implementation: Implementation Plan, activity network for conversion, combating resistance to change. Hardware/Software Selection: Procedure for selection, Major phases in selection, Make v/s buys decision, Criteria for software selection. Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager</p>
<b>Unit 5</b>	<p>Systems analysis and design in the era of electronic commerce: B2B, B2C and C2C; e-commerce – advantages and disadvantages of e-commerce. E-commerce system architecture – physical networks, logical network, World Wide Web, web-services – html, XML</p>
<b>Unit 6</b>	<p>Advanced Topics in System Analysis and Design: Introduction to CASE tools, Rapid application development (RAD, Prototyping, Enterprise resource planning (ERP) systems, Cloud-based systems</p>

## Reference Books

1. Elias m. Awad: System Analysis and Design
2. Perry Edwards: System Analysis & design Mc Graw Hill
3. Rojer S. Pressman : Software Engineering : A Practitioners Approach, MCH
4. Pankaj Jalote: An Integrated Approach to Software Engineering; Springer.
5. J. L. Whitten & L. D. Bentley : System Analysis and Design Method; TMH
6. J. B. Dixit & Rajkumar: Structured system Analysis and Dseign; University Science Press
7. K.C. Landon & J. P.Landon: MIS ; Macmillan

## SPECIALIZATION

### SUPPLY CHAIN MANAGEMENT

**Paper - MBA 03-SCM 01**

### **LOGISTICS MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Introduction to Logistics</b> Definition and Scope: Definition of Logistics and Supply Chain Management, Importance of Logistics in Business Historical Perspective: Evolution of Logistics Objectives and Functions: Key Objectives of Logistics, Core Functions: Transportation, Warehousing, Inventory Management
<b>Unit 2</b>	<b>Logistics and Supply Chain Management</b> Supply Chain Components: Suppliers, Manufacturers, Distributors, Retailers, Customers Integration of Supply Chain: Information Flow, Material Flow Logistics as a Competitive Advantage: Customer Service and Logistics, Cost Reduction and Efficiency
<b>Unit 3</b>	<b>Transportation Management</b> Modes of Transportation: Road, Rail, Air, Water, Pipeline Transport Selection and Management: Factors Influencing Transportation Mode, Cost, Speed, Reliability Transportation Economics: Cost Structures, Pricing Legal and Regulatory Issues: Transportation Regulations and Policies
<b>Unit 4</b>	<b>Warehousing and Inventory Management</b> Role of Warehousing: Types of Warehouses, Functions of Warehousing

	<p>Inventory Management Techniques: Economic Order Quantity (EOQ), Just-In-Time (JIT), ABC Analysis</p> <p>Warehouse Layout and Design: Optimal Layout Planning, Safety and Security in Warehouses</p>
<b>Unit 5</b>	<p><b>Order Processing and Information Systems</b></p> <p>Order Processing Systems: Order Cycle Time, Order Fulfillment</p> <p>Logistics Information Systems (LIS): Role of Information Technology in Logistics, ERP Systems, Barcoding and RFID Technology</p>
<b>Unit 6</b>	<p><b>Logistics Network Design</b></p> <p>Network Design and Planning: Location Analysis, Distribution Network Design</p> <p>Strategic and Operational Considerations: Facility Location, Capacity Planning</p> <p>Global Logistics Network: International Logistics, Cross-Border Trade</p>
<b>Unit 7</b>	<p><b>Reverse Logistics</b></p> <p>Concept and Importance: Definition and Scope of Reverse Logistics, Reverse Logistics vs. Forward Logistics</p> <p>Processes and Strategies: Returns Management, Recycling and Disposal</p> <p>Challenges in Reverse Logistics: Cost Implications, Efficiency and Sustainability</p>

### Reference Books

1. Ballou, R. H. (2004). *Business Logistics/Supply Chain Management*. Pearson.
2. Chopra, S., & Meindl, P. (2015). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
3. Christopher, M. (2016). *Logistics & Supply Chain Management*. Pearson.
4. Waters, D. (2009). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
5. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). *Supply Chain Management: A Logistics Perspective*. Cengage Learning.
6. Murphy, P. R., & Knemeyer, A. M. (2018). *Contemporary Logistics*. Pearson.

**Paper - MBA 03-SCM 02**  
**SUPPLY CHAIN MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<p><b>Introduction to Supply Chain Management</b></p> <p>Overview of Supply Chain Management (SCM): Definition and Importance of SCM, Objectives and Functions</p> <p>Key Components of Supply Chain: Suppliers, Manufacturers, Distributors, Retailers, Customers</p> <p>Evolution of SCM: Historical Perspective, Modern Trends in SCM</p>
<b>Unit 2</b>	<p><b>Supply Chain Strategy and Design</b></p> <p>Strategic Framework: Aligning Supply Chain Strategy with Business Strategy</p> <p>Supply Chain Network Design: Facility Location Decisions, Distribution Network Design</p> <p>Global Supply Chain Management: Globalization and its Impact, Strategies for Global SCM</p>
<b>Unit 3</b>	<p><b>Demand Forecasting and Planning</b></p> <p>Demand Forecasting: Importance and Methods of Forecasting, Quantitative and Qualitative Techniques</p> <p>Sales and Operations Planning (S&amp;OP): Integrated Business Planning, Balancing Supply and Demand</p> <p>Inventory Management: Types of Inventory, Inventory Control Techniques</p>
<b>Unit 4</b>	<p><b>Procurement and Supplier Relationship Management</b></p> <p>Procurement Process: Strategic Sourcing, Supplier Selection and Evaluation</p> <p>Supplier Relationship Management (SRM): Building and Maintaining Supplier Relationships, Supplier Performance Management</p> <p>Contract Management: Negotiation Strategies, Legal and Ethical Issues in Procurement</p>
<b>Unit 5</b>	<p><b>Production and Operations Management</b></p> <p>Production Planning and Control: MRP and MRP II, Just-In-Time (JIT) Production</p> <p>Lean Manufacturing: Principles and Practices, Waste Reduction Techniques</p> <p>Quality Management: Total Quality Management (TQM), Six Sigma</p>
<b>Unit 6</b>	<p><b>Logistics and Distribution Management</b></p> <p>Transportation Management: Modes of Transportation, Transportation</p>

	<p>Planning and Optimization</p> <p>Warehousing and Distribution: Warehouse Operations, Distribution Strategies</p> <p>Order Fulfillment: Order Processing Systems, Customer Service and Order Accuracy</p>
<b>Unit 7</b>	<p><b>Supply Chain Technology and Innovation</b></p> <p>Information Technology in SCM: Role of IT in Supply Chain Integration, ERP Systems</p> <p>Emerging Technologies: Block chain in SCM, Internet of Things (IoT), Artificial Intelligence and Machine Learning</p> <p>E-commerce and Omni-channel Supply Chain: Impact of E-commerce on SCM, Omni-channel Strategies</p>

### Reference Books

1. Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
2. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). *Supply Chain Management: A Logistics Perspective*. Cengage Learning.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. McGraw-Hill Education.
4. Ballou, R. H. (2004). *Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain*. Pearson.
5. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2016). *Purchasing and Supply Chain Management*. Cengage Learning.
6. Burt, D. N., Petcavage, S. D., & Pinkerton, R. L. (2010). *Supply Management*. McGraw-Hill Education.

**FOURTH SEMESTER**

**Paper - MBA 04 CESM 017**

**CORPORATE EVOLUTION & STRATEGIC MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Introduction to Strategic Management: Strategy and Corporate evolution in Indian context, Introduction Strategy management -defining strategy, importance of strategy, Strategic Management –, Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management
<b>Unit 2</b>	Strategic Management Process: Introduction, Strategic Management Process, levels at which strategy operates Strategic Intent (vision, mission, goals, and objective), strategic planning and strategic management. step of strategic management process , Role of Strategic Management in Policy Making
<b>Unit 3</b>	Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Concept of Environment and its components. Environmental Scanning ,step of environmental scanning , factors impacting environmental analysis A) internal forces and b) external analysis ,Techniques of environmental scanning- ETOP, SAP, SWOT Analysis, SWOT Matrix Understanding environment of business for strategic analysis. Industry analysis – porter’s five forces model ,porter’s diamond method .Organizational analysis and appraisal – RBV(Resource Based View),VRIO method ,and Value Chain Analysis
<b>Unit 4</b>	Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation,
<b>Unit 5</b>	Strategic Planning and Implementation: Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies
<b>Unit 6</b>	Red Ocean and Blue Ocean Strategy – Introduction of red ocean, Theory of red oceans, Characteristics of red



	oceans theory, Outcomes of red ocean strategy. Introduction of blue ocean, Theory of blue oceans, Characteristics of blue oceans theory, Outcomes of blue ocean strategy
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### Reference Books

- 1) Kazmi, A. (2014). Business Policy and Strategic Management. New Delhi: Tata McGrawHill
- 2) David, F.R. (2012). Strategic Management: Concepts and Cases. New Delhi: Pearson Education.
- 3) Pearce, J.A. & Robinson, R.B. (2012). Strategic Management. New Delhi: AITBS.
- 4) . Carpenter, M. (2012). Strategic Management. New Delhi: Pearson Education.
- 5) Bowman, C. (2003). Business Policy and Strategy. New Delhi: Prentice Hall of India, New Delhi.
- 6) Trehan, M. (2012). Strategic Management. New Delhi: Wiley & Sons.
- 7) Srinivasan, R. (2012). Strategic Management. New Delhi: Prentice Hall of India.

## Paper - MBA 04-ECG 018 Ethics and Corporate Governance

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Ethical issues in capitalism, Theories of Ethics, Ethics in Marketing, Finance, HR, and IT, Ethics and Social Responsibility, Ethical Theories and Approaches, IP: Designs, Patents, Trade Marks and Copy Rights.  Understanding corporate governance: Corporate governance – an overview, History of corporate governance
<b>Unit 2</b>	Indian Value System Understanding the basic tenets of Hinduism, Jainism, Buddhism, Christianity and Islam. Teachings from the scriptures of Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Tripitaks, Bible, Koran and Panchatantra. Ethical Values in Indian Paremiology
<b>Unit 3</b>	Meaning, Definition, Concept and Characteristics, Importance of Corporate governance, Issues in Corporate Governance, Code of Corporate Governance, Social responsibility of Corporate, Corporate Social Reporting,

<b>Unit 4</b>	Corporate Governance and Role of Board of Directors, Role of SEBI in Corporate Governance, E Governance. The Indian Capital Market Regulator: SEBI, the Role of Government in Developing and Transition Economics
<b>Unit 5</b>	Models of Corporate Governance German, Japanese, Anglo-American and Indian Models, Ethics and Values in Corporate Governance, Concept and Meaning of Investor Protection, Investor Protection and Corporate Governance in India.

### Reference Books

- 1) Iyer. S.S. (2002). Managing for Values. New Delhi: New Age international Publications.
- 2) Bhatia, S.K. (2007). Business Ethics and Managerial Values. New Delhi: Tata Mc-Graw Hill.
- 3) Mathur U.C. (2007). Corporate Governance and Business Ethics. New Delhi: McMillan.
- 4) Mandal., S.K.,(2010). Ethics in Business & Corporate Governance. New Delhi: Tata McGraw Hill Education.

## SPECIALIZATION

### MARKETING

**Paper - MBA 04-MM 01**

**CONSUMER BEHAVIOUR**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<p><b>Introduction to Consumer Behaviour</b></p> <p><b>Definition and Scope:</b> Understanding consumer behaviour and its relevance to marketing.</p> <p><b>Importance of Consumer Behaviour:</b> Role in developing marketing strategies.</p> <p><b>Interdisciplinary Nature:</b> Contributions from psychology, sociology, anthropology, and economics.</p>
<b>Unit 2</b>	<p><b>Consumer Decision-Making Process</b></p> <p><b>Stages of Decision-Making:</b> Problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.</p> <p><b>Types of Buying Decisions:</b> Routine response behavior, limited decision making, extensive decision making, and impulse buying.</p> <p><b>Factors Influencing Decision-Making:</b> Personal, psychological, social, and cultural influences.</p>

<p><b>Unit 3</b></p>	<p><b>Psychological Influences on Consumer Behaviour</b></p> <p><b>Perception:</b> The process of perception, perceptual selectivity, and perceptual organization.</p> <p><b>Motivation:</b> Theories of motivation (Maslow's hierarchy of needs, Herzberg's two-factor theory).</p> <p><b>Learning:</b> Theories of learning (classical conditioning, operant conditioning, cognitive learning).</p> <p><b>Attitudes and Beliefs:</b> Formation of attitudes, changing attitudes, and the impact on consumer behavior.</p>
<p><b>Unit 4</b></p>	<p><b>Personal Influences on Consumer Behaviour</b></p> <p><b>Personality and Self-Concept:</b> Theories of personality, the role of self-concept in consumer behavior.</p> <p><b>Consumer Lifestyle:</b> Understanding lifestyles and psychographics.</p> <p><b>Consumer Values:</b> The influence of personal values on consumer behavior.</p>
<p><b>Unit 5</b></p>	<p><b>Social and Cultural Influences on Consumer Behaviour</b></p> <p><b>Reference Groups:</b> Types of reference groups and their influence on consumer decisions.</p> <p><b>Family Influence:</b> Family decision-making roles and family life cycle stages.</p> <p><b>Social Class:</b> Determinants of social class and its impact on consumption patterns.</p> <p><b>Culture and Subculture:</b> Cultural values, norms, and their influence on consumer behavior.</p>
<p><b>UNIT 6</b></p>	<p><b>Consumer Research</b></p> <p><b>Importance of Consumer Research:</b> Understanding consumer insights for better marketing decisions.</p> <p><b>Research Methods:</b> Qualitative and quantitative research techniques.</p> <p><b>Consumer Research Process:</b> Steps involved in conducting consumer research.</p>
<p><b>Unit 7</b></p>	<p><b>Ethical and Social Responsibility in Consumer Behaviour</b></p> <p><b>Ethical Issues:</b> Ethical considerations in influencing consumer behavior.</p> <p><b>Consumerism:</b> Consumer rights, protection, and the consumer movement.</p> <p><b>Corporate Social Responsibility (CSR):</b> Impact of CSR on consumer perceptions and behavior.</p>

**Reference Books:**

1. Hawkins 'Consumer Behaviour- Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011
2. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.

3. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012

4. David L. Loudon and Albert J Della Bitta, 'Consumer Behavior', McGrawHill, New Delhi 2010

**Paper – MBA 04 MM 02**  
**RETAIL MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, changing trends in retailing.
<b>Unit 2</b>	Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume
<b>Unit 3</b>	Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.
<b>Unit 4</b>	Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location
<b>Unit 5</b>	Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance
<b>Unit 6</b>	Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices Pricing strategies, controlling costs
<b>Unit 7</b>	Retail Space Management and Marketing: Definition of Space

	Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays
<b>Unit 8</b>	Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

**Reference Books:**

1. Levy, M., & Weitz, B. A. (2018). *Retailing Management*. McGraw-Hill Education.
2. Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach*. Pearson.
3. Varley, R., & Rafiq, M. (2014). *Principles of Retail Management*. Palgrave Macmillan.
4. Fernie, J., & Sparks, L. (2014). *Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain*. Kogan Page.
5. Thompson, R., & Jackson, T. (2017). *Retail Location Planning in an Era of Multi-Channel Growth*. Kogan Page.
6. Hernandez, T., & Bennison, D. (2000). The art and science of retail location decisions. *International Journal of Retail & Distribution Management*, 28(8), 357-367.

**SPECIALIZATION**

**FINANCE**

**Paper - MBA 04-FM 01**

**PROJECT PLANNING & MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment:70**

<b>Unit 1</b>	<p>Introduction to Project Management</p> <p>Concept and Definition: Understanding projects, project management, and its significance.</p> <p>Project Life Cycle: Phases of a project (initiation, planning, execution, monitoring and controlling, closure).</p> <p>Role of Project Manager: Skills, responsibilities, and challenges.</p>
<b>Unit 2</b>	<p>Project Planning</p> <p>Project Scope Management: Defining and controlling what is included and excluded in the project.</p> <p>Work Breakdown Structure (WBS): Breaking down the project into manageable</p>

	<p>sections.</p> <p>Project Scheduling: Tools and techniques (Gantt charts, Critical Path Method, Program Evaluation Review Technique).</p>
<b>Unit 3</b>	<p>Project Integration Management</p> <p>Project Plan Development: Creating a cohesive plan integrating all aspects of the project.</p> <p>Project Plan Execution: Implementing the project plan and ensuring project work is carried out.</p> <p>Project Change Management: Identifying, evaluating, and managing changes to the project plan.</p>
<b>Unit 4</b>	<p>Project Time and Cost Management</p> <p>Time Management: Techniques for effective time management (activity sequencing, resource estimation, schedule development).</p> <p>Cost Management: Estimating, budgeting, and controlling costs to ensure the project is completed within the approved budget.</p> <p>Earned Value Management (EVM): Monitoring project performance against the plan.</p>
<b>Unit 5</b>	<p>Project Quality Management</p> <p>Quality Planning: Identifying quality standards and determining how to satisfy them.</p> <p>Quality Assurance: Systematic activities to ensure quality standards are met.</p> <p>Quality Control: Monitoring specific project results to determine if they comply with relevant quality standards.</p>
<b>Unit 6</b>	<p>Project Human Resource Management</p> <p>Team Building: Forming, developing, and managing the project team.</p> <p>Leadership in Projects: Leadership styles and their impact on project success.</p> <p>Conflict Management: Identifying and resolving conflicts within the project team.</p>
<b>Unit 7</b>	<p>Project Communication Management</p> <p>Communication Planning: Identifying stakeholders and planning communications.</p> <p>Information Distribution: Ensuring timely and appropriate collection, distribution, and storage of project information.</p> <p>Performance Reporting: Progress reporting, status reporting, and forecasting.</p>

### Reference Book

1. Hans Mikkelsen, Jens O. Riis Project Management, ISBN: 978-1-78714-830-7, eISBN: 978-1-78714-829-1 Publication date: 10 October 2017

2. Khanna, R. B. (2011), Project Management, PHI Learning Private Limited, New Delhi. Kendrick, Tom (2004), The Project Management Toolkit: 100 Tips and Techniques for Getting the Job Done Right, AMACOM Books: Boston, MA.
3. Kendrick, Tom (2006), Results without Authority: Controlling a Project When the Team Doesn't Report to You, AMACOM Books: Boston, MA.
4. Kloppenborg, T. (2014). Contemporary project management. Nelson Education.
5. Leach, Lawrence P. (2005), Lean Project Management: Eight Principles for Success, Advanced-Projects: Boise, Idaho. Lewis,
6. James (1998), Team-Based Project Management, Beard Books

**Paper - MBA 04-FM 02**

**MERCHANT BANKING & FINANCIAL SERVICES**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	Merchant Banking: Nature and Scope Types of Merchant Bankers, Regulation of Merchant Banking Activity, Project Preparation and Appraisal, Types of Securities, Money Market Instruments, Design of capital Structure, Savings and Primary Markets & Secondary Markets
<b>Unit 2</b>	IPO Management– SEBI Guidelines for Public Issues, Pre-issue Management; Types of Issues and Analysis of Prospectus, Public Issue Through Prospectus, Private Placement Bought Out Deals, Book Building Method Pricing of Securities, Management of Public Issues; Coordination, Marketing and Underwriting Allotment/ Refunds Listing Requirement, Loan Syndication; Domestic and External, Buy-Back of Shares . Mergers, Acquisitions Amalgamations and Takeovers Advisory Services; Non- Residents, Indian Investors. Oversea Corporate Body, Foreign Institutional Investors Recent Developments
<b>Unit 3</b>	Commercial Banks – Introduction ,Theoretical basis for commercial banking operations, Special role of commercial banks, Liabilities and assets of bank, Banking innovations  Non Banking Financial Companies- Nature and functions of NBFCs, Features of assistance and major schemes, Sources of funds and avenues for deployment, Recent developments
<b>Unit 4</b>	Credit Rating Agencies and Methods – Introduction, Credit rating agencies,

	Rating methodologies and procedures, Rating symbols and rating limitations
<b>Unit 5</b>	Venture Capital-Introduction- Notion of VC, Development of VC in India, VC investment process, Methods of venture financing and disinvestment mechanisms
<b>Unit 6</b>	Leasing and Hire Purchase- Lease financing, HP financing, Financial evaluation, Legal framework and taxation  Factoring and Forfeiting- Theoretical framework, Factoring in India. Financial evaluation
<b>Unit 7</b>	Retail Finance- Introduction, Consumer credit, Housing finance systems and schemes, Risks and opportunities to the institutions

### Reference Books

1. Khan, M.Y., FINANCIAL SERVICES, Tata McGraw Hill, New Delhi, 2001.
2. Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, Tata McGraw Hill, New Delhi, 3<sup>rd</sup> ed. 2009.
3. Machiraju, H. R. (2010). Merchant Banking: Principles and Practice. New Age International Publishers.
4. Verma, J. C. (2008). Corporate Mergers, Amalgamations, and Takeovers. Bharat Law House.

## SPECIALIZATION

### HUMAN RESOURCE MANAGEMENT

#### Paper - MBA 04-HR 01

#### PERFORMANCE MANAGEMENT SYSTEM

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Introduction to Performance Management</b> Definition and Objectives: Understanding performance management, its purpose, and objectives.  Components of Performance Management: Planning, monitoring, developing, rating, and rewarding.  Historical Development: Evolution of performance management systems.
<b>Unit 2</b>	<b>Performance Planning</b> Goal Setting: SMART goals (Specific, Measurable, Achievable, Relevant,



	<p>Time-bound).</p> <p>Performance Standards: Setting clear and measurable performance standards.</p> <p>Key Performance Indicators (KPIs): Identifying and utilizing KPIs for different roles.</p>
<b>Unit 3</b>	<p><b>Performance Monitoring and Coaching</b></p> <p>Continuous Monitoring: Techniques for ongoing performance tracking.</p> <p>Feedback Mechanisms: Providing constructive feedback.</p> <p>Coaching and Mentoring: Roles and techniques for performance improvement.</p> <p>Performance Appraisal Systems</p> <p>Appraisal Methods: Traditional methods (rating scales, checklists, essays) and modern methods (360-degree feedback, balanced scorecard).</p> <p>Appraisal Processes: Steps and procedures in conducting appraisals.</p> <p>Common Challenges: Biases and errors in performance appraisal.</p>
<b>Unit 4</b>	<p><b>Performance Review and Evaluation</b></p> <p>Review Meetings: Conducting effective performance review meetings.</p> <p>Evaluating Performance: Criteria and methods for evaluating employee performance.</p> <p>Performance Documentation: Importance of proper documentation.</p>
<b>Unit 5</b>	<p><b>Performance Improvement</b></p> <p>Identifying Performance Gaps: Analyzing reasons for underperformance.</p> <p>Performance Improvement Plans (PIPs): Designing and implementing PIPs.</p> <p>Training and Development: Role in performance enhancement.</p>
<b>Unit 6</b>	<p><b>Reward and Recognition</b></p> <p>Linking Performance to Rewards: Strategies for performance-based rewards.</p> <p>Types of Rewards: Financial and non-financial rewards.</p> <p>Recognition Programs: Designing effective recognition programs.</p>

### Reference Books

- 1) Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
- 2) Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.
- 3) Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.
- 4) Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page.
- 5) Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.

**Paper - MBA 04-HR 02**

**COMPENSATION**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Introduction to Compensation Management</b> Concepts and Definitions: Understanding compensation, wage, salary, and incentives. Objectives of Compensation: Attracting, retaining, and motivating employees. Components of Compensation: Basic pay, allowances, benefits, and incentives. Theories of Compensation: Equity theory, expectancy theory, reinforcement theory, and agency theory.
<b>Unit 2</b>	<b>Job Analysis and Job Evaluation</b> Job Analysis: Process, methods, and techniques. Job Description and Job Specification: Definitions and importance. Job Evaluation: Purpose and methods (ranking, classification, point method, and factor comparison).
<b>Unit 3</b>	<b>Wage and Salary Administration</b> Wage Concepts: Minimum wage, fair wage, and living wage. Wage Determination: Factors influencing wage and salary levels. Salary Structure: Designing pay scales and salary grades. Pay Revision and Pay Commissions: Procedures and practices.
<b>Unit 4</b>	<b>Incentive Plans and Benefits</b> Incentive Plans: Types (individual, group, and organization-wide), advantages, and disadvantages. Benefits and Services: Types (statutory and voluntary), significance, and management. Executive Compensation: Components, trends, and issues
<b>Unit 5</b>	<b>Performance-Based Pay</b> Performance Appraisal Systems: Objectives, methods, and challenges. Linking Performance to Pay: Merit pay, skill-based pay, and competency-based pay. Managing Pay-for-Performance: Strategies and implementation issues.
<b>Unit 6</b>	<b>Legal Framework and Contemporary Issues</b>

	<p>Legal Framework: Labor laws affecting compensation (Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act, etc.).</p> <p>Global Compensation Practices: Compensation management in multinational corporations.</p> <p>Recent Trends: Equity-based compensation, flexible benefits, and work-life balance.</p>
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### Reference Books

1. Anderson, R.I. (2011). Compensation Management in Knowledge based world. New Delhi: Pearson Education.
2. Milkovich & Newman. (2011). Compensation. New Delhi: Tata McGraw-Hill..
3. Singh, B. D. (2008). Compensation & Reward Management. New Delhi: Excel Books.
4. Martocchio, J. J. (2011). Strategic Compensation. New Delhi: Pearson Education.
5. Rao, N.S. (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

## SPECIALIZATION

### INFORMATION TECHNOLOGY

#### Paper - MBA 04-IT 01

### DATABASE MANAGEMENT SYSTEM

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<p><b>Introduction to Database Systems</b></p> <p>Overview of Database Systems: Definitions, Importance, and Applications in Business</p> <p>Database Models: Hierarchical, Network, Relational, Object-Oriented</p> <p>DBMS vs. Traditional File Systems: Advantages and Disadvantages</p> <p>Database System Architecture: Data Independence, Schema Architecture, and Components of DBMS</p>
<b>Unit 2</b>	<p><b>Relational Database Model</b></p> <p>Basic Concepts: Relations, Tuples, Attributes, Domains</p>

	<p>Relational Algebra and Relational Calculus: Basic Operations, Queries</p> <p>Keys: Primary Key, Foreign Key, Candidate Key, Super Key</p> <p>Integrity Constraints: Entity Integrity, Referential Integrity</p>
<b>Unit 3</b>	<p><b>SQL (Structured Query Language)</b></p> <p>SQL Basics: DDL (Data Definition Language), DML (Data Manipulation Language), DCL (Data Control Language), TCL (Transaction Control Language)</p> <p>SQL Queries: SELECT, INSERT, UPDATE, DELETE</p> <p>Advanced SQL: Joins, Subqueries, Views, Indexes, Aggregate Functions</p> <p>Constraints and Triggers: Implementation and Use Cases</p>
<b>Unit 4</b>	<p><b>Database Design</b></p> <p>Entity-Relationship Model: Entities, Attributes, Relationships, ER Diagrams</p> <p>Normalization: First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce-Codd Normal Form (BCNF)</p> <p>Denormalization: Concepts and Trade-offs</p> <p>Database Design Process: Conceptual, Logical, and Physical Design</p>
<b>Unit 5</b>	<p><b>Data Warehousing and Data Mining</b></p> <p>Data Warehousing: Concepts, Architecture, ETL (Extract, Transform, Load) Process</p> <p>Data Mining: Techniques, Applications, and Tools</p> <p>Business Intelligence: Concepts and Implementation</p>
<b>Unit 6</b>	<p><b>Emerging Trends and Technologies</b></p> <p>Big Data Technologies: Hadoop, Spark, NoSQL Databases</p> <p>Cloud Databases: Concepts, Advantages, and Challenges</p> <p>In-Memory Databases: Concepts and Use Cases</p> <p>Block chain and Databases: Fundamentals and Applications</p>

### Reference Books

1. Fundamental of Database Systems- Elmasri Navathe- Pearson Education Asia.
2. Database- Principles, Programming and Performance- Parick O' Neil Elizabeth O' Niel, Harcourt Asia PTE Limited.
3. .An Introduction to Database Systems- C.J.Date, Addison Wesley, Pearson Education Press.
4. Database System Concepts- Abraham Silberschat, Henry F. Korth, S.Sudarshan, Tata McGraw Hill.
5. Database Management – Bipin C. Desai – BPB Publications.

**Paper - MBA 04-IT 02**

**NETWORK AND INFORMATION SECURITY**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Introduction to Network Security</b> Basics of Network Security: Definition, Goals, and Importance Types of Attacks: Passive and Active Attacks, Insider and Outsider Attacks Security Services: Confidentiality, Integrity, Authentication, Non-repudiation, Access Control, Availability
<b>Unit 2</b>	<b>Cryptography</b> Introduction to Cryptography: History, Key Concepts, and Terminology Symmetric Key Cryptography: DES, AES, RC4 Asymmetric Key Cryptography: RSA, Diffie-Hellman, ECC Cryptographic Hash Functions: MD5, SHA-1, SHA-256 Digital Signatures and Certificates: Concept, Working, and Applications
<b>Unit 3</b>	<b>Network Security Protocols</b> Secure Communication Protocols: SSL/TLS, IPsec, SSH Wireless Security Protocols: WEP, WPA, WPA2 Email Security: PGP, S/MIME Web Security: HTTPS, Content Security Policy (CSP)
<b>Unit 4</b>	<b>Network Security Practices</b> Firewalls: Types, Configurations, and Best Practices Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS): Types, Working, and Deployment Virtual Private Networks (VPN): Types, Benefits, and Implementation Access Control Mechanisms: ACL, RBAC, ABAC
<b>Unit 5</b>	<b>Information Security Management</b> Information Security Policies and Procedures: Development and Implementation Risk Management: Risk Analysis, Assessment, and Mitigation Security Standards and Compliance: ISO/IEC 27001, NIST, GDPR, HIPAA Business Continuity and Disaster Recovery Planning
<b>Unit 6</b>	<b>Advanced Topics in Network Security</b> Cloud Security: Challenges and Solutions

	IoT Security: Issues and Countermeasures Mobile Security: Threats and Best Practices Blockchain and Security: Fundamentals and Applications
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**Reference Books**

1. Computer Networks by Andrew S. Tanenbaum (Fifth Edition), Pearson Education
2. Data Communication and Networking by Behrouz A. Forouzan (Fourth Edition), Tata McGraw Hill
3. Andrew S. Tanenbaum, David J. Wetherall, “Computer Networks” Pearson Education.
4. Dimitri Bertsekas, Robert Gallager, “Data Networks”, PHI Publication, Second Edition.
5. Kaveh Pahlavan, Prashant Krishnamurthy, “Networking Fundamentals”, Wiley Publication.
6. Uyles Black, “Computer Networks”, PHI Publication, Second Edition

**SPECIALIZATION**

**SUPPLY CHAIN MANAGEMENT**

**Paper - MBA 04-SCM 01**

**PROCUREMENT AND QUALITY MANAGEMENT**

**Max. Marks: 100**

**Internal Assessment: 30**

**External Assessment: 70**

<b>Unit 1</b>	<b>Introduction to Procurement Management</b> Definition and Importance of Procurement Procurement Cycle Types of Procurement: Direct, Indirect, Services Strategic Sourcing and Supplier Selection
<b>Unit 2</b>	<b>Procurement Planning and Strategy</b> Procurement Planning Process Make or Buy Analysis Developing Procurement Strategies Global Sourcing and Outsourcing
<b>Unit 3</b>	<b>Supplier Relationship Management</b>

	<p>Building Supplier Relationships</p> <p>Supplier Evaluation and Selection</p> <p>Supplier Performance Measurement</p> <p>Supplier Development and Collaboration</p>
<b>Unit 4</b>	<p><b>Procurement in the Digital Age</b></p> <p>E-Procurement and Digital Solutions</p> <p>Impact of Technology on Procurement</p> <p>Automation in Procurement Processes</p> <p>Block chain and Procurement</p>
<b>Unit 5</b>	<p><b>Introduction to Quality Management</b></p> <p>Definition and Importance of Quality</p> <p>History and Evolution of Quality Management</p> <p>Key Concepts: Quality Assurance, Quality Control, Continuous Improvement</p> <p>Quality Gurus and their Contributions</p>
<b>Unit 6</b>	<p><b>Quality Management Systems and Standards</b></p> <p>ISO 9001 and Other Relevant Standards</p> <p>Implementing Quality Management Systems</p> <p>Quality Audits and Certifications</p> <p>Compliance and Regulatory Requirements</p>
<b>Unit 7</b>	<p><b>Quality Tools and Techniques</b></p> <p>Statistical Process Control (SPC)</p> <p>Six Sigma and Lean Management</p> <p>Total Quality Management (TQM)</p> <p>Quality Function Deployment (QFD)</p> <p>Root Cause Analysis and Problem-Solving Techniques</p>

### Reference Books

1. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). Purchasing and Supply Chain Management. Cengage Learning.
2. Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. (2015). Procurement Principles and Management. Pearson Education.
3. Dale, B. G. (2015). Total Quality Management. Wiley.
4. Goetsch, D. L., & Davis, S. (2016). Quality Management for Organizational Excellence. Pearson.

Paper - MBA 04-SCM 02

MATERIAL AND STORE MANAGEMENT

Max. Marks: 100

Internal Assessment: 30

External Assessment: 70

<b>Unit 1</b>	<b>Introduction to Material Management</b> Definition and Importance of Material Management Objectives of Material Management Scope and Functions of Material Management Role of Material Manager
<b>Unit 2</b>	<b>Inventory Management</b> Types of Inventory: Raw Materials, Work-in-Progress, Finished Goods Inventory Control Techniques: ABC Analysis, VED Analysis, FSN Analysis Economic Order Quantity (EOQ) Safety Stock and Reorder Level
<b>Unit 3</b>	<b>Purchasing and Procurement</b> Procurement Cycle Supplier Selection and Evaluation Purchase Order Process Global Sourcing and Supplier Relationship Management
<b>Unit 4</b>	<b>Store Management</b> Functions of Store Management Types of Stores: Centralized and Decentralized Store Layout and Design Store Accounting and Auditing
<b>Unit 5</b>	<b>Warehouse Management</b> Role and Importance of Warehousing Types of Warehouses Warehouse Operations and Management Automated Storage and Retrieval Systems (ASRS)
<b>Unit 6</b>	<b>Material Handling and Transportation</b> Principles of Material Handling Types of Material Handling Equipment Logistics and Transportation Management Packaging and its Importance
<b>Unit 7</b>	<b>Inventory Control Systems</b>



Just-In-Time (JIT) Inventory
Materials Requirement Planning (MRP)
Enterprise Resource Planning (ERP)
Barcode and RFID Technology
<b>Quality Control in Material Management</b>
Quality Assurance and Control in Materials
Inspection and Testing of Materials
ISO Standards for Material Management
Total Quality Management (TQM) in Material Handling

### **Reference Books**

1. Gopalakrishnan, P., & Sundaresan, M. (2009). **Materials Management: An Integrated Approach**. PHI Learning Pvt. Ltd.
2. Arnold, J. R. T., Chapman, S. N., & Clive, L. M. (2016). **Introduction to Materials Management**. Pearson Education.
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). **Supply Chain Logistics Management**. McGraw-Hill Education.
4. Grant, D. B., Trautrim, A., & Wong, C. Y. (2017). **Sustainable Logistics and Supply Chain Management**. Kogan Page.