



**SCHEME OF EXAMINATION**  
**&**  
**DETAILED SYLLABUS**

**Master of Business Administration (MBA)**  
(2 Years PG Program)  
(w.e.f. 2023-24)

**Center for Distance and Online Education**  
(CDOE)

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

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# MBA Program

## 1. Introduction

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

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

## 2. Program Mission and Objectives

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

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

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

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

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

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

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

The University Vision and Mission Statements read as under:

#### **Vision**

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

### **Mission**

The University aspires to achieve its vision by:

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

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



#### 4. **Instructional Design**

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

#### 5. **Expected Program Outcomes**

The following are the expected program outcomes:

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

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

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

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

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



- PO6: Encourage “Out of Box thinking”:** the business environment is very dynamic nowadays so this programme focuses on approach of “Out of Box Thinking” by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.
- PO7: Critical Thinking Skills:** Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.
- PO8: Cross-Cultural issues and Current practices and Challenges:** Study and assess the current issues and challenges, and inculcate cross cultural sensitivity among students..
- PO9: Decision Making skill:** Select and apply appropriate tools for decision making required for solving complex managerial problems
- PO10: Research and Reasoning Skills:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, cultural issues and the consequent responsibilities relevant management practices.
- PO11: Analytical Skill:** Analyze the results and apply them in various problems
- PO12: Technical Skill:** Application of technology tools in business.

## 6. Curriculum Design: Programs Offered

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

### Program Structure for 2 Years Master of Business Administration Program

#### MAJOR-MINOR SCHEME

##### First Semester Examination

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

### Second Semester Examination

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

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

### Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA301	Strategic Management & Governance	Core	30	70	100	4
OL MBA302	Minor Project	Core	50	50	100	4
Select any 3 specializations for major specialization & 2 specialization for minor (4 credit each)						
	<b>Total</b>		<b>230</b>	<b>470</b>	<b>700</b>	<b>28</b>

**Note:** At the end of the third Semester all the students shall have to undergo a Major Project for Ten-Twelve Weeks

### Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA 401	Project Management	Core	30	70	100	4
OL MBA 402	Major Project	Core	75	75	150	6
OL MBA 403	Comprehensive Viva	Core	-	100	100	4
Select any 2 specializations for major specialization & 1 specialization for minor (4 credit each)						
	<b>Total</b>		<b>195</b>	<b>455</b>	<b>650</b>	<b>26</b>

## List of Specializations Offered

### SPECIALISATIONS HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAHR303	Manpower Planning & Control	Elective	30	70	100	4
OL MBAHR304	Organizational Change & Development	Elective	30	70	100	4
OL MBAHR305	International Human Resource Management	Elective	30	70	100	4
OL MBAHR404	Employee Relationship Management	Elective	30	70	100	4
OL MBAHR405	Compensation Management	Elective	30	70	100	4

### FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAFM303	Investment Analysis and Portfolio Management	Elective	40	60	100	4
OL MBAFM304	Income Tax: Theory & Practice	Elective	40	60	100	4
OL MBAFM305	Management of Financial Services	Elective	40	60	100	4
OL MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	40	60	100	4
OL MBAFM405	Financial Strategic Decisions	Elective	40	60	100	4

### MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAMKT303	Retail & Distribution Management	Elective	30	70	100	4
OL MBAMKT304	Marketing of Services	Elective	30	70	100	4
OL MBAMKT305	Consumer Behavior	Elective	30	70	100	4
OL MBAMKT404	Integrated Marketing Communication	Elective	30	70	100	4
OL MBAMKT405	Digital and Social Media Marketing	Elective	30	70	100	4

### IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIT303	Data Mining for Business Decisions	Elective	30	70	100	4
OL MBAIT304	Managing Digital Innovation and Transformation	Elective	30	70	100	4
OL MBAIT305	E-Commerce and Digital Markets	Elective	30	70	100	4
OL MBAIT404	Strategic Management of IT	Elective	30	70	100	4
OL MBAIT405	Managing Digital Platforms	Elective	30	70	100	4

### IB SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIB303	International Business Management	Elective	30	70	100	4
OL MBAIB304	International Financial Management	Elective	30	70	100	4
OL MBAIB305	Cross Cultural Management	Elective	30	70	100	4
OL MBAIB404	International Trade Documentation & WTO Regulations	Elective	30	70	100	4
OL MBAIB405	Global Supply Chain & Logistics Management	Elective	30	70	100	4

### OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	P	T	Credit
OL MBA OSC304	Supply Chain Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 305	Materials and Stores Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 306	Quality Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 404	Warehouse Management	Elective	40	60	100	2	1	-	3
OL MBA OSC 405	International Logistics Management	Elective	40	60	100	2	1	-	3

**Total Credit of MBA Program: 102**

## 6.1 Program structure and detailed syllabus

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

### First Semester Examination

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



## OL MBA 101: Management Concepts & Organization Behavior

### Course Objectives

This course enables the students:

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

### Course Content :

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

### Practical Module:

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

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

#### **Text Books:**

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

#### **Reference Books:**

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

#### **Course Outcomes**

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

## OL MBA 102 : Marketing Management

### Course Objectives

This course enables the students:

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

### Course contents :

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

### Practical Module:

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

### Text Books:

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

### Suggested Readings :

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

### Course Outcomes

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

## OL MBA 103: Quantitative Techniques

### Course objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBA 104: Managerial Economics

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Practical Module:

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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



## OL MBA 105: Business Environment

### Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

## Course Outcomes

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

## OL MBA 106: Financial Reporting, Statements and Analysis

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

### Second Semester Examination

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

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

## OL MBA 201: Corporate Finance

### Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBA 202 : Management Information System

### Objectives:-

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

### Course Contents:

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

### Text books:-

- LaudonKenenth C, Jane P. Laudon, Management Information Sytems-Managing The Digital Firm, Perason Education, First Impression -2007
- MahadeoJaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

### Reference books

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



### Course Outcomes

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

## OL MBA 203: Operations Management

### Course objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBA 204: Business Research

### Course Objectives:

The course enables the students to:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBA 205: Human Resource Management

### Course Objectives

The course enables the students:

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

### Course Contents:

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

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

## OL MBA 206 : Banking & Insurance

### Course Objectives

This course enables the students:

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

### Course Content :

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

### Text Books:

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

### Suggested Readings:

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



### Course Outcomes

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

### Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
MBA 301	Strategic Management & Governance	Core	30	70	100	4
MBA 302	Minor Project	Core	50	50	100	4
Select any 3 specializations for major specialization & 2 specialization for minor (4 credit each)						
	<b>Total</b>		<b>230</b>	<b>470</b>	<b>700</b>	<b>28</b>

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

## OL MBA 301: Strategic Management & Governance

### Course Objectives

The course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBA 302: Minor Project

### Course Objectives:

Minor Project is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning during the project in addition to appraising their academic mentor of the weekly progress.

### Course Description

As part of the curriculum during the last Semester, students are required to take up project work in their area of specialization for the successful completion of the MBA Program. Each student shall undergo major project of eight weeks during the vacations after third semester on a topic approved by the Faculty Guide. With an intensive study on a topic, students would explore the subject in detail, gather information and explain the same, seek challenges if any after investigation, the methods used to solve the problem, the results of the investigation and the conclusions inferred and a set of recommendations that can be implemented. The project can be descriptive with existing systems/ prevailing conditions of the topic under Research. In exploratory study we explore the area of study, by introducing new augments to the existing system and draw inferences and projections The Project Report shall Carry 150 marks. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice.

CO	Statement
	After completion of the Project the students will be able to
CO1	Understand, observe and practice on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
CO2	Demonstrate research aptitude
CO3	Examine the working of the real organizations
CO4	Know, observe and discover business organizations in their totality
CO5	Explore career opportunities in their areas of interest

### HUMAN RESOURCE SPECIALISATION

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

## OL MBAHR303: Manpower Planning & Control

### Course Objectives

The course enables the students:

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

### Course contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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



## OL MBAHR304: Organizational Change & Development

### Course Objectives

The course enables the students:

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

### Course Contents :

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## **OL MBAHR305: International Human Resource Management**

### **Course Objectives**

This course enables the students:

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

### **Course Contents**

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

### **Text Books:**

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

### **Suggested Readings:**

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

**Course Outcomes:**

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

### FINANCE SPECIALISATION

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

## OL MBAFM303: Investment Analysis and Portfolio Management

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBAFM304: Income Tax: Theory & Practice

### Course objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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



### Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Compute the income from salary
CO2	Analyze and compute income from house property and Business & Profession.
CO3	Understand exemptions of capital gains and incomes of other sources.
CO4	Calculate taxable income and tax 57isualiza of assessee.
CO5	understand the procedure of filing and assessment.

## OL MBAFM305: Management of Financial Services

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## MARKETING SPECILISATION

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

## OL MBAMKT303: Retail and Distribution Management

### Course Objectives

This course enables the students:

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

### Course contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## OL MBAMKT304: Marketing of Services

### Course Objectives

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

### Course Contents:

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcome

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



## OL MBAMKT305: Consumer Behavior

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes:

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

### IT SPECIALIZATION

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

## OL MBAIT303: Data Mining For Business Decisions

### Course Objective:

This course will enable help the student to:

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

### Course Content

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

### Text books:

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

### References:

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

**Course Outcomes:**

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

## OL MBAIT304: Managing Digital Innovation and Transformation

### Course Objectives:

This course will enable the student to:

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

### Course Contents

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

### Text Books:

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

### References Books:

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

**Course Outcomes:**

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

## OL MBAIT305: E-Commerce and Digital Markets

### Course Objectives:

This course will enable the student to:

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

### Course Contents:

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

### Text Books:

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



### References Books:

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

### Course Outcomes:

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

### IB SPECIALIZATION

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

## OL MBA IB 303: INTERNATIONAL BUSINESS MANAGEMENT

### Course Objectives:

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

### Course Contents:

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

**Text Books**

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

**Suggested Readings**

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

## OL MBA IB 304: INTERNATIONAL FINANCIAL MANAGEMENT

### Course Objectives:

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

### Course Contents:

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

**Text Books**

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

## OL MBA IB 305: CROSS CULTURAL MANAGEMENT

### Course Objectives:

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

### Course Contents:

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

**OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION**

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



## OL MBA OSC 304: SUPPLY CHAIN MANAGEMENT

### Course Objectives

The course enables the students:

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

### Course contents

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

### Text Books:

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

### Reference Books:

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

### Course Outcomes

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

## MBA OSC 305: Materials and Stores Management

### Course Objectives

The course enables the students:

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

### Course contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

## MBA OSC 306: Quality Management

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

**Course Outcomes:**

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

**Fourth Semester Examination**

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
OL MBA401	Project Management	Core	30	70	100	4
OL MBA402	Major Project	Core	75	75	150	6
OL MBA403	Comprehensive Viva	Core	-	100	100	4
Select any 2 specializations for major specialization & 1 specialization for minor (4 credit each)						
	<b>Total</b>		<b>195</b>	<b>455</b>	<b>650</b>	<b>26</b>

## OL MBA401: Project Management

### Course Objectives

The course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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



## OL MBA402: Major Project

A major project can take many various forms, but its purpose remains the same. The major project is a unique opportunity to carry out independent research in order to devise an innovative solution for a real-world problem. The project is usually the final assignment and plays a vital role in preparing students for the world of work. Thanks to its practical applications and ability to help hone students' professional knowledge and skills.

There are multiple ways in which the evaluation can be carried out however we would require the students to submit a final project assessment report of about 20-30 pages with the following table of contents:

1. Executive Summary
2. Client and Industry Analysis
3. Problem Statement
4. Data Collection and Analysis
5. Test and Control Plan
6. Final Remarks/Conclusion

The internal team of faculty members will evaluate each of the reports. This Project shall Carry 150 marks

### Course Outcomes

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

CO	Statement
	After completion of this project , students will be able to:
CO1	Recognise and Relate the domain`s foundation concepts
CO2	Sketch the execution of the domain`s foundation concepts in the industry
CO3	Correlate and Contrast the advantages and disadvantages accruing to the industry
CO4	Plan path breaking and innovative models in the domain
CO5	Design execution plan for innovative models in the domain

### HUMAN RESOURCE SPECIALISATION

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>Credit</b>
OL MBAHR404	Employee Relationship Management	Elective	30	70	100	4
OL MBAHR405	Compensation Management	Elective	30	70	100	4

## OL MBAHR404: Employee Relationship Management

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

## Course Outcomes

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

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

## OL MBAHR405: Compensation Management

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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

### Course Outcomes

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

### FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	4
OL MBAFM405	International Financial Management	Elective	30	70	100	4

## OL MBAFM404: Merger, Acquisition & Corporate Restructuring

### Course Objectives

This course enables the students:

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

### Course Contents

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

### Text Books:

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

### Suggested Readings:

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



### Course Outcomes

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

## OL MBAFM405: International Financial Management

### Course objectives

This course enables the students:

1. To introduce determinants of foreign exchange exposure and interest rate parity in international market.
2. To develop sound knowledge in managing the balance of payment and foreign direct investments.
3. To give understanding of International Monetary fund, World Bank and Asian development bank.

### Course Contents

<b>Unit I</b>	Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates
<b>Unit II</b>	Foreign exchange markets- features, trading characteristics, electronic trading and market participants
<b>Unit III</b>	Financial instruments- Forward, futures options and swap.
<b>Unit IV</b>	The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.
<b>Unit V</b>	FDI- Meaning, theories and strategies of FDI
<b>Unit VI</b>	Modes of FDI, Benefits and costs of FDI for home and host country.
<b>Unit VII</b>	The International monetary fund- Lending, technical assistance, Governance systems and financial resources.
<b>Unit VIII</b>	The world bank- Fund generation, loans, grants, analytical and advisory services.
<b>Unit IX</b>	The Asian development bank- history, operations, resources, organization and management.
<b>Unit X</b>	Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure,
<b>Unit XI</b>	evolution of exchange rate regime in India- Regulatory provisions
<b>Unit XII</b>	Indian foreign exchange market.
<b>Unit XIII</b>	International Accounting
<b>Unit XIV</b>	GAAP Taxation
<b>Unit XV</b>	DTAA

### Text Books:

1. Bhalla V.K., International Financial Management: Text and Cases
2. Seth A.K., International Financial Management

### Suggested Readings:

1. Apte P.G., International Financial Management
2. Jain P.K., JosettePreyrard and YadavSurendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

### Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze and apply the concepts of foreign exchange market.
CO2	Describe the structure and relationship between the economy and balance of payment.
CO3	Understand the working of international monetary fund, World Bank and Asian development bank.
CO4	Understand various types of foreign exchange exposure risk.
CO5	Analyze international accounting and international taxation.

### MARKETING SPECILISATION

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>Credit</b>
OL MBAMKT404	International Marketing Management	Elective	30	70	100	4
OL MBAMKT405	Digital and Social Media Marketing	Elective	30	70	100	4

## OL MBAMKT404: Integrated Marketing Communication

### Course Objectives

This course enables the students:

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

### Course Content

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

### Text Books:

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

### References:

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

### Course Outcomes

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

## OL MBAMKT405 : Digital and Social Media Marketing

### Course Objectives

This course enables students:

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

### Course Contents

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

### Text Books:

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

### Reference Books:

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

### Course Outcome:

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



### IT SPECIALIZATION

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>Credit</b>
OL MBAIT404	Strategic Management of IT	Elective	30	70	100	4
OL MBAIT405	Managing Digital Platform	Elective	30	70	100	4

## OL MBAIT404: Strategic Management of IT

### Course Objectives:

This course will enable the student to:

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

### Course Content:

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

### Text Books:

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

### Reference Books:

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

**Course Outcomes:**

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

## OL MBAIT405: Managing Digital Platforms

### Course Objectives:

This course will enable the student to:

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

### Course Contents:

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

### Text Books:

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

**Reference Books:**

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

**Course Outcomes:**

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

### IB SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
OL MBAIB404	International Trade Documentation & WTO Regulations	Elective	30	70	100	4
OL MBAIB405	Global Supply Chain & Logistics Management	Elective	30	70	100	4

## OL MBAIB 404 INTERNATIONAL TRADE PROCEDURES & DOCUMENTATION

### Course Objectives:

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

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

### Course Contents:

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

### Text Books:

1. Aseem Kumar(2007) "Export and Import Management", Excel Books Publications, New Delhi
2. David Stewart (2008)" International Supply Chain Management", Cengage publications,

3. Ram Singh(2008) “Export Management” Indian Institute of Foreign Trade, NewDelhi

**Reference Books:**

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



## OL MBAIB 405 GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### Course Objectives:

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

### Course Contents:

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

### Text Books:

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

**Reference Books:**

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

**OPERATIONS & SUPPLY CHAIN MANAGEMENT SPECIALISATION**

<b>Code No.</b>	<b>Paper</b>	<b>Type</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>Credit</b>
OL MBAOSC 404	Warehouse Management	Elective	40	60	100	2	1	-	3
OL MBAOSC 405	International Logistics Management	Elective	40	60	100	2	1	-	3

## OL MBAOSC 404: Warehouse Management

### Course Objectives:

- To develop competencies and knowledge of students to become Warehouse professionals [L]<sup>[1]</sup>[SEP]
- To orient students in the field of Logistics [L]<sup>[1]</sup>[SEP]
- To help Students to understand Warehousing and distribution centre operations

### Course contents

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

### Text & Reference Books:

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

## OL MBAOSC405: INTERNATIONAL LOGISTICS MANAGEMENT

### Course Objectives:

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

### Course contents

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

### Text & Reference Books:

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

### Suggested Readings:

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

### Course Outcomes

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