SYLLABUS

FACULTY OF MANAGEMENT
DEPARTMENT OF MANAGEMENT

(Recognized by AICTE)

MASTER OF BUSINESS ADMINISTRATION

(EXECUTIVE)

Two Years Regular Full-Time Four Semester Course

2026-2028

JAI NARAIN VYAS UNIVERSITY JODHPUR

NOTIFICATION

In compliance of decision of the Hon'ble High Court all students are required to fulfill 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

REGISTRAR
(Academic)

DEPARTMENT OF MANAGEMENT
FACULTY OF MANAGEMENT

1.	Prof. Shishu Pal Singh Bhadu M.Com.(Bus.Adm.), Ph.D.,	Dean & Professor
2.	Dr. Puja Gehlot M.T.A., MBA, Ph.D., FDP(IIM-A)	Head & Assistant Professor
3.	Dr. Neelam Kalla M.B.A., UGC-NET, Ph.D, FDP(IIM-A)	Assistant Professor
4.	Dr. Nishant Gehlot M.B.A.,M.B.L., Ph.D	Assistant Professor

Executive Master of Business Administration

The Executive MBA program is an endeavor in learning to provide knowledgeable academic exposure encompassing highly engaging and intellectual experiences. The four-semester curriculum is designed to facilitate a highly-driven middle or senior manager to embark on an upward trajectory through an orientation in managerial competencies and organizational leadership.

The programme provides a challenging and stimulating experience to learners to acquire and enhance knowledge, skills and capabilities essential for managing and leading organizations It is designed to develop and enhance strategic thinking, critical analysis and understand business in a truly engaging and collaborative learning environment. The Executive MBA is an intensive program specially designed to broaden existing expertise with exploration of good management practices.

The comprehensive Executive MBA curriculum provides a framework through which learners are able to:

- Broaden and enrich their management skills
- Expand their knowledge of modern business techniques
- Enhance their understanding of the business environment.
- Make informed decisions

Eligibility:

Bachelor's Degree: The applicant should have a bachelor's degree or an equivalent qualification in any discipline with minimum 50% marks.

Work Experience: Minimum 2 years of managerial/ entrepreneurial/ professional / government service experience after graduation prior to admission to the course. Letter of consent from the current employer (if applicable) is required for the candidate to pursue the programme which can be submitted either during the application process or after admission has been secured.

The programme is open to all nationalities.

No of Seats:- 30

Selection Process:

- Short-listing of candidates on the basis of past academic record and work experience.
- Interview of short listed candidates.
- Reservation as per university rules.

Selection criteria:

100 Marks Evaluation

Past Academic Record 50 Points

Work Experience **25 Points**
Interview **25 Points**

Past Academic Record:-

- Secondary (10 Points)
- Senior Secondary (10 Points)
- Graduation (20 Points)
- GMAT/ CAT Score (10 Points)

	< 60%	**60-80%**	**>80%**
Secondary	**05**	**08**	**10**
Senior Secondary	**05**	**08**	**10**
Graduation	**10**	**16**	**20**

Percentile	**50-65**	**66-80**	**>80**
GMAT/CAT	**05**	**08**	**10**

Work Experience

- 2 years – 10 Points
- 2-5 Years -15 Points
- More than 5 years- 25 Points

Selection and Registration for the programme:

Selected candidates will be sent admission offers which can only be deemed accepted by the candidate if the Department receives an acceptance letter along with a payment of non-refundable commitment fee of Rs 35,000/- (Rs Thirty thousand only) within the stipulated time period mentioned in the offer.

Tuition Fee:
Resident of India: INR 35000 (per semester)
Non-Resident Indians/Other Nationalities: USD 1000 (per semester)

SCHEME OF EXAMINATION AND GUIDELINES FOR POSTGRADUATE PROGRAMS OF FACULTY OF ARTS/ SCIENCE/COMMERCE/ MANAGEMENT BASED ON SEMESTER and CHOICE BASED CREDIT SYSTEM OF NEP-2020 FROM ACADEMIC YEAR 2024-25

Definitions of Key Words:

1. **Academic Year**: Two consecutive (one odd + one even) semesters constitute one academic year.

2. **Semester**: Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The PAVAS (**□□□□,** SUMMER**)** orodd semester may be scheduled from July to December. End of Semester Examination (EoSE) of the Pavas Semester may commence from Dec. 1 and the Semester break from Dec. 16 to Dec. 31; and BASANT **(**□□□□, SPRING) or even semester from January to May. The Basant Semester will be followed by the Annual Summer Break from Sixteenth May to Thirtieth June.

The Vice-Chancellor may amend the timeline in a particular session keeping inview prevailing circumstances.

3. **Program**: An educational program leading to award of the Undergraduate-/Postgraduate Degrees/Diplomas/Certificates in the Core subjects in which he/she is admitted.

4. **Course**: Usually referred to, as ‘papers’ is a component of a program. All courses need not carry the same weightage. The courses should define learning objectives and learning outcomes.

5. **Credit Based Semester System (CBSS)**: Under the CBSS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.

6. **Credit Point**: It is the product of grade point and number of credits for a course.

7. **Credit**: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one period of teaching (lecture or tutorial) or two periods of practical work/field work per week.

8. **Choice Based Credit System (CBCS):** The CBCS provides choice to students to select from the prescribed elective, ability-, and skill enhancement courses. Students can also avail facility of online courses available in other Universities/Institutions and websites approved by Jai Narain Vyas University.

A student needs to select 10 credits **Discipline Centric Core (**DCC**) Courses** in which he/she intends to do core course out of the core courses offered by the Faculty/College/Department/Centres. These Core Courses will continue to be part of the program during first, second, third and fourth semester.

A student needs to select 10 credits **Discipline Specific Elective (**DSE**) Courses** offered by the Faculty/College/Department/Centres during first, second, third and fourth semester.

9. A student has to earn total 80 credits in his/her two year (four semesters) PG degree program, 20 credits from each semester. These 80 credits are to be earned out of DCC and DSE courses. We can also have DSE Generic Courses if offered by the Department/College. In addition to normal courses of DSE, we have, DSE Specific Type courses like Dissertation/Project Work/ Field Study, Internship/ On-Job Experience, Community Engagement Course, Seminar, and Research Credit Courses.

10. Out of 80 credits 40 credits compulsorily be earned from DCC courses of an Academic Program to attain the Academic Qualification. Not more than 60 % of Credit requirement for a program shall be courses which are Discipline Centric Core Compulsory courses for the program.

11. In case of one semester Certificate Program separately designed and run by any College/ Department/ Centers then it will be entitled with NHEQF Level, credits and title of program, for example ‘Twenty Credit (NHEQF Level 6) Certificate of Gems & Jewelry’

12. **Semester Grade Point Average (SGPA)**: It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

13. **Cumulative Grade Point Average (CGPA)**: It is a measure of overall cumulative performance of a student over all the semesters of a program. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

14. **Grade Point**: It is a numerical weightage allotted to each letter grade on a 10-point scale.

15. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P, and F.

16. **Transcript or Grade Card or Certificate:** Based on the grades earned, a statement of grades obtained shall be issued to all the registered students after every semester. This statement will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

17. **Transcript or Grade Card or Diploma/Degrees:** The University will issue a complete transcript of credits, grades obtained, SGPA and CGPA on declaration of each semester result and a Cumulative Transcript on the accumulation of minimum credits required for the award of Diploma/Degree when EXIT is sought by the student.

18. **Examination and Assessment:** Students examination and assessment Procedure of All courses (Core/Elective/ Skill/Ability) will involve the following two components:

(i) **Continuous Assessment (CA):** It will have 20% weightage of the Maximum Marks of that particular course.

(ii) **End of Semester Examination (EOSE):** It will have 80% weightage of the Maximum Marks of that particular course (or marks earned out of M.M.80).

Continuous Assessment: The schedule and pattern of continuous assessment/evaluation should be decided by the concerned faculty/college/ department/ center where the course is being delivered and the same shall be publicized in advance to all students and faculties through the institutional regulations and the students' information brochure. The components of Continuous Assessment are to have a time frame for completion by students with concurrent and continuous evaluation by the faculty members. Following the principle of "those who teach should evaluate", the continuous assessment/evaluation has to be conducted by the concerned teacher and the evaluation outcome should be expressed by grades.

In Continuous Assessment, due emphasis shall be given to assessing cognitive skills such as logical thinking, application of knowledge and skills, and analysis and synthesis of concepts and rules. Thus, innovative evaluation strategies other than mid-term tests should also be devised as a part of CA. Innovative evaluation strategies are to be used by the concerned faculty/department/teachers during the semester.

Continuous Assessments (CA) are based on open evaluation system without any bias to any student.

For the sake of convenience, the CA of 20 marks may be expanded to 100 marks which may have the following components:

Examination and Assessment of All course(Core/Elective/Skill/Ability)

1. C.A.- Continuous Assessment (20 Marks)

   20 marks-20 marks which may have the following components:-

   i. **Mid-term Assessment - 80 marks**
      1. Mid Term Test - 50 Marks
      2. Quiz/project/Seminar/Presentation -30 Marks

   ii. Viva-voce/assignment/field work etc.to be assessed by the concerned Teacher during class Teacher - 20 Marks

   Total:- **100**

Mid-term exam to be conducted on completion of three units.

19. **Scheme of Examination for Mid-term test and End of Semester Examination (EOSE) for DCC and DSE Courses:**

The question paper for the DCC and DSE courses will be of 80 marks and it will be divided into two parts i.e., Section – A and Section – B.

Section – A: Will consist of 10 compulsory questions. There will be two questions from each unit and answers to each question shall be limited up to 50 words. Each question will carry 2 marks. Total 20 marks.

Section – B: Will consist of 10 questions. Two questions from each unit will be set and students will answer one question from each Unit. The answer to each question shall be limited to 550 words. Each question carries 12 marks. Total 60 marks.

20. **Scheme of Examination for Mid-term test and End of Semester Examination (EoSE) AEC and SEC courses:**

The question paper for the AEC and SEC courses will be of 80 marks and it will be divided into two parts i.e., Section – A and Section – B.

Section – A: It will consist of 10 compulsory questions. There will be set minimum three questions from each unit and answers to each question shall be limited up to 50 words. Each question will carry 2 marks. Total 20 marks.

Section – B: It will consist of 10 questions. Minimum three questions will be set from each unit and students will answer five questions in total but not more than two questions from one Unit. The answer to each question shall be limited to 550 words. Each question carries 12 marks. Total 60 marks.

21. Each component marks of CA will be added without rounding and the total thus obtained out of hundred will be added and 20% of those marks will be awarded to a student.

22. **Classroom Attendance –** Each student will have to attend a minimum of 75% Lectures / Tutorials / Practical. A student having less than 75% attendance will not be allowed to appear in the End of Semester Examination (EOSE).

23. **End of Semester Examination (EOSE) Marks:** EOSE will carry Maximum Marks 80 irrespective of credits of the course. The marks obtained and the grade shall be specified in the Grade Sheet. The scheme of Examination for EOSE for each course will be specified in the course syllabus.

24. **In laboratory courses (having only practical (*P*) component**), the CA will be based on student's attendance; Practical records, hands on Practical in physical science stream and biological and earth science stream.

25. **Qualifying for EoSE examination:** A student acquiring minimum of 40% in total of the CA of individual course is eligible to appear in the End of Semester Examination (EoSE).

26. **National Higher Education Qualification Framework (NHEQF) Levels**

Introduction: Qualifications are formal 'awards' such as a certificate, diploma, or a degree. Qualifications are awarded by a competent authority such as a college or university in recognition of the attainment by students of the expected learning outcomes on the successful completion of a particular programme of study. They are awarded after an assessment and evaluation of learning levels conducted by a competent body that determines the achievement by students of the expected learning outcomes to given standards.

A National Qualifications Framework (NQF) is an instrument for the classification of qualifications according to a set of criteria for specified levels of learning achieved, which would integrate and coordinate the qualifications from each education and training sector into a single comprehensive qualification framework. It is a way of structuring existing and new qualifications, which are defined by learning outcomes reflecting the graduate profile/attributes, programme learning outcomes, and course learning outcomes: i.e., statements of what the learner is expected to know, understand and/or be able to do and demonstrate on the successful completion of an approved programme of study/learning. The NQF helps: (a) improve the transparency of individual qualifications through the defined learning outcomes; (b) enhance the understanding of the education and training systems; (c) promote credit accumulation and transfer within and between programmes of study; (d) provide an instrument of accountability of the education and training systems; (e) make education and training systems more demand-focused and user friendly; (f) reduce the 'mismatch' between education and the labour market; and (g) facilitate the recognition of prior learning.

Qualifications that signify completion of the Master's degree, as per the learning outcomes that are aligned to the Dublin descriptors, are awarded to students who: i) have demonstrated knowledge and understanding that is founded upon and extends and/or enhances that typically associated with the first cycle, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context; ii) can apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study; iii) have the ability to integrate knowledge and handle complexity, and formulate judgments with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments; iv) can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously; v) have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

The **NHEQF** levels represent a series of sequential stages expressed in terms of a range of learning outcomes against which typical qualifications are positioned/located. NHEQF level 4.5 represents learning outcomes appropriate to the first year (first two semesters) of the undergraduate programme of study, while Level 8 represents learning outcomes appropriate to the doctoral-level programme of study (see Table given below).

Table : Higher education qualifications at different levels on the NHEQF

NHEQF Level	Credit Requirement	Examples of higher education qualifications located within each level
Level 4.5	40 credits	Undergraduate Certificate. Programme duration: First year (first two semesters) of the undergraduate programme, followed by an exit 4-credit skills-enhancement course(s).

Level 5	80 credits	Undergraduate Diploma. Programme duration: First two years (first four semesters) of the undergraduate programme, followed by an exit 4-credit skills-enhancement course(s) lasting two months.
Level 5.5	120 credits	Bachelor's Degree. Programme duration: First three years (Six semesters) of the four-year undergraduate programme.
Level 6	160 credits	Bachelor's Degree (Honours/ Honours with Research). Programme duration: Four years (eight semesters).
Level 6	40 credits	Post-Graduate Diploma. Programme duration: One year (two semesters) for those who exit after successful completion of the first year (two semesters) of the 2-year master's programme.
Level 6.5	80 credits	Master's degree. (e.g. M.A., M.Com., M.Sc., etc.) Programme duration: Two years (four semesters) after obtaining a 3- year Bachelor's degree (e.g. B.A., B.Sc., B.Com. etc.).
Level 6.5	40 credits	Master's degree. (e.g. M.A., M.Com., M.Sc., etc.) Programme duration: One year (two semesters) after obtaining a 4 -year Bachelor's degree (Honours/ Honours with Research) (e.g. B.A., B.Sc., B.Com. etc.).
Level 7	80 credits	Master's degree.(e.g. M.E./M.Tech. etc.) Programme duration: Two years (four semesters) after obtaining a 4-year Bachelor's degree. (e.g. B.E./B.Tech. etc.)
Level 8	Credits for coursework and, a thesis and published work	Doctoral Degree

27. **Minimum Credit requirement for Award of M.A./M.Sc./M.Com. Certificate, Diploma and Degree** Qualification is described in the table below.

Duration	**Minimum Credits**
Two Year Master Degree (NHEQF Level 6.5) AfterThree Year Bachelor Degree. (Level for Course Code 9)	80 Credits of Level 6.5 including 40 credits of Discipline Centric Core (Compulsory) course credits.
One Year Master Degree (NHEQF Level 6.5) after Four Year Bachelor Degree. (Level for Course Code 9)	40 Credits of Level 6.5 including 20 credits of Discipline Centric Core (Compulsory) Course credits.
Two Year Master Degree (NHEQF Level 7) After Four Year Bachelor Degree. (Level for Course Code 9)	80 Credits of Level 7 including 40 credits of Discipline Centric Core (Compulsory) course credits.

Note: Exit with 40 credits PG Diploma (NHEQF Level 6) on completion of two semesters if pursuing in Four semester's PG Degree program.

28. Grading: Ten Point Scale for Letter Grades and "Satisfactory" or "Unsatisfactory" for Non-letter grade courses shall be indicated. Letter Grades shall be counted for the computation of SGPA/CGPA. However, for Add-On courses, non-counting of letter grades in SGPA/CGPA is permitted.

Letter Grade	Grade Definition	Grade Point
O	Outstanding	10
A+	Excellent	9
A	Very Good	8
B+	Good	7
B	Above Average	6
C	Average	5
P	Below Average/ Pass	4
F	Fail	0
U	Unfair Means	0
W	Withdrawn	0
X	Absent	0

A credit will be counted as earned if the Grade Point in EOSE is 4 or above. Thus, Credit Earned in a Semester is = Sum of the Number of Credits in which the student has scored above grades except for F, U, W, and X.

A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.

29. Absolute Grading System: This grading system will be used if number of students appearing in EoSE of a course in the University is less than 101 and if number of students appearing in Continuous Assessment of course at a College/Department is less than 101.

Grade	Grade Definition	Marks Range
O	Outstanding	90%-100%
A+	Excellent	80%-89.99%
A	Very Good	70%-79.99%
B+	Good	60%-69.99%
B	Above Average	50%-59.99%
C	Average	45%-49.99%;

P	Below Average/Pass	40%-44.99%
F	Fail	Less than 40%

30. Relative Grading System: This grading system will be used if number of students appearing in EOSE of a course in University is over 100 and if number of students appearing in CA (Continuous Assessment) of course at a College/Department is over 100.

Grade	**Grade Definition**	**Marks Range**
O	Outstanding	Top 5% in Merit
A+	Excellent	Top 15% excluding "O"
A	Very Good	Top 35% excluding "O", and "A+"
B+	Good	Top 65% excluding "O", "A+" , and "A"
B	Above Average	Top 85% excluding "O", "A+", "A", and "B+"
C	Average	Top 95% excluding "O", "A+" , "A", "B+", and "B"
P	Below Average/Pass	Remaining in the Merit
F	Fail	Less than 40%

Note: All the students who get the same marks will get the same Grade. Percentage number of students is not binding in this case.

31. SGPA & CGPA: Semester Grade Point Average (SGPA) and Cumulative Grade Point Average(CGPA) will be calculated on the credit weighted average of the grade points obtained with letter grades countable in GPA based on EOSE only.

$$\text{SGPA}=\frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where

Ci : Number of credits earned in the i^{th} course of Semester for which SGPA is to be calculated.

Pi : Grade Point Earned in i^{th} course

i: 1, 2, ...n represents the different courses in which a student has appeared in EoSE

Illustration for Computation of **SGPA (For example Semester – I)**

Course	**Credit**	**Grade Letter**	**Grade Point**	**Credit Point (Credit x Grade)**

Course-1	4	A	8	4 x 8 =32
Course-2	4	B+	7	4 x 7 =28
Course-3	4	C	5	4 x 5 = 20
Course-4	4	B	6	4 x 6= 24
Course-5	2	O	10	2 x 10 = 20
Course-6	2	A	8	2 x 8= 16
Total credits	20			140

Thus, SGPA =140/20 = 7.00

$$\text{CGPA}=\frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where

Ci : Number of credits earned in the i^{th} course of Course till date for which CGPA is to be calculated.

Pi : Grade Point Earned in i^{th} course

i: 1, 2, ...n represents the different courses in which a student has appeared in EOSE so far.

Illustration for Computation of **CGPA**

Semester – I	**Semester - II**	**Semester -III**	**Semester – IV**
Credit 20	Credit 20	Credit 20	Credit 20
SGPA 7.0	SGPA 7.8	SGPA 5.6	SGPA 6.0

$$\text{Thus CGPA} = \frac{20 \times 7.0 + 20 \times 7.8 + 20 \times 5.6 + 20 \times 6.0}{80}$$

$$\frac{140 + 156 + 112 + 120}{80} = \frac{528}{80} = 6.6$$

32. The SGPA, CGPA Letter grades will be assigned as per table given below.

SGPA/CGPA	**Letter Grade**	**Grade Definition**
9.5 to 10.00	O	Outstanding

8.50 to 9.49	A+	Excellent
7.50 to 8.49	A	Very Good
6.50 to 7.49	B+	Good
5.50 to 6.49	B	Above Average
4.50 to 5.49	C	Average
4.00 to 4.49	P	Below Average/ Pass

33. **Conversion of CGPA to Percentage:** To convert CGPA to percentage the CGPA be multiplied by Ten. Thus, CGPA of 7.23 will get converted to 72.3%. Because of the grading system the percentage calculated on the basis of conversion may be different then percentage calculated by the consideration of actual marks obtained in courses. The percentage based on CGPA conversion shall be mentioned in the final cumulative grade sheet and shall be treated as final and valid value of percentage for all purpose.

34. **Improvement/supplementary Option**: There will be no supplementary/ due paper/ special examination for any course. The candidates can improve performance in the subsequent EoSE and performance in that appearance will overwrite earlier performance. Student will have to prepare on his own for improvement. Improvement in CA will not be permitted.

35. Any grievance of a student received in the Department shall be placed before the **Grievance Redressal Committee** with adjudicated comments.

36. **Grievances and Redressal Mechanism**

    a) The students will have the right to make an appeal against any component of evaluation. Such appeal has to be made to the Chairperson/Dean of the Faculty,Director/Principal of the College or the Head of Department concerned as the case may be clearly stating in writing the reason(s) for the complaint / appeal.

    b) The appeal will be assessed by the Chairman and he/she shall place before the **Grievance Redressal Committee (GRC),** Chaired by the Dean of the concerned Faculty, Director/Principal of the College comprising all HODs of the Faculty/College and, if need, Course Teacher(s) be called for suitable explanation; GRC shall meet at least once in a semester and prior to CA finalization.

    c) The Committee will consider the case and may give a personal hearing to the appellant before deciding the case. The decision of the Committee will be final.

37. The distribute of the Periods between L-Theory/T-Tutorial/P-Practical and S-Special type courses as per the Course content and the need of the course. However, for the selection example is given below:

    L : T : P : S

    4 : 0 : 0 : 0 (four lectures only (no tutorial, no practical, no special per week).

2 : 1 : 1 : 0 (two lectures, one tutorial, and one practical per week).
0 : 2 : 2 : 0 (no lecture, two tutorials, two practical and no special per week).

The Duration of the Period shall be one hours for theory and two hours for practical.

In each practical group the number of students that can be accommodated in the general/existing pattern is **15 students** in each group of PG programs. The workload is to be computed accordingly.

38. Cumulative attendance of all the students shall be displayed on the Department's Notice Board every month with a copy to the Dean, Faculty of Commerce.

NOTE- Above Scheme of Examination will be Applicable in Part or Full for Department of Management Studies in Accordance with AICTE Guidelines.

Scheme of Examination for Masters of Business Administration (Executive)

1. A candidate admitted to Master of Business Administration Executive programme may be admitted to the examinations after completing the regular course of studies prescribed for the examination which shall be of two years duration comprising of four semesters.

2. There will be separate course of studies for each semester and there will be separate examination for each semester. The course of studies will comprise of Theory Papers and Practical Papers comprising **Seminar, Case Study Analysis and presentation, Major Research Project(Report and Viva Voce), Major Research Project (Report and Viva Voce)** with maximum marks as indicated in the course design.

   * Practical papers comprising of **Seminar, Case Study Analysis and Presentation, Summer Internship Project (Report and Viva Voce), Major Research (Project Report and Viva Voce)** will not be subject to re evaluation.

3. All papers will comprise of examination with maximum marks of 100 as per given components:

(3.1) Semester End examination to be evaluated as per University rules with Maximum of 80 marks.

(3.2) Internal assessment with Maximum of 20 marks (Internal Assessment Methods will be under the discretion of respective faculty member)

4. Seminar, Case Study Analysis and Presentation, Summer Internship Project (Report and Viva Voce), Major Research (Project Report and Viva Voce) will be examined internally or externally as indicated below:

(4.1) **Seminar**:

Evaluation of seminar will be based on presentation by student on contemporary business topics to be allotted and Internal Evaluation for 20 marks by Faculty Concern. Evaluation for 80 Marks will be done internally by two faculty members appointed by Head of Department.

(4.2) Case Study Analysis and Presentation:

Evaluation of case analysis and presentation will be based on a written submission followed by presentation to be evaluated for 20 marks by Faculty Concerned and for evaluation of 80 marks presentation by two faculty member appointed by Head of the department.

(4.3) Major Research Project Report and Viva Voce

The student needs to undertake a research project on any contemporary management issue under the supervision of a departmental faculty member as per directions of the HOD.

(4.4) Major Research Project Report and Viva Voce

The student needs to undertake a research project on any contemporary management issue under the supervision of departmental faculty member as per directions of the HOD

5. The minimum pass marks in respect of each examination shall be 40% in each paper (comprising of both End Semester Examination and Internal Assessment components collectively) and 50% of the aggregate marks in respect of all the papers comprising each examination.

6. If a candidate fails to appear at an examination, he or she shall not be permitted to take the subsequent examination and therefore, shall have to reappear at the examination. Thus such candidate shall not be promoted to the next semester, if he/she has not appeared at one or more than one of the papers in the concerned semester examination.

7. However, a candidate may be promoted to the next semester if he/she fails in two papers in the examination of the semester. Such candidates may be permitted to makeup the deficiencies at subsequent but regular and scheduled examination only. Subsequent examination will be treated as main examination. There shall be no make up or special examination for making up such deficiency. Also a candidate appearing at and examination to make up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms that part of the course of studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the Department shall have no responsibility to organise and impart teaching in the paper in which the candidate has got deficiency. Those candidates who appeared at the subsequent examination for clearing deficiency and passed shall be awarded the actual marks obtained but in no case it will be more than 60% of the maximum marks in the concerned paper, irrespective of the marks secured in the subsequent examination.

8. A candidate who fails at an examination and reappears as an ex- student will not be required to submit or appear for **Seminar, Case Study Analysis and Presentation, Term Paper (Report and Viva Voce), Major Research (Project Report and Viva Voce)** examination and marks obtained at the previous examination will be transferred; unless he/she has failed in that particular examination. However Marks of Internal Examinational shall be transferred and remain same in either of the cases.

9. Each candidate is required to opt for two elective specializations. Elective course once opted shall not be changed. The elective courses will be announced at the commencement of relevant semester by the Head of Department and this decision shall be final.

10. After the fourth semester examination the result will be declared and MBA Degree will be awarded when a candidate passes all the examinations in respect of all the four semesters including those paper(s) for which deficiency, if any, is to be made up. The maximum time limit to make up for all the deficiencies will be four years from commencement of course.

11. The language of instructions and examination in each course shall be English.

12. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

13. The teacher concern will evaluate every student on the basis of the Case Study/ Assignment/Presentation and any other criteria in addition.

EXECUTIVE MBA PROGRAMME DESIGN

Four Semester Programme

Semester I

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam+ Internal Assessment *)	L	T	P
E101	DCC	Principles and Practices of Management	3	80+20*	3	0	0
E102	DCC	Managerial Economics	3	80+20*	3	0	0
E103	DCC	Quantitative Techniques and Statistical Methods for Business Decisions	3	80+20*	3	0	0
E104	DSE	Accounting for Managers	3	80+20*	3	0	0
E105	DSE	Organizational Behaviour	3	80+20*	3	0	0
E106	DSE	Information Technology for Managers	3	80+20*	3	0	0
E107	GEC	Seminar	2	80+20*	2	0	0
TOTAL			**20**	**700**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/Quiz/Class Participation/ Attendance.**

EXECUTIVE MBA PROGRAMME DESIGN

Four Semester Programme

Semester II

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam + Internal Assessment *)	L	T	P
E201	DCC	Business Research Methods	3	80+20*	3	0	0
E202	DCC	Business Environment	3	80+20*	3	0	0
E203	DSE	Financial Management	3	80+20*	3	0	0
E204	DSE	Human Resource Management	3	80+20*	3	0	0
E205	DSE	Marketing Management	3	80+20*	3	0	0
E206	DSE	Production and Operation Management	3	80+20*	3	0	0
E207	GEC	Case Study Analysis & Presentation	2	80+20*	2	0	0
TOTAL			**20**	**700**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/Quiz/Class Participation/ Attendance.**

EXECUTIVE MBA PROGRAMME DESIGN

Four Semester Programme

Semester III

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam+ Internal Assessment *)	L	T	P
E301	DCC	International Business	3	80+20*	3	0	0
E302	DCC	Legal Aspects of Business	3	80+20*	3	0	0
E303	DSE	Entrepreneurship and Small Business Management	3	80+20*	3	0	0
E304	DSE	Disciplinary Elective -1	3	80+20*	3	0	0
E305	DSE	Disciplinary Elective -2	3	80+20*	3	0	0
E306	DSE	Major Research Project (Report+ Viva-Voce)	5	50+50	0	0	5
TOTAL			**20**	**600**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/Quiz/Class Participation/ Attendance.**

EXECUTIVE MBA PROGRAMME DESIGN

Four Semester Programme

Semester IV

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam+ Internal Assessment *)	L	T	P
E401	DCC	Business Policy and Strategic Management	3	80+20*	3	0	0
E402	DCC	Project Management	3	80+20*	3	0	0
E403	DSE	Organizational Effectiveness and Change	3	80+20*	3	0	0
E404	DSE	Disciplinary Elective 3	3	80+20*	3	0	0
E405	DSE	Disciplinary Elective 4	3	80+20*	3	0	0
E406	DSE	Major Research Project (Report+ Viva-Voce)	5	50+50	0	0	5
TOTAL			**20**	**600**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/Quiz/Class Participation/ Attendance.**

DISCIPLINARY ELECTIVES

1. Finance Group
F1: Financial Market & Services
F2: International Financial Management
F3: Banking and Indian Financial System
F4: Merger, Acquisition, and Corporate Restructuring
F5: Security Analysis & Portfolio Management

2. Human Resource Management Group
H1: Training & Development
H2: Organizational Change & Development
H3: Strategic Human Resource Management
H4: Talent & Knowledge Management
H5: Human Resource Development
H6: Management of Industrial Relations

3. Marketing Group
M1: Product & Brand Management
M2: Sales & Distribution Management
M3: Consumer Behavior
M4: Services & Global Marketing
M5: Retailing Management
M6: E-Commerce

4. Production and Operation Management Group
P1: Advanced Operations Management
P2: Total Quality Management
P3: Operations Research
P4: Decision Models and Optimization
P5: Production Planning and Control
P6: Supply Chain Management

5. Business Analytics Group
B1: Data Visualization for Managers
B2: Business Forecasting
B3: Data Science using R
B4: Business Data Mining
B5: Marketing Analytics

6. Entrepreneurship Group
E1: Entrepreneurial Management
E2: Entrepreneurship, Creativity, and Innovation
E3: Social Entrepreneurship
E4: Family Business and Entrepreneurship
E5: Financing the Entrepreneurial Business
E6: Managing the Growing Business

Semester I

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam+ Internal Assessment*)	L	T	P
101	DCC	Principles and Practices of Management	3	80+20*	3	0	0
102	DCC	Managerial Economics	3	80+20*	3	0	0
103	DCC	Quantitative Techniques and Statistical Methods for Business Decisions	3	80+20*	3	0	0
104	DSE	Accounting for Managers	3	80+20*	3	0	0
105	DSE	Organizational Behavior	3	80+20*	3	0	0
106	DSE	Information Technology for Managers	3	80+20*	3	0	0
107	GEC	Seminar	2	80+20*	2	0	0
Total			**20**	**700**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/ Presentation/ Quiz/Class Participation/ Attendance.**

101 PRINCIPLES AND PRACTICE OF MANAGEMENT

Objective: The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.

UNIT - I Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Managerial processes, functions, skills, and rules in an organization. Management: Science or Art. Management as a Profession. Global dimensions of Management

UNIT – II Evolution of Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective. System and Contingency Perspectives of management. Implications of all the theories on firms' management philosophy and strategic intents.

UNIT - III Planning– Nature and Purpose of Planning, Planning Process, Types of Plans, Advantages and Limitations of Planning, Making Planning Effective– Management by Objectives. Organising -Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizationsas Networks -Types of Network Organizations/Clusters - Self- Organizing Systems.

UNIT – IV Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker Directing – Concept, Nature, Importance. Leadership: Concept, Significance, Theories, Leadership Grid and Leadership Style. Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques

UNIT – VI Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making, Rational Perspectives and Behavioural Aspects of decision making. Knowledge Management, Social Responsibilities of Business.

SUGGESTED READINGS

1. Stephen P. Robbins, Sanghamitra Bhattacharyya, David A. DeCenzoand Madhushree
2. Nanda Agarwal, *Essentials of Management*, Pearson Education
3. Ricky W.Griffin, *Management*, Cengage Learning
4. Harold Koontz, O'Donnell and Heinz Weihrich, *Essentials of Management*.Tata McGraw Hill
5. Stoner, *Management,* PHI Learning
6. Richard L. Daft, *Principles of Management,* CengageLearning
7. Heinz Weihrich and Harold Koontz, *Management:A Global Perspective,11/e,*TataMcGraw Hill

102 MANAGERIAL ECONOMICS

Objective: The objective of the paper is to acquaint the students with economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in a globalized economic environment.

UNIT– I General Foundations of Managerial Economics; Economic Approach; Opportunity Cost; Time Value of Money; Marginal Analysis; Incremental Concept and Contribution Analysis.

UNIT – II Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making- Demand Forecasting. Law of Variable Proportions - Theory of the Firm – Production Functions in the Short and Long Run.

UNIT – III Cost Functions – Determinants of Costs –Short Run and Long Run Costs–Type of Costs -Analysis of Risk and Uncertainty. Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly – Price Discrimination - Degrees of Price Discrimination. Pricing Strategies and Methods.

UNIT – IV Introduction to National Income – Economic Indicators - Technology and Employment –Business Cycles - Multiplier - Overview of the dynamics of inflation- Fiscal and Monetary Policies.

UNIT – V Macro Economic Environment - Economic Transition in India – Business and Government -Public-Private Participation (PPP) - Industrial Finance -Foreign Direct Investment (FDIs).

SUGGESTED READINGS:

1. A Koutsoyiannis, Modern Microeconomics, 2/e, MacMillan, 2008
2. V L Mote, S Paul and G S Gupta, Managerial Economics: Concepts & Cases, 2/e,Tata McGraw-Hill, 2008
3. Paul G Keat and Philip K Y Young, Managerial Economics, 6/e, ISBN: 9780136040040 Prentice Hall, 2008
4. Ian Dobbs, Managerial Economics: Firms, Markets and Business Decisions, OxfordUniversity Press,2000
5. R. Dornbusch, S. Fischer and R. Startz, Macroeconomics, 11/e,Mc-Graw-Hill Inc, 2011
6. Yogesh Maheswari, Managerial Economics, PHI Learning, New Delhi, 2005
7. McGuigan, Moyer &Harris, Managerial Economics, 13/e, ISBN: 9781285420929 , Cengage Learning, 2013
8. Geetika,Ghosh& Choudhury, Managerial Economics, Cengage Learning, New Delhi,2005
9. Chopra PN, Managerial Economics, Kalyani Publishers.
10. Gupta, G.S. 2006, Managerial Economics, 2nd Edition,Tata McGraw Hill

103 -QUANTITATIVE TECHNIQUES AND STATISTICAL METHODS FOR BUSINESS DECISIONS

Objective: The objective of the course is to understand the tools and techniques of data capturing, story grandiose minting for efficient working of organization

UNIT – I Algebra of vectors and matrix, and determinants: Addition, subtraction, multiplication and inversion of matrix, solution of systematic linear equation with help of matrix algebra.

UNIT – II Measure of Central Tendency: Mean, Mode, Median, Standard Deviation, Coefficient of Variation, Probability, Theoretical Frequency Distribution: Binomial, Poisson, Normal Distribution

UNIT – III Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Simpex, Graphical Method, Duality in linear programming; Transportation Problem - Assignment Problem

UNIT – IV Network Analysis, PERT /CPM -Crashing of a Project Network Game Theory - Two Person Zero -sum Games – Law of dominance, Graphical Method of (2 x n) and (m x2)

UNIT – V Games – LP Approach to Game Theory (Conversion only) . Queuing Theory (single queue, single serve model only), Decision Tree

SUGGESTED READINGS:

1. Vohra, Quantitative Techniques in Management, Tata McGrawHill, NewDelhi, 2010
2. Panneerselvam, R, Operations Research, Prentice-Hall of India, New Delhi, 2002
3. G.Srinivasan, Operations Research, PHI Learning, NewDelhi, 2010
4. Tulsian & Pandey, Quantitative Techniques, Pearson, NewDelhi, 2002
5. Sharma S. D, Operations Research: Theory, Methods and Applications , Kedar Nath, Ram Nath & Co.,2002
6. Frederick S. Hillier, Gerald J. Lieberman, Introduction To Operations Research - 9/e , Tata McGraw-Hill, 2011
7. Bierman H., Bonini C. P. and Housman W. H., Quantitative Analysis for Business Decisions
8. Cooke, W. P., Quantitative Methods for Management Decisions
9. Gupta, C. B. An Introduction to Statistical Methods
10. Boot and Cox Statistical analysis for Managerial Decision

104 ACCOUNTING FOR MANAGERS

Objective: To acquaint students with Concepts of Financial, Cost and Management accounting and their application in managerial decision making.

UNIT – I Book-Keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet With Adjustment Entries, Simple Problems Only - Capital and Revenue Expenditure and Receipts.

UNIT – II Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple Problems Only.

UNIT – III Funds Flow Analysis – Funds from Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash from Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds Flow and Cash Flow – Only Simple Problems

UNIT – IV Marginal Costing - Marginal Cost and Marginal Costing - Importance - Break-Even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix.

UNIT – V Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – Simple Problems Related to Material And Labour Variances Only.

SUGGESTED READINGS:

1. Paresh Shah, Basic Financial Accounting for Managers, Oxford University Press, 2007.
2. Ambrish Gupta, Financial Accounting for Management, Pearson, Delhi, 2004.
3. Narayanaswamy R, Financial Accounting , PHI, Delhi, 2011.
4. Anne Abraham, Bill Wilkinson, John Glynn and Michael Murphy, Accounting For Managers,4/e, Cengage Learning, 2008
5. Narayanaswamy R 2014, Finanacial Accounting – A Managerial Perspective,5th Ed,Prentice Hall of India.
6. Maheshwari S N and S K Maheshwari 2013, Accounting for Management,3rd Ed,Vikas Pub. House.
7. Tulsian, P.C 2013, Financial Accounting, Tata McGraw Hill.
8. Anthony, Robert. (2009), Accounting text and cases. New Delhi: Tata McGraw-Hill Publications.
9. Bhattacharya, A.B. (2010). Financial accounting for business managers. (3rd Ed.). New Delhi: Prentice Hall of India

105 ORGANIZATIONAL BEHAVIOURS

Objective: To acquaintthe student with the determinant so filtra-individual, inter-personnelandinter-group behavior in organizational setting and to equip them with behavioral skills in managing people at work.

UNIT – I Introduction to Organizational Behaviour- Definition, Need and Importance of Organizational Behavior, Nature and Scope, Contributing Disciplines, Organizational Behavior Models. Historical Background-Evolution of Organizational Behaviour, Learning Organization.

UNIT – II Foundations of Individual Behaviour-Personality: Meaning, Theories, Managerial Implications. Perception: Meaning and definition, Perceptual process, Perceptual Errors, Managerial Implications of Perception in Business Situations. Attitude, Values. Emotional Intelligence: Understanding Emotions and Dimensions of Emotional Intelligence. Implications of Emotional Intelligence at Work.

UNIT – III Motivation: Nature and Importance, Process, Theories of motivation- Content and Process, Managerial Implication of Theories. Foundations of Group Behavior, Communication and Group Decision Making, Leadership, Power and Politics, Conflict.

UNIT – IV Communication: Meaning, Importance, Process, Types, Effective and Efficient Communication, Barriers in Communication. Group Behaviour: Group Formation: Formal and Informal Group, Stages Of Group Development, Group Decision Making, Group Effectiveness and Self-Managed Teams. Conflict: Meaning, Process, Functional and Dysfunctional Conflict, Conflict Handling. Stress Management: Nature Causes and Consequences of Stress.

UNIT – V Management of Change: Concept, Lewin's Stages of Change, Forces of Change, Resistance to Change, And Managing Planned Change.Contemporary Issues in OB: Psychological Capital, Organizational Citizenship Behaviour,

SUGGESTED READINGS

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education.
2. Fred Luthans, Organisational Behavior, McGraw Hill.
3. McShane&Glinow, Organizational Behaviour, McGraw Hill.
4. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw -Hill
5. Davis and Newstorm, *Human Behaviour at work*, McGrawHill
6. Uma Sekaran ,*Organizational Behaviour* , McGrawHill,
7. K.Aswathappa, *Organizational Behaviour* , Himalaya Publishing House
8. Keith Davis, *Human Behaviour at Work* , McGrawHill,
9. Robbins, Stephen P. and Timothy A. Judge, Organisational Behaviour, Prentice -Hall, New Delhi.

106 INFORMATION TECHNOLOGY FOR MANAGERS

Objectives: Upon completion of this course, students will be able to explain the strategic impact of the use of information systems and identify different aspects of the management of the IT business function

UNIT – I Information and System Concepts: Value of Information for Business Organization, Characteristics of Information, Level of Management Activities and Information Needs of Managers, Significance of IT for Business Organizations, Concept and Characteristics of MIS, System Approach to MIS, Organization of MIS, Types of Information Systems, Application of MIS in Functional Areas of Management.

UNIT – II Introduction to Computer Networks: General features, OSI/TCP Model, concept of LAN, WAN and MAN; EDI application in business. Mobile and Wireless computing fundamentals: Mobile computing, wireless technology, mobile information access device, mobile computing application.

UNIT – III Internet: Network, Client and Servers, Host & Terminals, TCP/IP, World Wide Web, Hypertext, Uniform Resource Locator, Web Browsers, websites, web portals, Internet Services and Intranet, Virus detection and its prevention

UNIT – IV E-Business: Fundamentals, E-Business framework, application, Technology Infrastructure, B2B and B2C models, Search Engine Optimization, Role of Social media websites.

UNIT – V Payment Systems: Type of E-payment, risk on e-payment, designing e- payment .Security Environment: Security Threats, Technology Solutions, Client–server security, data and message security, document security, firewalls

SUGGESTED READINGS:

1. James A., O Brien, Management Information System, ISBN # 007290611, Tata Mc Graw Hill, 2007
2. Sadagopan S, Management Information Systems, 2/e,ISBN# 9788120348092, PHI, 2012

A. S. Tanenbaum, Computer Networks, 4/e, Prentice Hall, 2002

3. Alexis Leon and M Leon, Fundamentals of Information Technology, 2/e, Vikas Publishing House, 2009
4. Turban, Rainer and Potter, Introduction to Information Technology, John Wiley and sons, 2003
5. Ravi Kalakota & Whinston B., Frontiers of E-Commerce, Pearson Education, Reprint 2009
6. R. Kalakota & M. Robinson, E-Business: Roadmap for Success, Pearson Education, Reprint 2009
7. Hanson,E-Commerce & Web Marketing, Cengage Learning,2009
8. Parag Kulkarni &P.K.. Chande, IT Strategies for Business, 1/e, Oxford University Press, 2008
9. K.C. Laudon, J.P. Laudon & Rajanish Dass, “Management Information Systems – Managing The Digital Firm”, Pearson.
10. James A O’Brien: Management Information Systems, Tata McGraw Hill.

107 Seminar

Evaluation of the seminar will be based on presentation by student on contemporary business topics to be allotted and Internal Evaluation for 20 marks by Faculty Concern. Evaluation for 80 Marks will be done internally by two faculty members appointed by the Head of Department.

Semester II

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam + Internal Assessment *)	L	T	P
201	DCC	Business Research Methods	3	80+20*	3	0	0
202	DCC	Business Environment	3	80+20*	3	0	0
203	DSE	Financial Management	3	80+20*	3	0	0
204	DSE	Human Resource Management	3	80+20*	3	0	0
205	DSE	Marketing Management	3	80+20*	3	0	0
206	DSE	Production and Operation Management	3	80+20*	3	0	0
207	GEC	Case Study Analysis & Presentation	2	80+20*	2	0	0
Total			**20**	**700**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/ Quiz/Class Participation/ Attendance.**

201 BUSINESS RESEARCH METHODS

Objective - To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems. To help students develop skills in structuring and analyzing various Operations Research (OR) problems for managerial decision making by using basic OR tools and techniques. To learn to implement various management science software packages.

UNIT – I Introduction to business Research: Meaning, Objective, Importance; Types of Research. Formulation of research Problem: Problem Identification, Research Question, Formulation of Hypothesis, Types and methods of Data Collection, Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis, Hypothesis Testing - Logic & Importance.

UNIT – II Concept of measurement - Validity and Reliability- Levels of measurement - Nominal,Ordinal, Interval, Ratio; Questionnaire Construction; Concept of Scale – Rating Scales.

UNIT – III Sampling -Sample, Sampling Error, Characteristics of a good sample, Size of sample. Probability Sampling– Simple Random Sample, Systematic Sample, Stratified, Random Sample & Multi-stage sampling. Non Probability Sampling – Judgment, Convenience, Quota &Snowballing methods.

UNIT – IV Choosing appropriate statistical techniques - parametric and non-parametric tests - T- Test,ANOVA, Chi-square test, Correlation, Regression, Factor Analysis, Cluster Analysis, Conjoint Analysis, Introduction to SPSS.

UNIT – V Research Reports: Structure and Components of Research Report – Types of Report, Characteristics of Good Research Report.

SUGGESTED READINGS:

1. Anderson, Sweeney and Williams, Statistics for Business andEconomics, UBS Publishers
2. Panneerselvam, R., *Research Methodology*, Prentice hall of India, NewDelhi
3. Kothari CR and Garg Gaurav, *Research Methodology-Methods And Techniques*,3/e,New Age International
4. Dawson Catherine, Introduction To Research Methods, 4/e, Spring Hill House,Begbroke UK
5. Zikmund William G; Business Research Methods, Thomson South- Western
6. Business Analytics: The Science of Data-Driven Decision Making, U Dinesh Kumar, ISBN: 9788126568772, 736 pages
7. Naresh Malhotra (2007); Market Research, Prentice Hall of India
8. Kumar Ranjit, Research Methodology: A Step-By-Step Guide For Beginners,
9. 3/e,Sage
10. Donald Cooper & Pamela Schindler, Business Research Methods, 12/e, Mc- Graw Hill International

202 BUSINESS ENVIRONMENT

Objective - Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aimsat orienting the students with all the external environmental forces which affect the decision-making process of an organization

UNIT – I Business environment - concept and significance - constituents of business environment Environmental awareness and scanning for business planningEconomic Environment: Significance and different elements of economic environment; Industrial Policy; Monetary policy; Economic reforms; Structural Adjustment Programme.

UNIT – II Business and society, Consumer rights & protection; Ecological issues-Environmental pollution and control. Business and culture- Cross cultural IssuesBusiness and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy, Right to Information Act.

UNIT – III Globalisation of economy – trends and issues, Foreign Collaboration and cross border M&as; Multinational corporations-Opportunities & threats, Foreign Direct Investment in India, Introduction to GATT and WTO.

UNIT – IV Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing.

UNIT – V Technological Environment: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights. Technology Transfer & related issues.

SUGGESTED READINGS:

1. Fernando A.C. Business Enviornment Pearson Education, 2011.
2. Shaikh, Business Enviornment , Pearson Education, 2006.
3. Prakash Vishwajeet , Business Enviornment , Gyan Publication House, 2010
4. Keith Davis, Business And Society : Corporate Strategy, Public Policy, Ethics, 7/e, Tata McGraw Hill , 1992
5. Adhikari. M., Economic environment of Management, S Chand and Company 2012
6. Francis Cherunnilam ,Business Environment ,Himalaya Publishing House, 2008.
7. Ashwathappa K., Essential of Business Enviornment , Himalaya Publishing House, 2003 8. Justin Paul, Business Environment: Text & Cases, Tata McGraw Hill, 2008
8. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata, 2001
9. Cherunilam, F. (2014). Business Environment: Text and Cases. New Delhi:Himalaya publishing house.
10. Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008

203 FINANCIAL MANAGEMENT

Objective: To provide an understanding of the function, the roles, the goal sand the processes of corporate financial management, covering the sourcing goffinancesandtheiriss uesin.in vest mentandoperation.

UNIT – I Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital –Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT – II Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT – III Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT – IV Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model –Gordon's Model – Irrelevance Theory – M.M. Hypotheses - Dividend Policy in Practice –Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT – V Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

SUGGESTED READINGS:

1. Khan M Y, Jain P K, *Basic Financial Management*, Tata Mcgraw Hill , 2005.
2. Chandra, Prasanna, *Financial Management: Theory And Practice*, 8/e, Tata McGraw Hill,2011
3. Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI, 2010.
4. Chandra Bose D, *Fundamentals of Financial Management*, PHI, 2010.
5. Rajni Sofat, Preeti Hiro, *Strategic Financial Management*, PHI, 2011
6. Damodaran,A.2012,CorporateFinance:TheoryandPractice,2ndEd.,Wiley&Sons..
7. Brearly,R.A.andMyers,S.C.2006,PrinciplesofCorporateFinance,8thEd.,TataMcGrawHill
8. Rustagi,R.P.2012,FinancialManagement:Theory,ConceptsandProblems,GalgotiaPublishi ngCompany.

204 HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational function.

UNIT – I Understanding HRM, Major HRM activities, HRM in a dynamic environment, Strategic role of HRM

UNIT – II Human Resource Planning-: Objectives- Importance- HRP Process-Job analysis-Job Description-Job Specification, Human Resource Information System. Recruitment: Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees.

UNIT – III Training and Development- Objectives and Process, Need Assessment, Methods of Training–Tools and Aids- Evaluation of Training Programs. Career Planning- Succession Planning. Performance Management System- Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management.

UNIT – IV Compensation Management: Concepts and Components-Job Evaluation- Incentives and Benefits. Industrial Relations and Trade Unions: Employee Discipline; Grievance Procedure; Collective Bargaining; Settlement of Disputes.

UNIT – V Emerging Concepts in HRM-Employee Empowerment, Human Resource Accounting, Employee Engagement, E-HRM, Productivity Management-Concepts-TQM- Kaizen-Quality Circles

SUGGESTED READINGS:

1. Mondy, Wayne and Robert M. Noe. *Human Resource Management*, Pearson Education
2. George W. Bohlander and Scott Snell, *Human Resource Management,* International Student Edition, Thompson
3. George W. Bohlander and Scott Snell, *Principles of Human Resource Management*, South-Western Cengage Learning
4. Gary Dessler, *Human Resources Management,* Pearson Education
5. Mamoria CB, Mamoria S, and Gankar - *Dynamics of Industrial Relations, 15/e,*
6. Himalaya Publications
7. K.Ashwathappa, *International Human Resource Management,* Tata McGraw-Hill Education
8. Bratton, J. and Gold, J., Human Resource Management: Theory and Practice, Palgrave.
9. Dessler, G., Human Resource Management, Prentice-Hall.

205 MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complex it is associated with the marketing function.

UNIT – I Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Trends in Marketing.

UNIT – II Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; consumer versus organizational buyers; Consumer decision making process. Niche and Gorilla Marketing.

UNIT – III Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process. Extended product mix for services.

UNIT – IV Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

UNIT – V Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques. Designing strategies for Green and Rural markets globally.

SUGGESTED READINGS:

1. Kotler, Philip, Marketing Management, Prentice Hall, New Delhi. Millennium Edition, 2001
2. Czinkota, M.R. and Kotabe.M, Marketing Management, Vikas Publishing, New Delhi.
3. Douglas, J., Darymple, J. and Parsons, L.J., Marketing Management: Text and Cases, John Wiley and Sons
4. Stanton, Etzel, Walker, Fundamentals of Marketing, 14/e, ISBN: 97800730116344 Tata-McGraw Hill, New Delhi, 2007
5. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, 3/e New Delhi, 2008.
6. McCarthy, E.J., Basic Marketing: A Managerial Approach, Irwin, New York, 1999
7. Kotler,Keller,Koshy&Jha,MarketingManagement:SouthAsianPerspective, 14/e, Pearson, 2012
8. Zikmund, A., Marketing, Thomson Learning, Mumbai
9. Ramaswamy, Namakumari, Marketing Management, ISBN :9780333937198 Macmillan, New Delhi, 1994

206 PRODUCTION AND OPERATION MANAGEMENT

Objective: This course aims at providing the Objectives: This course aims to impart knowledge regarding production and operation management tools, techniques and processes and familiarize students how to take managerial decisions with respect to production function & understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

UNIT – I Production management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

UNIT – II Production Function – nature and scope, interface with other functional areas like Marketing, Finance, Personnel, and Materials. Types of Production Systems, Production Planning and Control, In Mass Production, In Batch production, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, facilitate Location, facility Layout, Capacity Design, Determination of Material required, and Procedure for Purchasing, Stocking and Distribution of Materials.

UNIT – III Inventory Management and Control – Introduction, Types of inventory management, Basic Deterministic Models- Purchase Models, Manufacturing Models with and without shortages. Scheduling – objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.

UNIT – IV Network Analysis – Activity Analysis, Network Diagramming, PERT,CPM, Estimation of Schedule statistics, Earliest and latest start and finishing times, floats, Cost crashing, Estimation of probability of completion of project in a given time, applications in industry. Break Even Point Analysis – concept of Breakeven point, utility of BEP analysis in short and long term decision.

UNIT – V Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.

SUGGESTED READINGS:

1. Kanishka Bedi, Production and Operations Management, 3/e, ISBN: 9780198072096 Oxford University Press, 2013
2. William J. Stevenson. Operations Management, 11/e, ISBN: 9780073525259, McGraw-Hill, 2012
3. L.C. Jhamb, Production Planning and Control, Everest Publishing House, Paperback Edition, 2003, ISBN 9788186314722
4. J. R. Tony Arnold, Stephen N. Chapman , Introduction To Materials Management, 6/e, ISBN 9788131726273,Pearson Education, 2009
5. P.R. Brahmananda: Productivity in Indian Economy, Himalya Publications.
6. Chandra: Dynamics of Productivity, South Publisher.
7. Solomon Fabricant: A primer on Productivity, Prentice Hall India. 10.Prokopenko: Productivity Management, Oxford &IBH.
8. PremVrat, G.D. Sardano and B.S. Sahay: Productivity Management - A Systems Approach, Narosa Publishing House.
9. Ratnakar Gedam: Indian Industry – Productivity Management, Anmol Publications.
10. Adam, E E & Ebert, R J. Production and Operations Management, 5/e, ISBN: 9788129700001, Pearson Education, 2003

207 Case Study Analysis & Presentation

Evaluation of case analysis and presentation will be based on a written submission followed by presentation to be evaluated for 20 marks by Faculty Concerned and for evaluation of 80 marks presentation by two faculty members appointed by Head of the department.

Semester III

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam + Internal Assessment *)	L	T	P
301	DCC	International Business	3	80+20*	3	0	0
302	DCC	Legal Aspects of Business	3	80+20*	3	0	0
303	DSE	Entrepreneurship and Small Business Management	3	80+20*	3	0	0
304	DSE	Disciplinary Elective 1	3	80+20*	3	0	0
305	DSE	Disciplinary Elective 2	3	80+20*	3	0	0
306	DSE	Major Research Project (Report+ Viva-Voce)	5	50+50	0	0	5
Total			**20**	**600**	**20**		

*** Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/ Quiz/Class Participation/ Attendance.**

301 INTERNATIONAL BUSINESS

Objective: The course addresses all companies' needs by incorporating the pillars of finance, marketing management, human resources management, and more. Opting for an online international business management certificate degree will provide learners with a wide range of transfer able skills, from analysis and planning to presentation and writing.

UNIT – I Globalization – Forces, Meaning, dimensions and stages in Globalization; Difference in Culture: Introduction - Social Structure - Religion - Language - Education -Culture and the Workplace - Cultural Change -Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT – II Global Trade and Investment Environment. International trade theory: Overview - Absolute Advantage - Comparative Advantage - Heckler - Ohlin Theory - New Trade Theory - National Competitive Advantages - Porter's Diamond Theory- Revised Case for Free Trade

UNIT – III Development of Multilateral Trading System- WTO & development of World trade - Tariff and Non-tariff Barriers – Trade Blocks – Regional grouping of countries and its impact.

UNIT – IV Foreign Direct Investment: Introduction - Foreign Direct Investment inthe World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Global Monetary System - Foreign Exchange Market

UNIT – V Strategies of International Business: Profiting from Global Expansion - Pressure for Cost Reductions and Local Responsiveness - Strategic Choice. International Marketing Operations - Entry Modes - Strategic Alliances - Making Alliances Work -. Exporting, importing and counter trade - Export and Import Finance- Balance of Trade and Balance of Payment; International Monetary Fund, Asian Development Bank and World Bank

SUGGESTED READINGS:

1. Czinkota, Ronkainen, Moffett, International Business, Cengage, Wiley India Pvt Ltd., 2011
2. Francis Cherunilam, International Business, ISBN 9788120342149, Prentice Hall of India, New Delhi, 2011
3. K Aswathappa, International Business, Tata McGraw Hill, 2008 4. Srinivasan R, International Marketing, PHI, 2011
4. Anant K Sundaram & Stewart black. International Business Environment, Text and Cases, Prentice Hall of India, New Delhi, 2011
5. Charles W. L. Hill, International Business: Competing in the Global Marketplace, ISBN 9780007059867, Tata McGraw Hill, New Delhi, 2005
6. P Subba Rao , International Business- Text and Cases, ISBN 9788183182348, Himalaya Publishing House, 2009,
7. Aswathappa, K, Legal Environment of Business, Himalaya Publication.
8. Cherunilam, F., International Economics, Tata McGraw Hill.

302 LEGAL ASPECTS OF BUSINESS

Objective: The objective of the paper is to impart basic knowledge of the important business laws.

UNIT – I Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent, Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract.

UNIT – II Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT – III Negotiable Instruments- Nature and requisites of negotiable instruments - Notes, Bills, Cheques - Crossing - Endorsement -Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT – IV Partnership Act -1932, Good and Services Act 2016

UNIT – V Consumer Protection Act- 1986, Consumer rights, Procedures for Consumer grievance redressal, Types of consumer Redressal Machineries and Forums Introduction to Cyber Laws, IPR – Copy rights, Trade marks, Patent.

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SUGGESTED READINGS:

1. Pathak, Legal Aspects Of Business, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.
2. M.M. Sulphey & Az-har Basheer, Laws For Business, PHI , Delhi, 2011
3. Maheswari & Maheswari, Business Law, ISBN: 9789350512791, Himalaya Publishing House,2011
4. Kucchal, M.C., “Business Law”, Vikas Publishing, House (P) Ltd., New Delhi
5. Kapoor, N. D., “Business Law”, Sultan Chand & Sons, New Delhi.
6. “Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules2000 with Information Technology Act 2000” Taxmann Publications Pvt. Ltd., New Delhi.
7. Painttal, D., “Law of Information Technology” Taxmann Publications Pvt. Ltd., New Delhi.
8. Pathak, Legal Aspects of Business, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.
9. M.M. Sulphey & Az-har Basheer, Laws For Business, PHI, Delhi, 2011
10. Maheswari & Maheswari, Business Law, ISBN: 9789350512791, Himalaya Publishing House,2011

303 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective: This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.

UNIT – I Entrepreneurship: introduction – meaning& definition of entrepreneurship, entrepreneur & enterprise –functions of entrepreneur - factors influencing entrepreneurship - pros and cons of being an entrepreneur – qualities of an entrepreneur – types of entrepreneur

UNIT – II Small scale industries: meaning &definition – product range - capital investment - ownership patterns – meaning and importance of tiny industries, ancillary industries, and cottage industries. Role played by SSI in the development of Indian economy. Problems faced by SSI's and the steps taken to solve the problems - policies governing SSI's.

UNIT – III Formation of small scale industry: business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies. Steps involved in the formation of a small business venture: location, clearances and permits required, formalities, licensing and registration procedure. Assessment of the market for the proposed project – financial, technical, market and social feasibility study.

UNIT – IV Preparing the business plan (bp): meaning – importance – preparation –bp format: financial aspects of the bp, marketing aspects of the bp, human resource aspects of the bp, technical aspects of the bp, and social aspects of the bp. Common pitfalls to be avoided in preparation of a bp.

UNIT – V Project assistance: financial assistance through SFC's, SIDBI, commercial banks, IFCI-non-financial assistance from DIC, SISI, awake, KVIC - financial incentives for SSI's and taxconcessions - assistance for obtaining raw material, machinery, land and building and technical assistance - industrial estates: role and types.

Suggested Reading

1. Vasanth Desai, Management of Small Scale Industry, HPH
2. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition.
3. Dr. Venkataramana ; Entrepreneurial Development, SHB Publications
4. Udai Pareek and T.V. Rao, Developing Entrepreneurship
5. Rekha & Vibha – Entrepreneurship Development, VBH
6. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems

B. Janakiraman , Rizwana M: Entrepreneurship Development, Excel Books

7. Srivastava, A Practical Guide to Industrial Entrepreneurs
8. Anil Kumar: Small Business and Entrepreneurship I.K. International Publishers
9. Government of India, Report of the committee on Development of small and medium entrepreneurs, 1975
10. Kumar, Arya, and Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.

304 Disciplinary Electives -I

305 Disciplinary Electives -2

306 Major Research Project (Report + Viva-Voice)

The student needs to undertake a research project on any contemporary management issue under the supervision of departmental faculty member as per directions of the HOD.

Semester IV

Code	Type of Course	Subject	Credits	Maximum Marks (Semester Exam + Internal Assessment *)	L	T	P
401	DCC	Business Policy and Strategic Management	3	80+20*	3	0	0
402	DCC	Project Management	3	80+20*	3	0	0
403	DSE	Organizational effectiveness & Change	3	80+20*	3	0	0
404	DSE	Disciplinary Elective 3	3	80+20*	3	0	0
405	DSE	Disciplinary Elective 4	3	80+20*	3	0	0
406	DSE	Major Research Project (Report+ Viva-Voce)	5	50+50	0	0	5
Total			**20**	**600**	**20**		

***Internal Assessment-The teacher concern will evaluate every student on the basis of the Case Study/Assignment/Presentation/Quiz/Class Participation/**

401: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objectives: The course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organizations.

UNIT – I Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mint berg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

UNIT – II Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals. Strategic analysis: Analyzing Company's Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

UNIT – III Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit Generic Competitive Strategies: Low cost, Differentiation, Focus.

UNIT – IV Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Industry Analysis – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

UNIT – V New Business Models and strategies for Internet Economy: E-Commerce Business Model and Strategies Strategy implementation - Project implementation–Procedural implementation – Resource Allocation – Organization Structure – Matching structureandstrategy Behavioral issues in implementation–Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –– Balanced Scorecard.

SUGGESTED READINGS:

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, 4/e, Tata McGraw Hill, 2005
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel , Strategy Safari, Free Press, New York, 1998
4. William J Gluek&Jauch G&J, Business Policy & Strategic Management, Tata McGraw Hill
5. Kazmi, Business Policy & Strategic Management, Tata McGraw Hill
6. Thomson & Strickland, Strategic Management: Concept &Cases , Tata McGraw Hill
7. Ghemawat, Strategy &The Business Landscape, Pearson Education Asia
8. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall India
9. Pearce & Robinson, Strategic Management, AITBS,

402: PROJECT MANAGEMENT

Objective: The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facts; impart skills in project planning, execution and control methods; introduce students to project management software and applications

UNIT – I Project Management: Concept and characteristics of a project, importance of project management, types of project, project life cycle, Projectselection, project organizational structure ,Market potentiality Analysis, Identification of Opportunity, Evaluation of Market and Potential Demand.

UNIT – II Budgeting and cost estimation – Scheduling – Network techniques: PERT and CPM –Gantt charts – Precedence Diagram Method -Resource allocation – Resource loading – Resource Leveling.

UNIT – III Project Monitoring and Control – Types of control processes – planned cost and schedule performance; Concept of project quality: quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

UNIT – IV Project Closure: Meaning of closure/ termination, project audit process, termination steps, final closure. Managing Project Teams: Team development process, stages in developing a high performance project team, project team pitfalls

UNIT – V IT in Projects: Overview of types of software's for projects, major features of software's like MS Project, criterion for software selection. International Projects: Issues in managing international projects, cross cultural considerations.

SUGGESTED READINGS:

1. CliffordFGray,ErikWLarson,ProjectManagement-TheManagerial Process, Tata McGraw Hill Publishing, 2008
2. John M Nicholas, Project Management for Business and Technology, Prentice Hall, 2003
3. James P Lewis, Project Planning, Scheduling And Control, Tata McGraw-Hill, 2007
4. Jack R. Meredith & Samuel J. Mantel, Project Management – A Managerial Approach, 8/e, John Wiley and Sons, 2012, ISBN : 9780470533024
5. Prasanna Chandra, Projects Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill, 2011
6. P. Gopalakrishnan & V.E. Ramamoorthy, Text Book of Project Management, Macmillan India Limited, 2007

403 ORGANIZATIONAL EFFECTIVENESS & CHANGE

Objective - This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization

UNIT – I Organizational Effectiveness: Understanding and Approaches; Critical Issues of Organizational Effectiveness; Various Approaches to Measuring Effectiveness; Value Creation Process by Organization; Organizational Change and Development

UNIT – II Perspectives on Organizational Change; Types, Levels, Forces of Changes; Competitiveness and Managing Change; Change Process; Role, Skills, Competencies of Change; Dynamics of Resistance to Change; Implementation of Change

UNIT – III Organizational Climate and Culture –Concept, Features, Components and Significance of Organizational Climate, Factors Influencing Climate, Improving Organizational Climate. Organizational culture: Meaning, Features, Impact of Culture on Modern Organizations, Socialization

UNIT – IV Employee Empowerment- Need, Process, Costs of empowering, Managerial Imperatives for Successful Empowerment Management of Gender Issues Concept, Assumptions and Process of Managing Organization Development, OD Interventions: Human Process Intervention, Techno structural Intervention, Strategic Intervention. Contemporary Issues in Organisational Change and OD Interventions.

UNIT – V Organizational Learning- Meaning, Level, Importance, Learning Curve, Theory and Process of Organizational Learning. Creativity and Innovation- Basic Concepts, Stimulating Creativity, Inspiring innovations, Overcoming Obstacles. Corporate Governance and Ethics

SUGGESTED READINGS:

1. Cummings and Worley, Theory of Organization Development and Change, 9/e, Cengage
2. Learning
3. French and Bell, Organizational Development, Prentice Hall of India
4. Bennis.W.G. Changing Organizations, Tata McGraw Hill
5. Richard L.Daft, Organization Theory, Change and Design, Cengage Learning
6. Pradip N Khandwalla, Organizational Designs for Excellence, Tata McGraw Hill
7. Edward E. Lawler and Christopher G. Worley, Built to Change: How to Achieve Sustained
8. Organizational Effectiveness, Wiley and Sons
9. W. Warner Burke, Organization Change: Theory and Practice, Sage Publications
10. Alan H Anderson, Effective Enterprise and Change Management, Blackwell Business

404 DISCIPLINARY ELECTIVES -3

405 DISCIPLINARY ELECTIVES -4

406 MAJOR RESEARCH PROJECT (REPORT +VIVA-VOCE)

The student needs to undertake a research project on any contemporary management issue under the supervision of departmental faculty member as per directions of the HOD.

DISCIPLINARY ELECTIVES

Finance Group

F1: Financial Market & Services

F2: International Financial Management

F3: Banking and Indian Financial System

F4: Merger, Acquisition and Corporate-Restructuring

F5: Security analysis & Portfolio Management

Human Resource Management Group

H1: Training & Development

H2: Organisational Change & Development

H3: Strategic Human Resource Management

H4: Talent & Knowledge Management

H5: Human Resource Development

H6: Management of Industrial Relations

Marketing Group

M1 Product & Brand Management

M2 Sales & Distribution Management

M3 Consumer Behaviour

M4 Services & Global Marketing

M5: Retailing Management

M6: E-Commerce

Production and Operation Management Group

P1: Advanced Operations Management

P2: Total Quality Management

P3: Operations Research

P4: Decision Models and Optimization

P5: Production Planning and Control

P6: Supply Chain Management

Business Analytics Group

B1: Data Visualization for Managers

B2: Business Forecasting

B3: Data Science using R

B4: Business Data Mining

B5: Marketing Analytics

Entrepreneurship Group

E1: Entrepreneurial Management

E2: Entrepreneurship, Creativity and Innovation

E3: Social Entrepreneurship

E4: Family Business and Entrepreneurship

E5: Financing the Entrepreneurial Business

E6: Managing the Growing Business

F1 FINANCIAL MARKET AND SERVICES

Objective: The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage skills to manage financial services

UNIT – I The Financial System; Concept, Functions, Financial intermediary, Financial System in India.

UNIT – II Financial Market; Money Market, Capital Market- New issue market, secondary market

UNIT – III Security and Exchange board of India. Investor Protection. OTCET, NSE, BSE. Depository System Role of NBFCS in Financial Services

UNIT – IV Financial Services- Meaning, Scope, importance, new financial product and services, Challenges facing the financial sector- present scenario. Housing Finance. Recent development in financial services

UNIT – V Merchant Banking, Hire Purchase, Leasing, Venture Capital, Mutual Fund, Discount Factoring and Forfeiting, Securitization of debt, Derivatives, Credit rating, Debit and Credit card.

SUGGESTED READINGS:

1. Khan M.Y., Financial Services, 7/e, Tata McGraw Hill, New Delhi , 2013
2. Bhalla V.K., Management of Financial Services, Anmol Publications, New Delhi, 2004
3. Bhole L.M. Financial Institution and Markets ,5/e,Tata McGraw Hill, 2009
4. Clifford Gomez. Financial Markets, Institutions and Financial Services, PHI, 2008
5. Bernstein, Leopold A. Financial Statement Analysis,McGraw-Hill International.
6. Foster, George. Financial Statement Analysis, Prentice Hall.
7. Penman, Stephen H. Financial Statement Analysis and Security Valuation, McGraw-Hill International
8. Stickney, Clyde P. and Brown, Paul R. Financial Reporting and Statement Analysis, The Dryden Press.
9. Subramanyam, K.R. and Wild, John J. Financial Statement Analysis, McGraw-Hill International.

F2 INTERNATIONAL FINANCIAL MANAGEMENT

Objective - This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in developing effective and successful finance interventions.

UNIT – I Multinational Financial Management -An overview-Evolution of the International Monetary Financial System;

UNIT – II Managing short term assets and liabilities; Long-run Investment Decisions.

UNIT – III The Foreign Investment Decision; Political Risk Management;

UNIT – IV Multinational Capital Budgeting, Application and Interpretation: Cost of Capital and Capital Structure of the Multinational Firm.

UNIT – V Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

SUGGESTED READINGS

1. Abdullah, F.A. : Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Inc
2. Bhalla, V K.: International Financial Management, New Delhi Anmol Publications.
3. Buckley, Adrian : Multinational Finance, New York, Prentice Hall Inc.
4. Kim, Suk and Kim, Seung : Global Corporate Finance; Text and Cases, Miami Florida.
5. Fisher, Thomas and Sriram, M.S. Beyond Micro-Credit: Putting Development Back into Microfinance, Sage-Vistaar Publication.

F3 BANKING AND INDIAN FINANCIAL SYSTEM

Objective - This course is designed to prepare students to interpret and analyse financial statements effectively & understand the financial market & banking services.

UNIT – I Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

UNIT – II Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India. Online banking system and security issue

UNIT – III Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

UNIT – IV Financial systems **-** Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

UNIT – V Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

SUGGESTED READINGS:

1. H.R. Machiraju, *Indian Financial System, Vikas Publishing House, Delhi, 2009*
2. Jeff Madura, *Financial Markets and Institutions*, Cengage Learning, Delhi, 2008
3. Khan, *Indian Financial System*, Tata Mc Graw Hill, Delhi,2008 4.Pathak, *The Indian Financial System*, Pearson Education India, 2007
4. Robert W Kolb, *The Commercial Bank Management Reader*, Blackwell Publishers, 1992

F4 MERGER, ACQUISITION AND CORPORATE RESTRUCTURING

Objective - To facilitate understanding of corporate merger and acquisition activity and restructurings • To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.

UNIT – I Corporate restructuring: meaning, need, scope, model of restructuring, global and national scenario. Mergers and Acquisition**:** Motives behind M&A –rationale behind expansion and diversification through M&A; Merger types and characteristic, demerger, reverse merger, conglomerate, spin off, split up; managerial & financial synergy of mergers; role of industry life cycle.

UNIT – II Theories of Mergers**:** Efficiency theories and non-efficiency theories- Valuation of shares and firm **:**Valuation approaches – DCF valuation models and FCF models- FCFF and FCFE, estimation of terminal value, (DCF under different growth rates), relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO, MBO, Boot strapping

UNIT – III Takeover Defences**:** Financial defensive measures, defence against hostile takeover, Poisson Pill, Bear Hug, Greenmail, Pacman; Post Merger human resource and cultural issues; Criteria for negotiating friendly takeover

UNIT – IV Revival and restructuring of sick companies**:** Problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de-mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse- merger

UNIT – V Legal aspects of merger, acquisition and takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects; Post-merger re-organization**:** Accomplishment of objectives- Criteria of success, profitability, gains to shareholders; Post-merger valuation, measuring post-merger efficiency, factor in post- merger reorganization.

SUGGESTED READINGS:

C. Rajesh Kumar, *Mergers & Acquisition*, Tata McGraw Hill, 2010.
1. Michael A.Hitt, Jeffrey S.Harrison & R.D.Ireland, *Mergers and Acquisitions - A Guide to Creating Value for Stakeholders*, Oxford University Press, 2001.
2. Patrick A. Gaughan *Mergers, Acquisitions, andCorporateRestructurings*, John Wiley & Sons. Inc. 2011.
3. Weston, Fred. J *Mergers And Acquisitions* Tata McGraw Hill. 2009 (Reprint).
4. H. R. Machiraju, Mergers, Acquisitions and Takeovers, New Age International Publishers , 2008.
5. J. Fred Westan ,*Mergers and Acquisitions*, Tata McGraw Hill, 2001
6. Ramanujan, S., *Mergers: The New Dimensions for Corporate Restructuring*,Tata McGraw Hill, 2000
7. Irene Rodgers ,*Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures*, Tata McGraw Hill, 2002

F5: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective - This course provides a broad over view of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

UNIT – I Introduction to investments - Nature and scope of investment decision – investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - Equity bonds- Mutual funds model- Derivative instruments - Futures - Options - commodity futures, Index futures - Stock Futures - Hedge funds; Risk and return, asset allocation and security selection.

UNIT – II Capital Market Instruments, New issues market, Secondary market, listing of securities market in India, trading mechanism, e-trading, dematerialisation - depository services - mechanics of investing –
Stock exchange: History, introduction, organisation and functioning, SEBI- role and function, Securities Contracts (Regulation) Act, 1956

UNIT – III Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, and valuation of options. Binomial option pricing model, Black -Scholes option model.

UNIT – IV Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis, measuring earnings, forecasting earnings, applied valuation, technical analysis – capital flow theory, efficient market hypothesis.

UNIT – V Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - nature of investment risk - MVC and portfolio selection – monkey portfolio - AS security portfolio - Application of market model in portfolio construction, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT) - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

SUGGESTED READINGS:

1. S. Kevin, *Security Analysis and Portfolio Management*, PHI Learning Pvt. Ltd. 2008
2. Fischer, *Security Analysis and Portfolio Management*, Pearson Education of India, 1995
3. P.Pandian, *Security Analysis and portfolio Management*, Vikas Publication House, 2009
4. Prasanna Chandra, *Investment Analysis and portfolio management*, Tata McGraw Hill, 2008
5. Professor V. K. Bhalla., *Investment Management –Securities Analysis and Portfolio*
6. *Management*, S. Chand, 2008.

H1 TRAINING AND DEVELOPMENT

Objective - Theobjectiveofthecourseistofamiliarizethestudentswithbasicconcepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

UNIT – I Training Process: An Overview; Role Responsibilities and Challenges to Training Managers

UNIT – II Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning

UNIT – III Learning Process; Training Climate and Pedagogy; Developing Training Modules, Training Methods and Techniques

UNIT – IV Facilities Planning and Training Aids; Organising the Training Department, Controlling training, Training Communication

UNIT – V Training Evaluation- Process, Designs for Evaluation of Training Program, Training and Development in India-Issues and Challenges

SUGGESTED READINGS:

1. Kozlowski, S. W. J. &Slas, E. (Ed.). (2009). Learning, training, and development in organisations. New York :Routledge.
2. Lawson, K. (2009).The trainer's handbook (2nd ed.). New Jersey: PfeifferWiley.
3. Lynton, R., &Pareek, U. (2000). Training for organisational transformation (3rd ed.).(3 Vols.). New Delhi: Sage.
4. Moskowitz, M. (2008). A Practical guide to training and development: assess, design, deliver, and evaluate. New York: John Wiley.
5. Noe, R. A. (2009). Employee training & development (4th ed.). USA: McGraw-Hill College.
6. Phillips, J. J., & Stone, R. (2002). How to measure training results: A practical guide to tracking the six key indicators. USA: McGraw Hill.
7. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). The ROI field book: strategies for implementing: ROI in HR and training. USA: Elsevier.
8. Piskurich, G. P., Beckschi, G. P., & Hall, B. (2000). The ASTD handbook of training. design and delivery. USA:McGraw Hill.
9. Prior John, Handbook of Training and Development, Jaico Publishing House, Bombay.

H2 ORGANIZATIONAL CHANGE AND DEVELOPMENT

Objective - To study how environmental events affect organizations and drive the need for continuous change · Analyse change at the individual, group, and systemic levels · Contrast planned and unplanned change · Evaluate and apply integrative models for assessing, diagnosing, and implementing the need for change · Identify the role of leaders and managers, change agents and change recipients invarious stages of organizational change.

UNIT – I Understanding change-nature of change, forces of change, perspective on change, Types of Change, Implementing change, Change Process and Model, Absorbing Change.

UNIT – II Organizational Development: Concept, Scope, Values and Assumptions, Importance. Historical Perspective, Characteristics, OD as a Process-Diagnostic Phase, Intervention Phase, Stabilization Phase, Problem Identification, Diagnosing Organizational Issues/Problems

UNIT – III OD Interventions: Concept, Types of Interventions, Person Focused Interventions, Role Focused Interventions, Sensitivity Training, Teams and Teamwork, Participation and Empowerment, Survey Feed Back, Process Consultation, Action Research, Applied Behavioural Science, Parallel Learning Structures, Designing New Need Based Interventions for OD.

UNIT – IV Organisational Development for planned change: Individuals, roles, dyads, groups, intergroup as targets of planned change; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; Conflict levels;
Reactions to conflict; Management of Conflict; Resolution Strategies

UNIT – V Team intervention strategies: Team and groups; Team building interventions-Johariwindow; leadership skills for team building; sensitivity training; Transactional analysis; group dynamics; developmental activities based on simulations, role-plays and games.

SUGGESTED READINGS:

1. Davis, Keith, *Human Behaviour at Work* , McGraw Hill Inc
2. Gary N McLean ,*Organization Development: Principles, Processes, Performance*, Berrett-Koehler Publishers
3. Thomas G. Cummings and Christopher G. Worley ,*Organization Development and Change,* 9/e, Cengage Learning
4. Therese F. Yaeger, Peter F. Sorensen, *Strategic Organization Development Managing*
5. *Change for Success*, Information Age Publishing
6. Mee-Yan Cheung-Judge and Linda Holbeche, *Organizational Development*, Kogan Page
7. S Ramnarayan and T V Rao, *Organizational Development :Accelerating Learning and Transformation*, 2/e, Sage Publications
8. Cummings And Worley ,*Organizational Development And Change,* 7/e, Thomson South-Western
9. French &Bell ,*Organisational Development*, Prentice Hall Inc
10. French &Kast, *Understanding Human Behaviour*, Harper & Row Publishers

H3 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective–Making your organization's structure meet its goals, Boosting operational efficiency, Enhancing originality, adaptability, and strategic edge Setting the goals of an organization with respect to human resources, Identifying the strategic needs of an organization & its utilization, Developing a safe and positive work culture, Providing incentives to retain key talent and maintain as table work environment.

UNIT – I Introduction to business and corporate strategies; Concept and Aims of Strategic Human Resource Management –Models of Strategic HRM – Integrating HR strategies with business strategies, Strategic role of HR function.

UNIT – II Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy.

UNIT – III Behavioural issues in strategy implementation;; Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Talent management; Human side of mergers and acquisitions; Leadership, power and politics; Personal values and business ethics; HR Perspective of Corporate Governance.

UNIT – IV Evaluating and Measuring the Impact of Strategic HRM–Balanced Scorecard and HR Score card Perspective, Strategic contribution of HRM to organizational success–HighPerformance Work Practices.

UNIT – V Introduction to global HR strategies; Developing HR as a value added function; Human Resource Strategy and the Dynamics of industry-based Competition; Corporate HR Strategyin the global economy and other contemporary issues in strategic HRM.

SUGGESTED READINGS:

1. Jeffery Mello, *Strategic HRM*, Thompson Publication
2. Charles R Greer, *Strategic HRM: A General Managerial Approach, 2/e,* Pearson Education Asia
3. Michael Armstrong, *Handbook of Human Resource Management Practice, 12/e,*
4. Kogan Page
5. Michael Armstrong, *Strategic Human Resource Management – A Guide to Action*, Kogan Page
6. G. F. Dreher and T. W. Dougherthy, *Human Resource Strategy*, Tata McGraw-Hill

D. Maybey, G. Salaman and J Storey :*Human Resource Management : A Strategic Introduction,* Blackwell Publishing

7. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave
8. Macmillan
9. David Ulrich ,HR Transformation, Tata McGraw Hill Education
10. Kozlowski, S. W. J. &Slas, E. (Ed.). (2009). Learning, training, and development in organisations. New York :Routledge.
11. Lawson, K. (2009).The trainer's handbook (2^{nd}ed.). New Jersey: PfeifferWiley.
12. Lynton, R., &Pareek, U. (2000). Training for organisational transformation (3rd ed.).(3 Vols.). New Delhi: Sage.
13. Moskowitz, M. (2008). A Practical guide to training and development: assess, design, deliver, and evaluate. New York: John Wiley.

H4 TALENT AND KNOWLEDGE MANAGEMENT

Objective - Talent Management is one such program where you get to gain knowledge about human capital management concepts, such as employee motivation, talent acquisition, and retention, change management, and organizational culture.

UNIT – I Meaning and Importance of Talent Management, Designing, Building and Segmenting Talent Reservoir, Talent Management Grid, Creating Talent Management System and Creating Institutional Strategies for Talent Management.

UNIT – II Competency Mapping - Meaning Of Competency, Competency Analysis And Approaches To Competency Analysis, Competency Mapping; Need Development And Assessment Of Competency Models, Competency And Performance, Tools To Identify The Competencies Of The Employees.

UNIT – III Introduction to Knowledge Management: Knowledge Society, Types of Knowledge, Concept and Characteristics of Knowledge Based Organizations (KBOs), Dimensions of HRM in KBOs, New Role and Challenges for HRM in KBOs.

UNIT – IV Managing Knowledge for Organizational Effectiveness: Process and Methods, Concept of Intellectual Capital and Learning Orientation, Knowledge and Role Related Issues in KBOs-Performance Appraisal and IPR.

UNIT – V Managing Knowledge and Personnel and Organizational Health, Rewarding Knowledge, Management of Retention in KBOs. ICT in HRM in KBOs, Human Resource Information System, Performance Management-Mechanisms. Technologies to Manage Knowledge: Artificial Intelligence, Digital Libraries, Repositories, Knowledge Discovery, Knowledge Process Outsourcing, Innovation Clusters.

SUGGESTED READINGS:

1. Lance A Berger and Dorothy R Berger, "The Talent Management Handbook", Tata Mc-Graw Hill
2. Larry Israelite, "Talent Management", ASTD Press
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge
4. Stuart Barnes, "Knowledge Management Systems", Cengage Learning
5. DonaldHislop,"Knowledge Mnaagement in organizations", Oxford University Press

H5 HUMAN RESOURCE DEVELOPMENT

Objective – the main objective of this course is that through this course learners gain abilities such as designing and implementing effective recruitment strategies, developing talent acquisition plans, fostering positive employee relations, implementing performance management systems, and driving organizational change.

UNIT – I HRD Concepts: Definition, Evolution, HRM & HRD, Challenges & Goals of HRD. HRD Function: HRD department structure, functions, and staffing HRD Professionals: Roles and Competencies.

UNIT – II Developing HR Strategies: HRD System Design Principles, Systems Approach to HRD.

UNIT – III Design & Administration of Select HRD Systems: Career Management and Development, Mentoring at Workplace, Work-Life Integration, Performance Management System.

UNIT – IV HRD & Diversity: HRD for culturally diverse employees, Developing global managers, HRD systems for International managers.

UNIT – V Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

Suggested Readings

1. Agarwala, T. (2007). Strategic human resource management. Oxford University Press: New Delhi
2. Dayal, I. (1993). Designing HRD systems. New Delhi: Concept.
3. Dowling, P. J., & Welch, D. E. (2009). International human resource management: managing people in a multinational context (4th ed.). New Delhi: Cengage Learning.
4. Harvey, C. P., & Allard, M. J. (2009). Understanding and managing diversity: readings cases and exercises (4th ed.). New Delhi: Prentice Hall of India.
5. Maheshwari, B. L., & Sinha, D. P. (1991). Management of change through HRD. New Delhi: Tata McGraw Hill.
6. Mankin, D. (2009). Human resource development. India: Oxford University Press.
7. McCall, Jr. M. W., & Hollenbeck, G. P. (2002). Developing global executives: The lessons of international experience. Boston: Harvard Business School press.
8. Mello, J. A. (2009). Strategic human resource management (4th ed.). New Delhi: Cengage Learning.

H6 MANAGEMENT OF INDUSTRIAL RELATIONS

Objective – The Primary objective of this course is that through this course students can easily learn about industrial relations, & healthy relations between workers and management in the enterprise.

UNIT – I Industrial Relations: Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model. Globalisation and the emerging socio-economic scenario and their impact on Industrial Relations.

UNIT – II Industrial Relations and the State: Role of state, Legal Framework of Industrial Relations.Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation, Technology and economic reforms on Trade Unions; Emerging changes in Trade Unions.

UNIT – III Discipline and Disputes: Negotiation, Mediation, Arbitration - Works Committee, Conciliation, Board of Conciliation, Court of enquiry.

UNIT – IV Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relation. Disciplinary procedures and Grievance Management machineries; Industrial Disputes Act, Negotiation and Collective Settlements.

UNIT – V Productivity Bargaining and Gain Sharing. Employee Empowerment, worker participation in Management and their impact on Quality of Work Life and Industrial Relations.

Suggested Readings

1. Dundon, T., & Derek, R. (2004). Employment relations in non-union firms. New York: Routledge.
2. Joseph, J. (2004). Industrial relations towards a theory of negotiatedconnectedness. New Delhi: Response Books.
3. Kaufman, B. (Ed.). (2004). The global evolution of industrial relations: events idea and the IIRA. Geneva: International Labour Office.
4. Kelly, E. J. (2004). Industrial relations: Critical perspectives on business and management, vols 1-5. London: Routledge.
5. Sen, R. (2009). Industrial relations: text and cases (2nd ed.). New Delhi: Macmillan Pub

M1 PRODUCT & BRAND MANAGEMENT

Objective - This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function.

UNIT – I Product management decision – making & product policy decisions – New Product idea generation and screening Why Product Management: Relationship between Competition, Marketing and Product Management – Marketing and Competitive Success – Strategic Options – What is a product? New Product – Market strategies – Product Classification – The Product Management process –Factors affecting product decisions – Product Decisions and other management function – Characteristics of successful Product development – Challenges of Product development – New product development process – Commercialization or launch – Models used in various phases of new product development

UNIT – II Brand awareness and consumer brand knowledge – Brand Identity, personality and Associations Customer Based Brand Equity – Making a Brand strong: Brand Knowledge – Sources of Brand equity – Brand Awareness – Brand Image – Building a strong brand: The Four steps of Brand building – brand building blocks – Brand salience – Brand performance
Brand Imagery – Brand Judgments – Brand Feelings – Brand Resonance – Criteria for choosing brand elements – Options and Tactics for Brand elements – Brand identity – Brand Identity perspectives – Brand as Product – Brand as Organization – Brand as a Person – Brand Personality – Brand identity prism.

UNIT – III Brand Architecture – Differentiation and Positioning Decisions – Concept testing – Tactical Branding Decisions Strategic brand management process – Brand Architecture – Brand Hierarchy – Brand differentiation and positioning decisions – Concept testing of new product development – Branding Decisions – Brand sponsor decision – Brand Name decision – Brand strategy decision – Co–branding – Brand Repositioning decisions.

UNIT – IV Product Use testing – Packaging Decisions – Test marketing and alternative methodologies Product Use testing in new product development – Packaging – Benefits – Packaging at the point of purchase – Package Design – Packaging Changes – Objectives of test market – Test market limitations – Design consideration in Test Market – Alternative to test market: Other market testing methods – In home use tests – Laboratory simulation tests – Minitest market
Regional Rollout – Adaptive Experiments – Selection of a testing procedure.

UNIT – V Pre–Launch and Launch management – Product Recalls – Brand Equity (build, leverage and measure) Launching the product – The Launch cycle – Changes in the stages – Launch Mix – The Launch Techniques – Launch Timing – Coordination of marketing and production – Management of Launch, tracking and control – Tracking the Launch – Control system and tracking – Recall – Unaided recall – Aided recall – Future Brand Priorities – Building brand equity – Measuring brand equity – Managing Brand equity – Achieving Marketing Balance

Suggested Readings

1. Aaker, D. A. (1996). Building strong brands. New York: Free Press.
2. Aaker, D. A. (2004). Brand portfolio strategy. New York: Free Press.Education.
3. Caperer, J. N. (2001). Reinventing the brand. London: Kogan page.
4. Kotler, P., Marketing Management: Analysis, Planning, Implementation & Control, Prentice Hall of India, New Delhi.

5. Michael, J.E., Bruce, J.W. and William, J.S., Marketing Management, Tata McGraw-Hill, New Delhi.
6. Perreault, W.D. and Jerome, E.M.., Basic Marketing, Tata McGraw Hill, New Delhi.
7. Pride, W.M. and Ferrell, O.C., Marketing: Concepts and Strategies, Biztantra Press, Delhi.
8. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Planning, Control, MacMillan Press, New Delhi.
9. Zikmund, A., Marketing, Thomson Learning, Mumbai

M2 SALES & DISTRIBUTION MANAGEMENT

Objective - The course investigates factors influencing the optimal design and management of distribution channels with particular emphasis on sales force management and channel designs for improving efficiency. The objective of the Course is to provide an understanding of Sales Management, with particular emphasis on sales force management.

UNIT – I Introduction to SDM – Introduction to sales management and sales organization, Sales function & policies – Marketing Channels – Channel Design, Channel Migration & Emergent Channels.

UNIT – II Power & Conflict in Channel Management – Wholesaling and Mass Distribution.

UNIT – III Retailing and Modern Retail – Introduction to Sales & Personal Selling – nature, scope & objectives, Formulating Personal selling strategy – Strategic Sales Management.

UNIT – IV Managing the sales force – Sales Analytics – Sales force Compensation and Evaluation – Organizing and directing the sales Force – Recurring and training sales personnel, designing & compensating sales Personnel, Motivating and Leading the sales force, evaluating sales force performance.

UNIT – V Social & Ethical concerns in SDM – Marketing channel Policies & legal issue.

Suggested Reading

1. Tapan K. Panda, and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, USA, 2005.
2. Still Richard R., Cundiff Edward W., Govoni Norman, A.P. Sales Management (5th ed.). New Delhi: Prentice hall of India.
3. Dr. Gupta S.L. (2013). Sales and Distribution Management (1st ed.). New Delhi: Excel Books
4. Berman Barry (2009). Retail management (11th ed.). New Delhi: Prentice Hall.
5. Dutta Bholanath (2011). Sales and Distribution Management. New Delhi: I K International Publishing House Pvt. Ltd.
6. Kotler, P., Marketing Management: Analysis, Planning, Implementation & Control, Prentice Hall of India, New Delhi.
7. Michael, J.E., Bruce, J.W. and William, J.S., Marketing Management, Tata McGraw-Hill, New Delhi.
8. Perreault, W.D. and Jerome, E.M.., Basic Marketing, Tata McGraw Hill, New Delhi.
9. Pride, W.M. and Ferrell, O.C., Marketing: Concepts and Strategies, Biztantra Press, Delhi.

M3 CONSUMER BEHAVIOUR

Objective - Objective of the course: The objective of this course is to provide students with an understanding of consumer behavior. Course Description: Students will be better able to understand how theories, consumer and organization decision-making, and buyer behavior trends inform how marketing practitioners make decisions.

UNIT – I Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

UNIT – II Consumer behaviour models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model. Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying.

UNIT – III Habit: loyalty, inertia and strategic implications for incumbent and entrant Consumer perception and knowledge: categorization process and discrimination Consumer learning: connectionist and non-connectionist approaches.

UNIT – IV Motivation and drive: theories and means and end chain Personality and self-concept influence: consistency hypothesis, creating aspiration brand. Demographic and psychographic segmentation: life style and psychographics Reference group influence: categories and types of influence.

UNIT – V Consumer culture: values and orientation, sub-culture, social class Family decision making: decision making unit, roles and influence, types of decisions Organizational consumer behaviour: differences, models and strategies.

Suggested Readings

1. Assael, H. (2009). Consumer behaviour and marketing action. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer behaviour. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2006). Consumer behaviour. New Jersey: John Wiley & Sons.
4. Hawkins, Del. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2006). Consumer behaviour: building marketing strategy. New Delhi: McGraw Hill.
5. Lindquist, J. D., & Sirgy, J. M. (2009). Consumer behaviour. New Delhi: Cengage Learning.
6. Paul, P., & Olson, J. C. (2005). Consumer behaviour and marketing strategy. New Delhi: McGraw Hill.
7. Schiffman, L. G., & Kanuk, L. L. (2007). Consumer behaviour. New Delhi: Prentice Hall.
8. Kotler, P., Marketing Management: Analysis, Planning, Implementation & Control, Prentice Hall of India, New Delhi.
9. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Planning, Control, MacMillan Press, New Delhi

M4 SERVICES & GLOBAL MARKETING

Objective- The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product.

UNIT – I New perspectives on Marketing in the service economy, the traditional marketing MIX, The extended services marketing Mix for managing customer interface, consumer behaviour in the service context.

UNIT – II Market segmentation in services, planning and developing service product – core and supplementary elements, new service development. Designing and managing service process, pricing and revenue management.

UNIT – III Promoting services and educating customers, balancing demand and productive capacity. Improving service quality and productivity – SERVQUAL and GAP analysis, managing people for service advantage. Case Analysis.

UNIT – IV Global markets –Definition –Basic modes of entry – Nature of International Marketing – Benefits of Global Marketing – Global Marketing Task – World Trade – India's Foreign Trade – Characteristics of MNCs – Global and Domestic marketing –International Product Life cycle – EPRG Framework –Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade.

UNIT – V Global Marketing Environment Business culture around the world – language, customs, attitudes – marketing strategy adjustments – product adaptations. Geographic Description of Market – Political risk – Political Environment – Import quotas – tariffs– customs restrictions – required licenses – registrations – permits. Development and scope of International law –INCOTERMS –WTO – GATT – Current economic conditions of the country or countries involved – credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

Suggested Reading

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall,
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill, 13 th edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997 5. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman
5. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman
6. Services Markeing,Srinivasan, PHI. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH

M5 RETAILING MANAGEMENT

Objective: Main objective of this course, on specializing in transportation, sales, production and management of goods. It also covers areas like servicing and business analysis. Retail management requires a person to use their managerial skills to make the market flow and retail process smooth and efficient.

UNIT – I Understanding Shoppers: Introduction –Meaning and Definition – Characteristics – Evolution – Functions – Principles – Retail Sales Goals – Retailing in India – Retailing across the Globe – Global Retailing Trends – Reasons for Retail Growth – Emerging Trends.

UNIT – II Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats.

UNIT – III Deciding Location: Store Location – Introduction – Importance – Target and Store Location – Selection of Loyalty – Site Analysis – Trading Area Analysis – Demand Density – Supply Density – Site Availability – Common Errors – Recent Trends in Store Location. Supply Chain Management – The Supply Chain – Evolution – Why SCM – Innovation in SCM – Hierarchy of Supply Chain Decisions – Warehousing – Major Drivers of Supply Chain – Components of Supply Chain.

UNIT – IV Retail Buying/Merchandise Buying Systems: Buying System for Staple and Fashion Merchandise – Merchandise Budget Plan – Evaluation of Merchandise Budget Plan – Open–To–Buy System – Allocation of Merchandise to Stores – Analyzing Merchandise Performance – Global Sourcing Decisions – Costs Associated with Global Souring – Managerial Issues – Ethical and Legal issues – Counterfeit Merchandise. Retail Marketing Segmentation: Concept, Significance and Philosophies of Market Segmentation – Identification of Target Market – Market Segmentation Process – Understanding Target Market – Market Demand Potential – market Supply Factors – Key Retail Segments.

UNIT –V E–retailing and Technology in Retailing– Retaining through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs Cyber Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc.–: Objectives in HRM in Retailing – Functions – Job Analysis Process – Creating Organizational Structure – Forms of Organization – Setting Up a Retail Organization. Category Management: Definition – Why Category Management – Significance – Essentials/Prerequisite of Category Management – Category Management Process – Store layout and Design – Establishing a Pricing Strategy: Concept of Merchandise Pricing – Pricing Options – Setting the Retail Price – Price Objectives – Pricing Strategies – Types of Pricing – Price Adjustments and Discrimination.

Suggested Readings

1. Berman, B., & Evans, Jr. (2006). Retail management (10th ed.).New Delhi: Prentice Hall India.
2. Michael, L. M., Weitz, B. W., & Pandit, A. (2008). Retailing management (6thed.). New Delhi: Tata McGraw Hill.
3. Newman, A. J., & Cullen, P. (2002). Retailing environment & operations. London: Cengage Learning.

M6 E-Commerce

Objective - E-commerce as a substantial section of the MBA program plays a huge role in advancing and accelerating the market reach of students and enhances their ideas about specific software and technologies that are required to understand the underlying complications in the E-commerce business management and survive the highly competitive environment.

UNIT – I Evolution of E-commerce digital marketing–The digital consumer &communities ‘online– Digital marketing landscape– generation Y expectation and influence.

UNIT – II Search Engine Marketing–PPC and Online Advertising–Social Media Marketing–Social Media Strategy– Site optimization– Key word advertising– internet marketing metrics.

UNIT – III Customer engagement–Affiliate marketing & strategic partnerships–Email marketing–Content strategies– Consumer segmentation, targeting and positioning by online tools.

UNIT – IV CRM & CX in digital marketing–Digital marketing, data, and analytics–Social listening–Web analytics–Social media analytics– Electronic customer relationship– Key CRM applications– Next generation CRM.

UNIT – V Mobile marketing–Integrating Digital and Social.–Media Strategies– Social media analytics– viral marketing – Inbound marketing.

Suggested Readings

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press.
3. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.
4. Mennecke, B. and Strader, T., Mobile Commerce: Technology, Theory and Applications, IGI Publishing Hershey, PA, USA.
5. Nansi, S., Mobile Commerce Applications, Idea Publishing Group.
6. Norman, S., M-Commerce: Technologies, Services, and Business Models, John Wiley & Sons.
7. Louis, P.J., M-Commerce Crash Course: The Technology and Business of Next Generation Internet Services, Tata McGraw-Hill Professional

P1 ADVANCED OPERATIONS MANAGEMENT

Objective– Advance Production and Operation Management teaches you advanced strategies to improve the translation of product and service requirements into facilities, and operating organizations. This includes product design, production alternatives, facilities location and layout, resource requirements planning, quality control, and project management

UNIT – I Operations Strategy and competitive priorities, Operations strategy in manufacturing and services, Operations design choice and infrastructure decisions.

UNIT – II Value Chain and Supply Chain, Outsourcing and Vertical Integration, Value Chains in a Global Business Environment.

UNIT – III Total Capacity Management, Capacity planning process, Strategies for capacity planning, developingand evaluating capacity alternatives, Agile Manufacturing, Distinction between flexibility and agility, Model for implementing agile manufacturing.

UNIT – IV Evolution of Total Quality Management (TQM), Implementation of TQM,Concepts and evolution of Total Productive Maintenance (TPM), OverallEquipment Effectiveness (OEE), Steps for TPM implementation, Just-in-Time(JIT) and Lean Operations, Critical elements of JIT, Framework for implementation of JIT.

UNIT – V Concepts of Business Process Re-engineering (BPR), TQM and JIT: Commonalities and distinctions, BPR implementation model. Computer Integrated Manufacturing Systems (CIMS), A framework for computer integrated enterprise issues involved in CIMS, Enterprise Resource Planning (ERP), Evaluation and justification of ERP for Operations Management.

Suggested Readings

1. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2006). Operations management for competitive advantage (11th ed.). NewDelhi: Tata McGraw Hill.
2. Evans, J. R., & Collier, D. A. (2007). Operations management: An integrated goods and services approach. New Delhi: CengageLearning. Faculty of Management Studies, University of Delhi
3. Heizer, J., & Render, B. (2007). Operations management (8th ed.). New Delhi: Pearson Education.
4. Krajewski, L. J., Ritzman, L. P. & Malhotra, M. K. (2007). Operations management (8th ed.). Prentice Hall of India.
5. Floyd C. Mann and L. Richard, Automation and the worker Heffman
6. Martinich, J. S. (2008). Production and operations management. India: Wiley.

P2 TOTAL QUALITY MANAGEMENT

Objective-TotalQualityManagementisapostgraduateprograminmanagement,designed to impart advanced learning to enrolled students regarding improvement of the component areas of an organization bye valuating, developing and establishing new programs to ensure that the best products or services are delivered to the end-users/customers

UNIT – I Concept of Total Quality and its evolution, Components of a Total Quality Loop., Quality of Design; Taguchi's Loss Function.

UNIT – II Quality of Purchasing; Supplier qualification, Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling, Statistical Process Control.

UNIT – III Process Capability Studies, Concept of Six Sigma.

UNIT – IV Organisation of Quality improvement efforts, Quality improvement tools. Quality Function Deployment (QFD), TPM, FMEA/FTA, Quality Costs and Audit, Lead Assessment.

UNIT – V Marketing aspects of TQ, Total Quality of Services, Total Quality and Environment and Safety: Introduction to relevant standards.

Suggested Readings

1. Besterfield,D.H.,Besterfield-Michna,C.,Besterfield,G.H.,&BesterfieldSacre,
2. M. (2006). Total quality management (3rd ed.). New Delhi: Pearson Education.
3. Dale, B. G. (2003). Managing quality. UK: Blackwell Publishing. Faculty of Management Studies, University of Delhi 100
4. De Feo, J. A., & Barnard, W. W. (2005). Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods. New Delhi: Tata McGraw Hill.
5. IS/ISO 9001:2000. (2000). New Delhi: Bureau of Indian Standards.
6. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). 100 years in maintenance and reliability. New York: Industrial Press.
7. Oakland, J. S. (2003). Total quality management: Text with cases. Burlington: Butterworth-Heinemann.
8. Raghavachari, M., &Ramani, K. V. (Eds.). (2000). Delivering service quality. New Delhi: Macmillan.

P3 OPERATIONS RESEARCH

Objective - To impart knowledge in concepts and tools of Operations Research & to understand mathematical models used in Operations Research as well as to apply these techniques constructively to make effective business decisions.

UNIT – I Goal Programming, Dynamic Programming.
UNIT – II Applied Queuing Models, Simulation.
UNIT – III Specific Inventory Models under uncertainty.
UNIT - IV PERT/Cost, Project Scheduling with limited resources.
UNIT – IV Quadratic Programming, Time minimization in Distribution problems.

Suggested Readings

1. Albright, S. C., & Winston, W. L. (2009). Management science: Modelling with spreadsheets. Delhi: Cengage Learning.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2008). An introduction to management science (11th ed.). Delhi: Cengage Learning.
3. Hillier, F. S., & Liebermann, G. J. (2006). Introduction to operations research (8th ed.). New Delhi: Tata McGraw Hill.
4. Powel, S. G., & Baker, K. R. (2007). Management science: The art of modelling with spreadsheets (2nd ed.). US: Wiley.
5. Render, B., Stair, R. M., Hanna, M. E., &Badri, T. N. (2009). Quantitative analysis for management (10th ed.). Delhi: Pearson Education.
6. Sharma,J.K.(2009).Operationsresearch:Theoryandapplications(4thed.).New Delhi: Macmillan.

P4 DECISION MODELS AND OPTIMIZATION

Objective - This course introduces the principles and techniques of appliedmathematical modelling for managerial decision-making. You will build upan analytics tool kit that includes spreadsheet modelling, optimization, andMonte Carlo simulation, and learn when and how to deploy each of thesemethodsformanagerialdecision-making.

UNIT – I Large scale linear programming.
UNIT – II Discrete optimization models.
UNIT – III Network models and Optimization.
UNIT – IV Non-Linear Programming, Analytical Hierarchy Process.
UNIT – V Yield Management and Revenue Optimization.

Suggested Readings

1. Bertsimas, D., & Freund, R. M. (2004). Data models and decisions: The fundamentals of management science (2nd ed.). Dynamic Ideas.
2. Bertsimas, D., &Tsitsiklis, J. N. (1997). Linear optimization. Athena Scientific.
3. Powel, S. G., & Baker, K. R. (2007). Management Science: The art of modelling with spreadsheets (2nd ed.). US: Wiley.
4. Williams, H. P. (1999). Model building in Mathematical Programming (4th ed.). US: Wiley. Faculty of Management Studies, University of Delhi 105
5. Winston, W. L. (2004). Operations research: Applications and algorithms (4th ed.) New Delhi: Cengage Learning.

P5 PRODUCTION PLANNING AND CONTROL

Objective - The main objective of production planning and control is to ensure the coordinated flow of work so that the required number of products are manufactured in the required quantity and of required quality at the required time at optimum efficiency.

UNIT – I Forecasting for production planning, Time-series forecasting method, Aggregate production planning, aggregate planning strategies and methods, Master Scheduling.

UNIT – II Job shop scheduling, forward and backward scheduling, Sequencing of jobs through more than one work station, Line Balancing.

UNIT – III Theory of Constraints, bottleneck, non-bottleneck and capacity constrained resource; drum, buffer and rope; process batch and transfer batch.

UNIT – IV Just-in-time (JIT) philosophy, building blocks/organizational elements of JIT, framework for implementation of JIT.

UNIT – V Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II). Capacity Planning, Rough-cut capacity planning using overall factors, capacity bills, resource profiles; capacity requirements planning, Distribution Requirements Planning.

Suggested Readings

1. Chapman, S. N. (2008). The fundamentals of production planning and control. New Delhi: Pearson Education.
2. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2007). Operations management for competitive advantage (11th ed.). New Delhi: Tata McGraw Hill.
3. Evans, J. R., & Collier, D. A. (2007). Operations management: An integrated goods and services approach. New Delhi: Cengage Learning.
4. Heizer, J., & Render, B. (2007). Operations management (8th ed.). New Delhi: Pearson Education.
5. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2007). Operations management (8th ed.). New Delhi: Prentice Hall of India.
6. Martinich, J. S. (2008). Production and operations management. India: Wiley.
7. Russell, R. S., & Taylor III, B. W. (2003). Operations management (4th ed.) New Delhi: Pearson Education.
8. Stevenson, W. J. (2009). Operations management (9th ed.). New Delhi:Tata McGraw Hill.
9. Vollmann, T. E. (2008). Manufacturing planning and control for supplychain management. New Delhi: Tata McGraw Hill.
10. Wild,R.(2007).Essentialsofproductionandoperationsmanagement.Singapore: Cengage Learning.

P6 SUPPLY CHAIN MANAGEMENT

Objective - The main objective of this course is to practical understanding of supply chain management principles and their implementations. This program provides appropriate knowledge about inventory management, warehouse, and appropriate customer service and storage systems.

UNIT – I Concepts and importance of a Supply Chain (SC), Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management.

UNIT – II Competitive and SC strategies, Achieving strategic fit, Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Network design and Operations in the Supply Chain.

UNIT – III Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures, Managing inventory in SC environment: Basic and Advanced inventory models, Multi-echelon inventory models.

UNIT – IV Transportation in SC environment: Design options for a transportation network, Strategic Outsourcing Faculty of Management Studies, University of Delhi 108 and Strategic Alliances, Third party and fourth party logistics.

UNIT – V Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model.

Suggested Readings

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., &Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., &Kouvelis, P. (1998). globaloperations management and logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., &Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., &Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan

B1 DATA VISUALIZATION FOR MANAGERS

Objective -The objective of this Data Visualization course is to prepare participants for the use of powerful mediums of visualization to identify trends, patterns and other hidden elements of the data they are working with**.**

UNIT – I The Visualization Imperative – Visual Perception – Grammar of Graphics – Message to Charts.

UNIT – II Visualizing Basic Statistical Data– Applications – Visualization Design for different types of Data – Design of Tables and Graphs using Data Visualization tools – Microsoft Power BI,

UNIT – III Story telling using visualization – Data Dashboards – Using tools – Tableue – Excel Dashboards.

UNIT – IV Using R for visualizing Data Mining patterns– Understanding decision making using visualizations – Applications.

UNIT – V Visualizing complex Data – Network Data – Big Data Visualization – advanced tools for visualizations – Gephi

Suggested Reading

1. Atmajitsinh Gohil, R Data Visulaization Cookbook. Packt Publishing , 2015.
2. Andy Kirk, Data Visualization: A Handbook for Data Driven Design, Sage Publication, 2016.
3. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, Packt Publishing, 2017.
4. Arshad Khan, Jumpstart Tableau: A Step–By–Step Guide to Better Data Visualization A, Press publication, 2016.

B2 BUSINESS FORECASTING

Objective - The overall objective of this course is to introduce students to both technical and managerial issues and implications for business forecasting. Lectures will be complimented by laboratory exercises to expose students to practical applications of these concepts and technologies.

UNIT – I Overview of forecasting process – Deriving Value from forecasts – Applications – Basic concepts

UNIT – II Exploratory Data Analytics – Basic metrics– Correlation analysis– Visualizing Data – Principal Component Analysis for underlying trends – Analysis of seasonal and other variations.

UNIT – III Time Series Modeling using Regression– Logistic Regression– Forecasting using models– Applications

UNIT – IV Life time Value models– Segmenting – Loss Forecasting Models – Applications

UNIT – V Credit Scoring models – Managing Forecasting function – Imperatives – Measuring and organizing forecasting function

Suggested Reading

1. Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, Wiley 2015.
2. Render, Quantitative Analysis For Management, Pearson Education,2008,
3. JohnE.Hanke,ArthurG.Reitsch,DeanW.Wichern.BusinessForecasting, Prentice Hall, 2001.
4. Michael K. Evans (2002), Practical Business Forecasting, John Willey & Sons

B3 DATA SCIENCE USING R

Objective - MBA Data Science and Data Analytics trains students for converting semi-structured, big data structured or unstructured data into useful insights that help in operational and strategic decision-making processes across various sectors, including banking, financial services, e-commerce, telecom, retail, etc.

UNIT – I Introduction to Data Science – Basic concepts – Data – Nature – Process for Data Science – Handling Data.
UNIT – II R software – core and optional packages – Data science packages – Exploratory Analytics using R –Visualizing Data– Applications
UNIT – III Pre–processing Data with R – Scrapping– sampling – munging – cleaning – data from multiple sources – extraction from data bases
UNIT – IV Handling Big Data in R – Hadoop and R – New frameworks – Mapreduce with R – Organizing Data Sources
UNIT – V Automation of Data Analytics – considerations – organizing for Data Science – Interpreting and Decision making

Suggested Reading:

1. HadleyWickham,GarrettGrolemund,RforDataScience:Import,Tidy, Transform, Visualize, and Model Data, Oreilly, 2016.
2. Dan Toomey, R for Data Science, Packt Publishers, 2014
3. Thomas Mailund, Beginning Data Science in R: Data Analysis, Visualization, and Modeling for the Data Scientist, A press, 2017
4. Manas A. Pathak, Beginning Data Science with R, Springer, 2011

B4 BUSINESS DATA MINING

Objective - This advanced MBA course introduces basic data mining technologies and their use for business intelligence. Students will learn how to analyse the business needs for knowledge discovery in order to create competitive advantages and how to apply data mining technologies appropriately in order to realize their real business value.

UNIT – I Business Data Mining – Applications of Data Mining – Basic concepts of algorithms – Selection of algorithms– Applications.
UNIT – II Data exploration with R – Basic statistics– Principal Component Analysis– Correlational analysis– Visualizing Data with R– Applications
UNIT – III Predictive Modeling using Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications
UNIT – IV Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Big Data Analysis – Applications
UNIT – V Text Mining – Web Mining – Best Practices in Data Analysis and BI

Suggested Reading
1. Anil Maheshwari, Data Analytics. McGraw Hill , 2017.
2. Eric Siegel, Thomas H. Davenport, ―Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die‖, Willey,2013
3. AnasseBari,MohamedChaouchiandTommyJung,PredictiveAnalytics,, Willey,2015
4. Alberto Cordoba, ―Understanding the Predictive Analytics Lifecycle‖, Wiley,2014.
5. Dean Abbott, Applied Predictive Analytics, Willey, 2014.

B5 MARKETING ANALYTICS

Objective – This course introduces students to the fundamentals of data-driven marketing, including topics from marketing research and analytics. It examines the many different sources of data available to marketers, including data from customer transactions, surveys, pricing, advertising, and A/B testing, and how to use those data to guide decision-making.,

UNIT – I Product Management – Marketing product selection – market insight – market sizing – Strategic decision models
UNIT – II Product and service analytics – conjoint analysis – forecasting – inflection point – decision trees – product mix allocation
UNIT – III Metrics– BSC – Dashboards –strategic metrics – pricing analytics – web analytics
UNIT – IV Distribution analytics– sales analytics – Promotion analytics – allocating marketing budget
UNIT – V Customer Management– Digital Marketing – concepts and applications

Suggested Reading

1. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, Wiley, 2014
2. Sorger, Stephan. ―Marketing Analytics: Strategic Models and Metrics.‖ AdmiralPress/ Create Space, 2013
3. Venkatesan, R., Farris, P., & Wilcox, R. T. Cutting–edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
4. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers, 2015.

E-1: ENTREPRENEURIAL MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT – I The evolution of the concept of entrepreneurship.
UNIT – II Entrepreneurial process and strategies: Idea Generation, Identifying opportunities and Evaluation.
UNIT – III Building the Team / Leadership; Business Plan / Business Models.
UNIT – IV Financing entrepreneurial ventures; Managing growth; Valuation of a new company.
UNIT – V Harvesting and Exit Strategies; Corporate Entrepreneurship.

Suggested Readings

1. Bhide, A. (1999). The origin and evolution of new businesses. USA: Oxford University Press.
2. Bhide, A. (2008). The venturesome economy: How innovation sustains in a more connected world. New Jersey: Princeton University press.
3. Bossidy, L., Ram Charan, & Charles, B. (2002). Execution: The discipline of getting things done. New York: Crown Business.
4. Hisrich R. D., Peters, M. P., & Shepherd, D. A. (2005). Entrepreneurship (6th ed.). New York: McGraw-Hill / Irwin.
5. Kaplan, J. (2004). Patterns of entrepreneurship. India: Wiley.
6. Khanna, T. (2008). Billions of entrepreneurs: How China and India are reshaping their futures and yours. Harvard Business School Press.
7. Kuratko, D. F., &Hodgets, R. M. (2003). Entrepreneurship: A contemporary approach (6th ed.) USA: South-Western
8. Mullins, J. W. (2006). The new business road test: What entrepreneurs and executives should do before writing a business plan (2nd ed.). Harlow: Prentice Hall Financial Times.
9. Mullins, J. W., &Komisar, R. (2009). Getting to plan B breaking through to a better business model. Boston: Harvard Business Press.
10. Roy, R. (2008). Entrepreneurship. New Delhi: Oxford University Press.

E02 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Objective -This will facilitate learning on the management of innovation, entrepreneurship, and venture development from foundation to advanced stages and simultaneously enable students to apply their entrepreneurial skills in real-life situations, validate ideas, build innovations, test market and build a successful venture out of it**.**

UNIT – I Entrepreneurship and the Entrepreneurial process.

UNIT – II The Entrepreneurial Perspective; Stimulating

UNIT – III Creativity. Creative Teams; Sources of Innovation in Business.

UNIT – IV Managing Organizations for Innovation and Positive Creativity.

UNIT – V Corporate Entrepreneurship.

Suggested Readings

1. Burns, P. (2001). Entrepreneurship and small business. New York: Palgrave .
2. Chesbrough, H. (2005). Open innovation. Boston: Harvard Business School Press.
3. Chesbrough, H. (2006). Open business model: How to thrive in the new innovation landscape. Harvard Business School Press. Faculty of Management Studies, University of Delhi 113
4. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
5. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). The Oxford Handbook of innovation. New Delhi: Oxford University Press.
6. Hamel, G., & Breen, B. (2007). The future of management. Boston: Harvard Business School Press. 7. Hisrich, R., & Peters, M., & Shepherd, D. A. (2005). Entrepreneurship. New Delhi: Tata McGraw Hill.
7. Kaplan, J. M. (2006). Patterns of entrepreneurship. John Wiley & Sons.
8. Kaufman, J. C., & Sternberg, R. J. (Ed.). (2005). The International handbook of creativity. New York: Cambridge University Press.
9. Kelley, T. (2002). The Art Of innovation. Profile Business.
10. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.

E 3: SOCIAL ENTREPRENEURSHIP

Objective - In this required course, students learn about the complex responsibilities facing business leaders today. It examines the legal, ethical, and economic responsibilities of corporate leaders.

UNIT – I Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs.

UNIT – II Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and sustaining a Non-profits Organization.

UNIT – III Financing and Risks; Business Plan for a Social Venture; Competition. Measuring and Managing Performance.

UNIT – IV Business Strategies and Scaling up. For Profit Social Venture Models; Scope of Social.

UNIT – V Entrepreneurship.

Suggested Readings

1. Bornstein, D. (2004). How to change the world: Social entrepreneurs and the power of new ideas. Oxford University Press.
2. Dees, G., Emerson, J., & Economy, P. (2001). Enterprising non-profits. Wiley.
3. LaPiana, D. (2005). Play to win: The Non-profit guide to competitive strategy. Jossey-Bass.
4. Mullins, J. W., &Komisar, R. (2009). Getting to plan B breaking through to a better business model. Boston: Boston: Harvard Business Press.
5. Mullins, J. W. (2006). The new business road test: What entrepreneurs and executives should do before writing a business plan (2nd ed.). Harlow: Prentice Hall Financial Times.
6. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
7. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid,eradicating poverty through profits. Wharton school Publishing.
8. Roy, R. (2008). Entrepreneurship. Oxford University Press.

E 4: FAMILY BUSINESS AND ENTREPRENEURSHIP

Objective - MBA in Family Business and Entrepreneurship is to assist family-owned businesses in understanding the changing dynamics of competition as well as organization, brought about by liberalization, privatization, and globalization.

UNIT – I The Entrepreneur; Role and personality.

UNIT – II Family Business: Concept, structure and kinds of family firms.

UNIT – III Culture and evolution of family firm; Managing Business, family and shareholder relationships. Conflict and conflict resolution in family firms.

UNIT – IV Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

UNIT – V Designing effective family business boards and family governance; Practices of successful family companies and business families.

Suggested Readings

1. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
2. Ibrahim, A., & Ellis, W. (2004). Family business management: Concepts and practice. Dubuque: Kendall/Hunt Publishing Company.
3. Jaffe, D. T. (1990). Working with the ones you love: Conflict resolution and problem solving strategies for a successful family business. Berkeley, CA: Conari Press.
4. Lansberg, I. (1999). Succeeding generations: Realizing the dream of families in business. Boston: Harvard Business School Press.
5. Mullins, J. W., &Komisar, R. (2009). Getting to plan B breaking through to a better business model. Boston: Harvard Business Press.
6. Poza, E. J. (1997). Smart growth: Critical choices for family business continuity. Cleveland: University Publishers.
7. Poza, E. J. (2007). Family business (2nd ed.). Mason: Thompson SouthWestern.
8. Timmons, J. A., &Spinelli. (2003). New venture creation: Entrepreneurship for the 21st century (6th ed.). New York: McGrawHill Higher Education.

E 5: FINANCING THE ENTREPRENEURIAL BUSINESS

Objective - The Objective of Entrepreneurial Finance is to help managers make better investment and financing decisions in entrepreneurial settings. The course covers all stages of the venture's life cycle from start-up to exit, and delves into issues such as deal structures, incentives, business models and valuation in much greater detail than TEM.

UNIT – I Valuation techniques; Raising equity capital.
UNIT – II Pricing and structuring financings.
UNIT – III Multiple rounds of financing & preserving one's equity.
UNIT – IV Venture capital as a business; Investor considerations and pitfalls.
UNIT – V Exiting – IPOs, trade sales and related transactions; Non-financial factors affecting valuation.

Suggested Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Hisrich, R., & Peters, M. (2006). Entrepreneurship. New Delhi: Tata McGraw Hill.
3. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
4. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
5. Mullins, J. W. (2006). New business road test. New Delhi: Prentice Hall. 6. Stevenson, H. (Ed.). (2007).

E 6: MANAGING THE GROWING BUSINESS

Objective – Objective of this course is to facilitate the entrepreneurial journey of students by providing them with the breadth and depth of knowledge required to start a business. To develop management professionals who are able to leverage theoretical knowledge to design sustainable solutions to real world problems.

UNIT – I Barriers to growth and strategies to overcome them.
UNIT – II Finance for entrepreneurs – including cash management, funding growth.
UNIT – III Stakeholder perspectives in a growing business; Non-organic growth – e.g. roll-ups, buy/sell businesses.
UNIT – IV Organising for growth.
UNIT – V Growth models, adaptation and evolution and managing transitions.

Suggested Readings

1. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
2. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
3. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
4. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
5. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.