



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

III SEMESTER (Core)

MBA 301C HUMAN VALUES AND PROFESSIONAL ETHICS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBA1301C	Human Values and Professional Ethics	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to disseminate the theory and practice of moral code of conduct and familiarize the students with the concepts of “right” and “good” in individual, social and professional context

Course Outcomes

1. Help the students to understand right conduct in life.
2. To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect personal and professional life.

COURSE CONTENT

Unit I: Inculcating Values at Workplace

1. Values: Concept, Sources, Essence
2. Classification of Values.
3. Values in Indian Culture and Management: Four False Views, Value Tree
4. Eastern and Western Values; Values for Global Managers

Unit II: Professional Ethics

1. Ethics: Concept, Five P's of Ethical Power, Organisational Tools to Cultivate Ethics
2. Theories of Ethics: Teleological and Deontological
3. Benefits of Managing Ethics in an Organisation
4. Ethical Leadership

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Unit III: Indian Ethos and Management Style

1. Indian Ethos and Workplace
2. Emerging Managerial Practices
3. Ethical Considerations in Decision Making and Indian Management Model
4. Core Strategies in Indian Wisdom and Ethical Constraints

Unit IV: Human Behavior – Indian Thoughts

1. Guna Theory
2. Sanskara Theory
3. Nishkama Karma
4. Yoga: Types, Gains; Stress and Yoga

Unit V: Spirituality and Corporate World

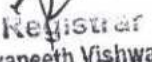
1. Spirituality: Concept, Paths to Spirituality
2. Instruments to achieve spirituality
3. Vedantic Approach to Spiritual and Ethical Development
4. Indian Spiritual Tradition.

Suggested Readings

1. 8. Kausahl, Shyam L. (2006). *Business Ethics – Concepts, Crisis and Solutions*. New Delhi: Deep and Deep Publications Pvt. Limited
2. 9. Murthy, C.S.V. (2012). *Business Ethics –Text and Cases*. Himalaya Publishing House: Mumbai
3. 10. Chakraborty, S. K. (1999). *Values and Ethics for Organizations*. Oxford university press
4. 11. D.Senthil Kumar and A. Senthil Rajan (2008). *Business Ethics and Values*. Himalaya Publishing House: Mumbai


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MBAI302C PROJECT MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment				
MBAI302C	Project Management	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The course is intended to develop the knowledge of the students in the management of projects. It is aimed at imparting knowledge on managing entire life cycle of a project – from conceptualization to commissioning.

Course Outcomes

1. Understanding of various phases in a project life cycle.
2. Ability to establish feasibility of a project and various methods of project financing
3. Learn to organize and coordinate with different functions for successful project implementation
4. Develop ability to monitor and control projects and risk involved.

COURSE CONTENT

Unit I: Concept of Project

1. Overview, key concepts, classification, characteristics of project
2. Project life cycle and its phases
3. Project Feasibility: Project Identification, Market and Demand Analysis, Technical analysis and technology selection

Unit II: Project Feasibility and Investment Evaluation

1. Project Cost Estimate
2. Project Appraisal: Time Value of Money, Project Cash Flows, Payback Period, Cost of Capital, Project Rate of Return, Social Cost Benefit Analysis
3. Sources of financing
4. Optimum capital structure.
5. Investment decision rule

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Unit III: Project Implementation

1. Project Planning and scheduling
2. Network analysis, construction of networks
3. Time-cost trade-off and crashing of projects
4. Resource allocation using network analysis, resource leveling
5. Project contracting: Contract pricing, Contract types

Unit IV: Human Aspects of Project Management

1. Project organization
2. Project Leadership: Motivation in Project Management, Communication in Project Environment, Conflict in Project Management
3. UNIDO approach
4. Shadow pricing of resource

Unit V: Project Review and Administrative Aspects

1. Project monitoring
2. Project cost control
3. Abandonment analysis
4. Computer based project management
5. PMIS
6. Project Audit and Termination

Suggested Readings

1. Chandra, Prasanna (2011). *Project Planning: Analysis, Selection, Implementation and Review*. New Delhi; Tata McGraw Hill.
2. Choudhury S. (2017), *Project Management*. Chennai; McGraw Hill Education (I) Pvt. Ltd.
3. Singh, Narendra (2003). *Project Management and Control*. New Delhi; Himalaya Publishing House.
4. Nicholas, John M. (2008). *Project Management for Business and Technology: Principles and Practice*. Pearson Publication.
5. Gray & Larson (2010). *Project Management: The Managerial Process*. New Delhi; TMH
6. Pinto (2010). *Project Management: Achieving Competitive Advantage*. New Jersey; Pearson.
7. Abrol, Sunil (2010). *Cases in Project Management*. New Delhi; Excel Books
8. Maylor (2010). *Project Management*. New Jersey; Pearson.

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List of Electives (Marketing)

Semester - III

- MBAIEM303 Product and Brand Management
- ✓ MBAIEM304 Consumer Behaviour
- MBAIEM305 Sales and Distribution Management
- ✓ MBAIEM306 Service Marketing
- MBAIEM307 Advertising Management
- MBAIEM308 E - Marketing

Semester - IV

- MBAIEM403 Retail Management
- MBAIEM404 Direct and Event Marketing
- MBAIEM405 Rural Marketing
- MBAIEM406 International Marketing
- MBAIEM407 Strategic Marketing Management
- MBAIEM408 Customer Relationship Management

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SEMESTER-III

MBAIEM303 PRODUCT AND BRAND MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE M303	Product and Brand Management	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

Course Outcomes

1. Familiarize the students with the relationship between Corporate Strategy and Product and Brand Management.
2. Equip the students with the various dimensions of product and brand management

COURSE CONTENT

Unit I: Introduction to Product Management

1. Need of Product Management
2. Marketing and Product Management
3. Types of Product
4. Product classification
5. Product Mix Strategy

Unit II: New Product Development

1. Factors Contributing to a new Product Design
2. New Product Development Process
3. Product Life Cycle and Marketing strategies
4. Characteristics of Successful Product Development

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Unit III: Testing Marketing

1. Test Marketing Objectives
2. Limitations of Test Marketing
3. Design Consideration in Test Marketing
4. Product Launch Tracking
5. Evaluation.

Unit IV: Branding

1. Definition of Brand.
2. Importance of Branding to Consumers and Producers
3. Branding Challenges and Opportunities
4. Brand Equity

Unit V: Brand Image and Brand Personality


1. Brand Image- Meaning and Definition,
2. Brand Image for Established and New Products
3. Brand Personality- Meaning and Definition
4. Types and Elements of Brand personality

Suggested Readings

1. Russel, Lehman (2009). *Product Management*. New Delhi: TMH.
2. Mathur, U C (2010). *Product and Brand Management*. New Delhi: Excel Books.
3. Wiley Baker & Hart S (2010). *Product Strategy and Management*. New Delhi: Pearson.
4. Karl, Ulrich (2009). *Product Design and Development*. New Delhi: TMH.
5. Majumdar, Ramanuj (2003). *Product Management in India*. New Delhi: Prentice Hall
6. Keller, Kevin Lane (2011). *Strategic Brand Management: Building Measuring & Managing Brand Equity*. England: Pearson Education.
7. Noel, Kapferer Jean (2008). *Strategic Brand Management* Kogan Page.
8. Kaptan, Pandey S (2004). *Brand Limitations*. New Delhi: Himalaya Publishing House.
9. Tapan, Panda (2013). *Brand Management*. New Delhi: Excel Publication.
10. UC, Mathur (2010). *Brand Management: Text and Cases*. New Delhi: Macmillan.
11. Chunnawalla, SA (2003). *Compendium Brand Management*. New Delhi: Himalaya Publishing House.


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MBAIEM304 CONSUMER BEHAVIOR

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment nt*	END SEM University Exam	Teachers Assessment nt*				
MBAIE M304	Consumer Behavior	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course are to help students gain an understanding of various aspects of Consumer Behavior and their applications.

Course Outcomes

1. Provide knowledge of various disciplines contribution in understanding buyer behavior in a holistic manner.
2. Familiarize the students with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.

COURSE CONTENT

Unit I: Introduction

1. Introduction to Consumer Behavior and Consumer Research
2. Nature, Scope
3. Application of Consumer Behavior and Consumer Research

Unit II: Consumer Decision Processes

1. Consumer Decision Processes
2. Pre-purchase process: Information processing
3. Purchase Processes: Consumer Decision rules
4. Post Purchase processes: Framework
5. Dissonance satisfaction / dissatisfaction

Unit III: Individual Determinants of Consumer Behavior

1. Demographics Psychographics
2. Consumer Personality and Consumer Motivation
3. Need identification and classification
4. Use of personality, purchase pattern to understand needs and segment markets



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Unit IV: Consumer Behavior Models

1. Nicosia Model
2. Howard Sheth Model
3. Engel Blackwell and Miniard Model
4. Sheth Family Decision Making Model

Unit V: Environmental Influences on Consumer Behavior

1. Culture, Cross cultural understanding
2. Social class, family
3. Family life-cycle group and personal influence
4. Word of mouth communication
5. Opinion leadership
6. Future of consumer behavior

Suggested Readings

1. Prakash, Shri (2010). *Theory of Consumer Behavior*. New Delhi: Vikas Publication.
2. Hawkins, David (2010). *Consumer Behavior*. New Delhi: Tata Mcgraw Hill.
3. Blackwell et al (2008). *Consumer Behavior*. India: Cengage Learning.
4. Batra. Satish & Kazmi (2008). *Consumer Behaviour*. New Delhi: Excel Books.
5. Assel, H (2008). *Consumer Behaviour*. Boston :Cengage Learning.
6. Solomon M.R.(2009). *Consumer Behaviour*. New Delhi: PHI.

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MBAIEM305 SALES AND DISTRIBUTION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIE M305	Sales and Distribution Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Course Outcome

1. Provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.

COURSE CONTENT

Unit I: Introduction

1. Personal Selling: The Role of personal selling in marketing mix
2. The personal selling process
3. Personal selling objectives
4. Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale& follow-up)

Unit II: Theories of Sales Management

1. Objectives, Nature and Scope
2. Buyer - Seller Dyads, Theories of selling
3. AIDAS Theory, "Right set of circumstances" Theory
4. "Buying Formula" Theory and Behavioral Equation Theory of selling

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Unit III: Planning and Organizing Sales and Sales Force

1. Sales Planning, Sales Organization
2. Sales Forecasting, Sales Budgeting
3. Territory Design and Setting Quotas
4. Recruiting and Selecting Sales persons
5. Training and Development

Unit IV: Channel Management

1. Design of Distribution Channel
2. Types of channel intermediaries –wholesalers, distributors, stockists, sales agents brokers, franchisers, C&F agents, and retailers
3. Management of Channels
4. Conflict and Competition
5. Vertical and Horizontal Marketing Systems

Unit V: Wholesaling and Retailing

1. Wholesaling-Introduction, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling
2. Retailing: Importance, Types, Retail Format
3. Physical Distribution & Logistics: Goals, function, Organizing for Physical Distribution
4. Warehousing
5. Internet as a medium for order processing and Information

Suggested Readings

1. Gupta, S L (2010). *Sales and Distribution Management*. New Delhi: Excel Books.
2. Cron, William L (2010). *Sales Management: Concepts and Cases*. India: Wiley.
3. Krishana, Havaladar (2009). *Sales & Distribution Management*. New Delhi: TMH.
4. Spiro, Stanton (2008). *Management of a Sales Force*. New Delhi: McGraw-Hill.
5. Tanner, Jeff (2010). *Sales Management*. New Delhi: Pearson publishing.
6. Cundiff Edward W & Still Richard R (2010). *Sales Management Decisions: Strategies and Cases*. New Delhi: Pearson publishing.
7. Cundiff, Edward W & Norman, A.P Govni (2010). *Sales Management - Decisions, Strategy and Cases*. New Delhi: Prentice Hall of India.
8. Thomas, Watuba (2007). *Sales Management-Texts and Cases*, New Delhi: Business Publication.
9. Johnson, Kurtz and Schevin (1994). *Sales Management: Concept practice & cases*. New Delhi: MacGrawHill.

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MBAIEM306 SERVICE MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term	Teachers Assessment	END SEM University	Teachers Assessment*				
MBAIE M306	Service Marketing	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course are to expose students to the nature of retail and service markets and develop abilities to help them apply marketing concepts in these markets.

Course Outcomes

1. Familiarize the students with services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
2. Provide understanding of those aspects of marketing that are of particular relevance to service producing organizations

COURSE CONTENT

Unit I: Introduction

1. Services: Service Sector and Economic Growth, Service Concept
2. Characteristics and Classification of Service
3. Challenges and Strategic Issues in Service Marketing
4. Segmentation, Differentiation and Positioning of Services

Unit II: Marketing Mix in Services Marketing

1. Marketing Mix in Services Marketing
2. Product & Price
3. Place, Promotion & People
4. Physical Evidences and Process Decisions

Unit III: Designing a Service Strategy

1. Designing a Service Strategy
2. Service Management Process
3. Internal, External and Interactive marketing strategies
4. Challenge of Service Distribution
5. Physical Channels – Franchisee

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Unit IV: Managing Service quality and Productivity

1. Managing Service quality and Productivity: Concept, Dimensions and process
2. Service quality models (Gronnos and Parsuraman)
3. Application and Limitations, Productivity in Services
4. Challenge of Service communication
5. Service Advertising Strategies—Transformational Advertising

Unit V: Applications of Service Marketing

1. Applications of Service Marketing
2. Marketing of Financial, Hospitality, Health, Educational and Professional Services
3. Marketing for Non-Profit Organizations and NGO's
4. Measures of Service Quality Dimensions of Service Quality

Suggested Readings

1. Zeithmal, Bitner (2006). *Service Marketing (SIE)*. New Delhi: Tata Mcgraw Hill.
2. Hoffman, K.D (2008). *Marketing of Service*. Boston: Cengage Learning.
3. Cullen, Peter (2008). *Retailing: Environment & operation*. Boston :Cengage Learning.
4. Sivakumar, A(2007). *Retail Marketing*. New Delhi: Excel Books.
5. C Bhattachrya C&Shanker Ravi, *Services Marketing(2009)*. New Delhi:Excel Books.
6. Nargundkar, Rajendra(2006) .*Services Marketing*. New Delhi: Tata Mcgraw Hill.
7. Clow ,Kenneth E(2003). *Services Marketing: Operation, Management and Strategy*. India: Wiley.
8. Apte, Govind(2004). *Services Marketing*. USA: Oxford Press.
9. Jauhari, Vinnie(2009). *Services: Marketing, Operations, and Management*. New Delhi: Oxford Press.

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MBAIEM307 ADVERTISING MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIE M307	Advertising Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To give a thorough working knowledge of Advertising and Marketing communication and how they inter-relate.

Course Outcomes

1. To introduce the students, the Concepts and Principles of Advertising,
2. To understand the role of Ad Agency Management Media planning

COURSE CONTENT

Unit I: Understanding Advertising

1. Concept, Nature, Definitions, Evolution and History
2. Role, Objectives, Functions, and Significance " Basic Theories and Applications "
3. Types and Classification of Advertising
4. Factors Determining Advertising Opportunity of a Product/Service/Idea

Unit II: Advertising industry

1. Advertisers
2. Agencies, media companies and other organizations
3. The communication model: communication process
4. Economic, social, ethical and regulatory aspects of advertising

Unit III: Advertising message

1. Types of Appeals and Advertising Message
2. Message objectives, recall, attitude, emotions and feelings
3. Message tactics: creative approaches, copy writing
4. Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace



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Unit IV: Media strategy

1. Budgeting, approaches and allocation
2. Media planning types, class
3. Media vehicle
4. Media scheduling

Unit V: Advertising Effectiveness

1. Advertising effectiveness - measure
2. Pro and post launch research
3. Advertising in the evolving marketing environment

Suggested Readings

1. Kazmi, S. H.H & Batra, Satish K (2010). *Advertising & Sales Promotion*. New Delhi: Excel Books.
2. Shah, Kruti (2009). *Advertising and Promotions: An IMC Perspective*. New Delhi: TMH.
3. Batra, Rajeev (2010). *Advertising Management*. New Delhi: Pearson.
4. Jefkins, France (2010). *Advertising*. New Delhi: Pearson.
5. Lane- Kleppner's (2010). *Advertising Procedure*. New Delhi: Pearson.
6. Wells, Willaim D (2010). *Advertising: Principles and Practice*. New Delhi: Pearson

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MBAIEM308 E – MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIE M308	E-Marketing	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

This course aims to impart an in-depth perspective into digital marketing, and prepare students for the fast-paced world. The approach of the course is to place it in the context of fundamental marketing concepts, and to delve in detail into the specifics of what constitutes digital marketing.

Course Outcomes

1. Develop a far deeper understanding of the changing digital landscape
2. Identify some of the latest digital marketing trends and skill sets needed for today's marketer
3. Discover the theories, tools and techniques to help you to successfully plan, predict, and manage your digital marketing campaigns
4. Assess digital marketing as a long term career opportunity, where's it heading, what's most suitable for the student

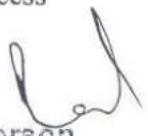
COURSE CONTENT

Unit I: Digital Marketing-An Overview

1. Introduction, Objectives, Definition, History and, Features of Digital Marketing
2. Digital Marketing: Scope, Benefits and Problems
3. Digital Marketing Techniques
4. Examples of best practices in Digital Marketing


Unit II: Digital Customers

1. Introduction, Objectives, Definition of Digital Customers
2. Dealing with Customers' Motivations and Expectations
3. Fears and Phobias of Digital Customers
4. Digital Buying Process


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Unit III: Digital Market

1. Definition of E-Malls
2. E-Storefront, E-Marketplace
3. Web stores, Online stores
4. Concept of E-CRM
5. Legal and Ethical Issues in Digital Marketing

Unit IV: Applications of Digital Marketing

1. Introduction, Objectives, Online Advertising
2. Search Engine Optimization (SEO)
3. Search Engine Marketing (SEM)
4. Social Media Marketing
5. Mobile Marketing
6. E mail Marketing
7. Web Marketing
8. Video and Audio (Podcasting) Marketing
9. Direct Response Medium
10. Role of Distribution in Digital Marketing
11. Lead Generation Platform
12. Customer Service Mechanism
13. Relationship Building Medium

Unit V: Methods and Techniques of Digital Marketing

1. Introduction, Objectives
2. Advertising Techniques
3. Copy writing for the Web, Social media and mobiles
4. Selling Methods, Sales Promotion
5. Public Relations
6. Sponsorship Techniques
7. Direct Marketing Techniques

Suggested Readings

1. Strauss, Judy & Frost Raymond (2009). *E-Marketing*. New Jersey: Prentice Hall.
2. Agarwala, K.N. & Agarwala, D (2006). *Business on the Net: What's and How's of E-commerce*. New Delhi: McMillan.
3. Ravi, Kalakota & Andrew, Whinston (1997). *Frontiers of E-Commerce*. Delhi: Addison Wesley.
4. O'Brien J. (2011). *Management Information System*. New Delhi: TMH.
5. Oberoi, Sundeep (2001). *E-Security and You*. Delhi: TMH
6. Levine, Young Margaret (2002). *The complete reference to Internet*. Delhi: TMH

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List of Electives (Finance)

Semester - III

- MBAIEF303 Financial Market
- MBAIEF304 Financial Services
- MBAIEF305 Insurance and Risk Management
- MBAIEF306 Banking Services and Management
- MBAIEF307 Tax Planning and Management
- MBAIEF308 International Financial Management

Semester - IV

- MBAIEF403 Investment Analysis and Portfolio Management
- MBAIEF404 Rural Banking and Micro Finance
- MBAIEF405 Mergers and Acquisition
- MBAIEF406 Foreign Exchange Market
- MBAIEF407 Enterprise Risk Management
- MBAIEF408 Financial Derivatives and Risk Management

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SEMESTER III

MBAIEF303 FINANCIAL MARKET

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE F303	Financial Market	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to gain an understanding of how to interpret and analyze the economic and financial environment in order to make informed investment allocations.

Course Outcomes

1. Familiarizing the students with the Indian capital market, its operations, instruments, regulations etc.
2. Equip students with acquiring analytical skills in the market analysis in the context of raising medium and long term funds.

COURSE CONTENT

Unit I: Introduction to Financial Markets

1. Introduction of Financial Markets
2. Structure of Financial System
3. Role of Financial System in Economic Development
4. Financial Markets and Financial Instruments
5. Government Economic Philosophy
6. Structure of Financial Market in India

Unit II: Primary Market System and Regulations in India

1. Types of firm's Interface with Investors
2. Types of Scripts
3. Issue of Capital: Process, Regulations, Legalities
4. Pricing of Issue, Methods of Issue
5. Book-building, Road-show
6. Intermediaries in Issue Management
7. Managing Shareholder Relations

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8. Primary Market Intermediaries: Commercial Banks, Development Banks
9. Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc

Unit III: Secondary Market System and Regulations in India

1. Stock Exchanges in India: History and development and importance
2. Listing of Scripts, On-line Trading
3. Depositories: Growth, Development, Regulation, Mechanism
4. Stock Exchange Mechanism: Trading, Settlement, Risk Management
5. Inside Trading, Circular Trading, Price Rigging, etc. |
6. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags Stock Exchange Regulations
7. Role of FIIs, MFs and Investment Bankers

Unit IV: Foreign Exchange Market


1. Foreign Exchange Market
2. Uses and determinants of Foreign Capital
3. Forms of Foreign capital
4. International Financial instruments

Unit V: Bond Market in India


1. Bond Market in India: Government Bond Market and its Interface with Capital Market
2. Debt Market in India
3. Capital Market and Money Market
4. Primary and Secondary Markets

Suggested Readings

1. Dhankhar, J. N. (2009). *Indian Capital Market in Operation*. New Delhi: Skylark Publications.
2. Chandra, Prasanna (2009). *Investment Analysis*. New Delhi: Tata McGraw Hill.
3. Choudhry, Moorad (2002). *Capital Market Instruments*. London: Prentice Hall.
4. Madhusoodanan, E.D. (2008). *Indian Capital Markets*. Delhi: Quest Publications.
5. Gurusamy (2009). *Capital Markets*. New Delhi: Tata McGraw Hill.
6. Bhole, L .M. (2001). *Financial Markets and Institutions*. New Delhi: Tata McGraw Hill.
7. Srivastava, R .M. (2007). *Management of Indian Financial Institutions*. Mumbai: Himalaya Publishing House.


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MBAIEF304 FINANCIAL SERVICES

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE F304	Financial services	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To understand theories of value, risk and return, capital investment decisions, financing decisions, dividend policy, Mutual fund etc. Also, to study leasing, corporate takeovers, and managerial compensation.

Course Outcomes

1. Familiarize the students with the role, scope and growing contribution of financial services in the service sector of the economy.
2. Know the impact and role of Credit rating in the corporate world.
3. Analyze the contribution of merchant banks and venture capital in the promotion of the business.
4. Understand the benefits of Plastic Money, Factoring and forfeiting and debt Securitization.

COURSE CONTENT

Unit I: Introduction

1. Overview of Financial systems In India – Structure, Regulation Role and Functions of Financial Systems
2. Financial Instruments, Financial Markets – Capital Markets & Money Markets
3. Characteristics of Financial Markets
4. Functions of Stock Exchange and RBI

Unit II: Financial Services

1. Financial Services Objectives of financial services
2. Types of financial services – capital market services & money market services
3. Banking financial corporations, non banking financial corporation's
4. Financial services sector problems and reforms

Unit III: Venture Capital and Leasing

1. Venture capital: financing pattern – legal aspects and guidelines for venture capital
2. Leasing- types of leases – leasing vs borrowing



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3. Credit rating: CRISIL, ICRA
4. Factoring, forfeiting
5. Bill discounting
6. Types of factoring arrangements

Unit IV: Mutual Funds

1. Mutual funds: concepts and objectives
2. Functions and portfolio classification
3. Guidelines for mutual funds – working of public and private mutual funds in India
4. Debt securitization

Unit V: Merchant Banking

1. Hire Purchase
2. E-banking
3. Asset Reconstruction Companies
4. Micro/ Macro finance
5. Behavioral Finance
6. Merchant Banking

Suggested Readings

1. Khan, M.Y. (2009). *Financial Services*. New Delhi: Tata McGraw Hill.
2. Pathak, Bharti (2010). *Indian Financial System*. India: Pearson.
3. Srivastava, R. M. (2010). *Dynamics of Financial Markets and Institutions in India*. New Delhi: Excel Books.
4. Shanmugham (2009). *Financial Services*. New Delhi: Wiley.
5. Bhole, L. M. (2009). *Financial Institutions and Markets*. New Delhi: Tata McGraw Hill.
6. Gurusamy, S. (2008). *Financial Markets and Institutions*. New Delhi: Tata McGraw Hill.
7. Gopalswamy, N. (2008). *Capital Market*. New Delhi: Macmillan Publishers
8. Chary (2008). *Venture Capital: Concepts and Application*. New Delhi: Macmillan Publishers
9. Jadhav, Narendra (2007). *Monetary Policy, financial Stability and Central Banking in India*. New Delhi: Macmillan Publishers

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MBAIEF305 INSURANCE AND RISK MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesse	END SEM University Exam	Teachers Assesse				
MBAIE F305	Insurance and Risk Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To help students understand general Insurance Market in India.
2. To examine the issues related to risk management in view of insurance.
3. To acquaint the student with different policies of general insurance.

Course Outcomes

1. Equip students with concepts, techniques and issues in the context of a General insurance and risk management.
2. Describe the insurance market, market participants, and roles of market participants.
3. Increase ability to demonstrate an understanding of the risk management process.

COURSE CONTENT

Unit I: Introduction

1. Meaning of General Insurance
2. The Evolution and Growth of General Insurance
3. Types of General Insurance
4. Fundamentals of General Insurance
5. Recent innovations. Organization and Management of General Insurance Companies
6. Regulatory Framework for General Insurance in India

Unit II: Claims Management

1. Meaning of Life Insurance
2. Basic Principles of Insurance, IRDA
3. Factors affecting the insurance claim management system
4. Types of documents needed in various types of claims
5. Term Life Insurance
6. Whole Life insurance
7. Endowment Life Insurance

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8. Unit Linked Policies with or without Profit Policies

Unit III: Types of Insurance

1. Auto Insurance, Worker Compensation / ESIC
2. Health Insurance and Mediclaim policies
3. Marine Insurance, Liability Insurance, Burglary Insurance
4. Computation of Premiums and Settlement of claims
5. Premium defined, Premium Calculation Including Rebates
6. Mode of Rebates, Large sum assured Rebates
7. Rider Premiums
8. Computation of Benefits – Surrender value – Paid up value

Unit IV: Risk Management

1. Risk: Definitions, Types of Risk
2. Risk Management Process and Methods
3. Objectives of Risk Management
4. Risk Pooling and Insurance

Unit V: Significance of risk management

1. Significance of risk management function within business organizations
2. Requirements of insurable risks
3. Benefits and costs of insurance to society
4. Advantages and disadvantages of insurance in handling risk
5. Steps in personal risk management
6. Risk control and risk financing

Suggested Readings

1. Arunajatesan, S. & Viswanathan, T. R. (2009). **Risk Management & Insurance**. Noida: Macmillan Publishers India Ltd.
2. Rejda, George E. (2010). **Principles of Risk Management and Insurance**. Boston: Pearson
3. Skipper & Kwon, (2008). **Risk Management and Insurance Perspectives in Global Economy**. United Kingdom: John Wiley & Sons.
4. Mishra, M.V. (2008). **Insurance Principles and Practice**. New Delhi: S.Chand
5. Karampal, Bodla, B.S. and Garg, M.C. (2006), **Insurance Management Principles & Practices**. New Delhi: Deep & Deep Publications.
6. Arthur, C. and William, C Jr. (2005). **Risk Management and Insurance**. New Delhi: Sultan Chand & Sons.
7. Harrington, Niehaus (2007). **Risk Management & Insurance**. Europe: McGraw Hill education
8. Neelam, C Gulati (2007). **Principles of Insurance Management**. New Deihi: Excel Books
9. Misra, K. C. & Kumar, C. S. (2009). **General Insurance- Principles and Practice**. New Delhi: Cengage Learning India Pvt. Ltd.

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MBAIEF306 BANKING SERVICES AND MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE F306	Banking Services and Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. The objective of the course is to providing an in-depth analysis of the commercial banking in the liberalized Indian economy
2. Familiarizing the students with the regulating framework for banks in India

Course Outcomes

1. Equip the students with the in depth knowledge of financial management in the banking organizations.
2. Give understanding of new banking practices and processes.
4. Familiarize the students with concept of CAR, Liquidity ratios.

COURSE CONTENT

Unit I: Introduction to Indian Banking System

1. Indian Financial System: An Overview
2. Indian Banking System, Role and Importance of Banks
3. Banking Structure in India, Types of Banks
4. Evaluation of the Banking System

Unit II: Analysis of the Banking Structure

1. Analysis of the Banking Structure and Performance Measurement
2. Interpreting Bank Balance Sheet and Income Expenditure Statements
3. Financial Statement Analysis
4. CAR, Liquidity Ratios, Structural Ratios and Profitability Ratios

Unit III: Banking Regulations

1. Banking Regulations
2. Control of the Banking Sector by the RBI
3. CRR, SLR, CRAR
4. Income Recognition Norms

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5. Provision for NPAs , Impact of NPA, Factors responsible for NPA, Techniques for managing NPA
6. Introduction - Asset/Liability Management Practices
7. Credit Risk Management
8. Treasury Management
9. Export credit

Unit IV: Banking Organizations

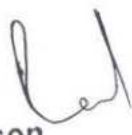
1. Management of Banking Organization
2. Loan Management
3. Investment Management
4. Liquidity Management
5. Profit and Growth Management
6. Asset Liability Management Using traditional GAP and Modern Techniques

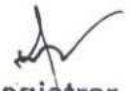
Unit V: Opportunities for Banks

1. Mergers and Acquisition, Bancassurance and Universal Banking
2. Opportunity for Strengthening the Banking Organization
3. Technological Innovations and Opportunities for Banks
4. International Banking Organizational Structure, Activities and Regulation

Suggested Readings

1. Rejda, George E. (2010). *Principles of Risk Management and Insurance*. Boston: Pearson.
2. Iyenge, V. (2010). *Introduction to Banking*. New Delhi: Excel Books.
3. Neelam, C Gulati (2007). *Principles of Insurance Management*. New Delhi: Excel Books.
4. Arunajatesan, S. & Viswanathan, T. R. (2009). *Risk Management & Insurance*. Noida: Macmillan Publishers India Ltd.
5. Hull, John C. (2010). *Risk Management and Financial Institutions*. Singapore: Pearson
6. Joshi, Vasant and Joshi, Vinay (1998). *Managing Indian Bank*. London: Response Books.
7. Paul, Justin (2010). *Management of Banking and Financial Services*. India: Pearson.


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MBAIEF307 TAX PLANNING AND MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE F307	Tax Planning and Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

Course Outcomes

1. Familiarize the students with the functions and performance of Direct and Indirect tax.
2. Provide understanding of Tax Planning.

COURSE CONTENT

Unit I: Introduction

1. Introduction to Direct Taxes, Income Tax, Wealth Tax
2. Important Provision of Income Tax Act

Unit II: Basic Concepts

1. Basic Concepts: Assessment Years, Previous Years
2. Person, Income, Gross Total Income
3. Capital and Revenue Receipts and Expenditure
4. Residential Status and Incidence of Tax
5. Tax Free Income

Unit III: Income from Salary

1. Income from Salary: Meaning
2. Taxability of Allowances and Perquisites
3. Permissible Education, Treatment of PF, Gratuity
4. Tax Planning in Relation to NRIs

Unit IV: Income from Business and Profession

1. Income from Business and Profession: Basis of Charge
2. Scheme of Provisions
3. Deductions Expressly Allowed

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4. Expenses Allowed Under Restriction
5. Depreciation

Unit V: Income from House Property


1. Income From House Property: Tax Planning
2. Income From Capital Gains and other Sources
3. Tax Planning
4. Deduction: Deduction Allowed From Total Income
5. Rebates and Relief
6. TDS: Tax Deduction at Source
7. Filling of Returns

Suggested Readings

1. Singhanian, V.K. (2010). *Direct Tax Law*. New Delhi: Taxman Publications.
2. Jain & Jain (2010). *Tax Planning and Management/ Income Tax*, Bangalore: Path makers.
3. Hariharan, N. (2009). *Income Tax: Law & Practices*. New Delhi: TMH
4. Lal, B.B. (2010) *Income Tax*. New Delhi: Pearson.
5. Singhanian, Vinod & Singhanian, Monica. *Students' Guide to Income Tax*. Mumbai: Taxmann's.


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MBAIEF308 INTERNATIONAL FINANCIAL MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTIC AL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesse	END SEM University Exam	Teachers Assesse				
MBAIEF308	International Financial Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

Course Outcomes

1. Familiarize the students with the functions and performance of international financial institutions.
2. Provide understanding of mechanics and application of International Financial Systems.

COURSE CONTENT

Unit I: Introduction

1. International Financial Management: Nature, Scope and Objectives
2. International Parity Conditions -Purchasing Power Parity, International Fisher Effect
3. International Financial Institutions-International Monetary Fund, World Bank

Unit II: Foreign Exchange markets

1. The Foreign Exchange markets- Functions of the Foreign Exchange Market
2. The Foreign Exchange rates -direct and indirect quotations
3. Spot market and forward market - forward premiums and discounts, Bid - ask spread
4. Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory

Unit III: Management of Foreign Exchange Risk

1. Translation exposure - Functional Versus Reporting Currency
2. Transaction exposure
3. Measurement and Management of Transaction exposure
4. Currency Correlation and Variability as Hedging Tools
5. Economic Exposure, Transaction Exposure versus Economic Exposure

Unit IV: Multinational Capital Budgeting

1. Multinational Capital Budgeting - Problems and issues in foreign investment analysis



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2. Techniques of capital budgeting - NPV, IRR, APV

Unit V: Managing Foreign Operations

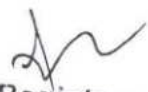
1. Eurocurrency markets, International Bonds Markets
2. External Commercial Borrowings, Advantages of Euro Issues
3. GDRs and ADRs, Component of Balance of Payments
4. Current Account, Capital Account

Suggested Readings

1. Apte, P.G. (2010). *International Financial Management*. New Delhi: Tata McGraw Hill
2. Madura, Jeff (2008). *International financial Management*. Cengage Learning.
3. Shapiro, Alan C. *Multinational Financial Management*. New Delhi: John Wiley & Sons.
4. Vij, Madhu (2010). *International Financial Management*. New Delhi: Excel books.
5. Clark, Gohraim (2008). *International Financial management*. Cengage Learning
6. Srivastava, R. M. (2008). *Multinational Financial Management*. New Delhi: Excel books
7. Bhalla, V.K. (2008). *International Financial Management: Text and Cases*. New Delhi. Anmol Publications.


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SEMESTER III


List of Electives (HR)

Semester - III

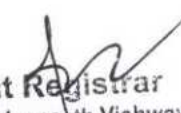
- MBAIEH303 Training and Development
- MBAIEH304 Business Process Transformation
- MBAIEH305 Human Resource Development and Audit
- MBAIEH306 Compensation Management
- MBAIEH307 Industrial Relations and Labour Law
- MBAIEH 308 Leadership Development

Semester - IV

- MBAIEH403 Organizational Development
- MBAIEH404 Change Management
- MBAIEH405 Performance Management and Appraisal
- MBAIEH406 HR Issues in Mergers and Acquisitions
- MBAIEH407 International Human Resource Management
- MBAIEH408 Managerial Competencies and Career Development


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MBAIEH303 TRAINING AND DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH303	Training and Development	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help the student gain an understanding of the need and methods of Training and Development, and develop insights in effective designing and evaluation training programmes.

Course Outcomes

1. To make student understand the scope, nature and importance of Training and Development.
2. To make student aware regarding the various methods of Training and Development, and gain insights in Design, Development and Delivery of Training Program.

COURSE CONTENT

Unit I: Introduction

1. Concept, Designing Effective Training
2. Forces Influencing Working and Training
3. Recent Trends in Training Practices

Unit II: Strategic Training

1. Strategic Training and Development Process
2. Organisational Characteristics and Training
3. Different Strategies and Training needs

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Unit III: Need Assessment

1. Necessity of Need Assessment
2. Need Assessment Process
3. Scope of Need Assessment

Unit IV: Transfer of Training and Evaluation

1. Transfer of Training: Concept, Methods, Model of Transfer Process.
2. Work and Organisational Factors Influencing Transfer of Training
3. Evaluation of Training: Reasons, Process, Outcomes
4. Determining Return on Investment: Cost Benefit Analysis

Unit V: Technology and Training

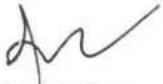
1. Influence of Technology on Training : Benefits and Limitations
2. Technology Based Training Methods: Types and Comparison
3. Future of Training and Development, Researches on Training and Development

Suggested Readings

1. Noe, R. (2008). *Employee Training and Development*. Tata McGraw-Hill Education Private Limited.
2. Garner, J. (2006). *Training Interventions in Job Skill Development*. Boston(USA); Addison-Wesley.
3. Craig, Robert L., (2008). *Training and Development Handbook*. Ghaziabad (UP); McGraw Hill.
4. Kenney, Donnelly J, Eugene, L., Margaret, A. R., (2010). *Manpower Training and Development*. London; London Institute of Personnel Management.
5. <http://www.fao.org/docrep/W5830E/w5830e0h.htm> (Retrieved on April 1, 2018)
6. https://www.unodc.org/pdf/india/publications/guide_for_Trainers/03_systematicapproachtotrain ing.pdf (Retrieved on April 1, 2018)


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MBAIEH304 BUSINESS PROCESS TRANSFORMATION

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH304	Business Process Transformation	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to familiarize the students with the concept of basic principles for analyzing and improving business methods, procedures and systems in the business organizations

Course Outcomes

1. To familiarize students with the concept and theories of Creativity and Innovation.
2. To explain students the TQM concepts and its implementation
3. To provide students with the insight of Business Process Re-engineering and its importance.

COURSE CONTENT

Unit I: Innovation and Creativity

1. Theories of Creativity and Innovation, Managing People Side of innovation, Resistance to Innovation, Process of Creativity, Releasing creativity, Creative Techniques of Problem Solving
2. The Creative Environment, Creative Organization, Creativity Training
3. Introduction to Learning Organizations, Architecture of Learning Organization.

Unit II: Work System Design

1. Redesigning Work, Developing Teams, Building Teams Structure and Skills
2. Managing Disruption and Conflict, Improving Work Process and Work Flow
3. Appraising Team Performance, Leading High Performance Teams.

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Unit III: Total Quality Management

1. History & Philosophy of TQM
2. Total Quality as a System,
3. TQM Implementation Process
4. ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification,
5. Malcolm Baldrige Award Criteria
6. Demings Award
7. Rajiv Gandhi National Quality Award.

Unit IV: Basic HR issues in Total Quality Management

1. Leadership Vision and Continuous Process of Improvement
2. Kaizen
3. Performance Appraisal and TQM
4. People Capability Maturity Model (PCMM)
5. Quality Based HR Practices.

Unit V: Business Process Re-Engineering

1. Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
2. Knowledge Organization: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization, Researches on Training and Development.

Suggested Readings

1. Khandwala, P. N.(2008). *Fourth Eye: Excellence Through Creativity*. Allahabad; Wheeler Publication
2. Grover, V., Markus, M. L.(2010). *Business Process Transformation*. New Delhi; PHI.
3. Poirier, C. (2015). *Business Process Management Applied*. New Delhi; Cengage Learning
4. Evans (2009). *Total Quality Management*. New Delhi; Cengage Learning
5. Panda, T. (2009). *Knowledge Management*. New Delhi; Excel Books
6. Singh, K. (2009). *Organisation Change and Development*. New Delhi; Excel Books

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MBAIEH305 HUMAN RESOURCE DEVELOPMENT AND AUDIT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH305	Human Resource Development & Audit	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role.

Course Outcomes

1. To provide an insight to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations.
2. To familiarize students with the role of line managers and HR specialists in HRD.

COURSE CONTENT

Unit I: Introduction to HRD

1. Definition, Evolution, Goals
2. Good HRD Practices and Business Improvement
3. HRD Practices : The Indian Experiences
4. HRD and Organisational Effectiveness

Unit II: Approaches of HRD

1. Elements of HRD
2. Evaluation of HR Function: Balance Scorecard Approach, Strategic HR Framework, integrative Framework, Human Capital Appraisal Approach
3. HRD Audit and HRD Score Card

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Unit III: HRD Audit

1. HRD Audit: Need, Concept, Process, Methodology, Instruments
2. Limitations of HRD Audit

Unit IV: HRD Styles, Culture and Competencies

1. Top Management Styles and their Audit : Benevolent, Critical and Developmental
2. Culture and its Audit: OCTAPACE Culture
3. HRD Competencies and their Audit

Unit V: HRD Reports and Applications

1. HRD Audit Report Writing
2. HRD Audit and Business Improvement
3. HRD Audit: The Indian Experience, Researches on HRD and Audit

Suggested Readings

1. Pareek, U. and T.V.Rao (2007). **Designing and Managing Human Resource Systems**. Third Edition 2007, published by Oxford & IBH publishing Co.Pvt.Ltd
2. Rao, T. V.(2004) . **HRD Audit**. New Delhi: Response Books.
3. Kandula (2010). **Strategic Human Resource Development**. New Delhi: PHI Learning.
4. French, W.L. and Bell, C. H. (1999). **Organization Development: Behavioral Science Interventions for Organization Improvement**, Pearson Publications. 6th Edition

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MBAIEH306 COMPENSATION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH306	Compensation Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India, legal aspects of compensation management, and understanding designing of compensation for employees

Course Outcomes

1. To familiarize students the dynamics of compensation designing and current trends in India.
2. To make student understand the techniques to frame wage and salary for skilled, semi-skilled and unskilled workers.

COURSE CONTENT

Unit I: Introduction to Compensation

1. Compensation : Concept, Objectives, Components, Dimensions
2. 3-P Compensation Concept, Factors Affecting Compensation
3. Reward: Concept, Designing and Assessing Reward System
4. Current Trends in Compensation and Reward Management in India

UNIT II: Compensation Management and Job Evaluation

1. Compensation Management : Process, Equity, Improving Equity, Job Evaluation and its linkage with compensation
2. Compensation Planning: Level, Structure and System Decisions
3. Designing Compensation System: On Basis of Making Payments-Skill Based, Merit Based, Knowledge Based, Competency Based, Market Based. Methods of Making Payment- Time Wage Method, Piece Wage Method.


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Unit III: Governing Laws for Wage and Salary Administration

1. The Payment of Wages Act, 1936
2. The Minimum Wages Act, 1948
3. The Equal Remuneration Act, 1976
4. The Provident Fund Act, 1952
5. Employees' State Insurance Act, 1948
6. The Payment of Bonus Act, 1965
7. The Payment of Gratuity Act, 1972

Unit IV: Rewarding Performance and Incentive Schemes

1. Role of Appraisal in Rewarding Performance: Performance-Compensation Linkage Model.
2. Performance Linked Incentive Schemes: Concept, Classification, Pre-requisites, Limitations
3. Approaches to Rewarding Performance: Individual and Team Based Compensation System, Pay for Performance, Variable Pay approaches
4. Employee Benefits: Concept, Classification, Fringe Benefits, ESOP's
5. Non-Monetary Rewards

Unit V: Corporate Consideration and International Compensation Management

1. Managerial Remuneration: Concept, Components, Features, Strategies
2. Ethics in Compensation Management
3. Culture and Compensation Management
4. International Compensation Management: Concept, Objectives, Elements of Expatriate Compensation Package

Suggested Readings

1. Singh, B. D. (2008). *Compensation and Reward Management*. New Delhi; Excel Books
2. Tapomoy, D. (2008). *Compensation Management*. New Delhi; Excel Books Reference Books
3. Bhattacharya, D. K.(2009). *Compensation Management*. Oxford University Press, New Delhi
4. Sarma A.M and Rao N. S. (2015). *Compensation and Performance Management*. Himalaya Publishing House, Mumbai
5. Milkowich, G., Newman, J. (2016). *Compensation*. New Delhi; Tata McGraw Hill.



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MBAIEH307 INDUSTRIAL RELATIONS AND LABOUR LAWS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH307	Industrial Relations and Labour Laws	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help the student gain an understanding of the need of healthy relationship of employer to employer, employer to employee and employee to employee in order to gain competitive advantage in present business scenario.

Course Outcomes

1. To make students implement various labour related welfare and legislative matters
2. Students should be able to establish a cordial Industrial Relations for higher productivity.

COURSE CONTENT

Unit I: Industrial Relation: Introduction

1. Industrial Relation: Definition, Scope, Factors of Industrial Relations: Institutional, Economic, Technological, Political and Socio-Cultural.
2. Industrial Relations Perspectives: Functional Approaches to IR – Dunlop's Approach, Oxford Approach, Industrial Sociology Approach, Marxist Approach, Unitary Approach, Pluralist Approach, Gandhian Approach
3. Globalization: Globalization and the emerging socio-economic scenario and their impact on Industrial Relations
4. Industrial Relation and the State: Role of state

Unit II: Trade Union

1. Trade Unions: Philosophy and perspectives; history and structure of Trade Unions; Impact of Globalization, Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.


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2. Function of Trade Union, Types & structure of Trade Union
3. The Trade Union Act, 1926.

Unit III: Discipline, Industrial Democracy and Employee Participation

1. Employee Discipline: Importance, Causes and Forms; Disciplinary action
2. Industrial Employment (Standing Orders) Act, 1946
3. Industrial Democracy and Employee Participation: Need for industrial democracy, pre-requisites of Industrial Democracy: Employee Participation-Objectives, forms of employee participation.

Unit IV: Industrial Dispute, Collective Bargaining and Contract Labour Management

1. Industrial Disputes Act, 1947: Disputes: Impact and Causes of Disputes. Negotiation. Mediation and Arbitration, Machinery for Prevention and Settlement of Industrial Disputes.
2. Collective Bargaining: Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes behind Failure of Collective Bargaining.
3. Contract Labour (Regulation and Abolition) Act, 1970

Unit V: Labor Welfare and Other Important Labour Laws

1. Labor Welfare: Meaning, definition, scope, theories, principles and approaches; Statutory and Non-Statutory Welfare: Intra Mural and Extra Mural Welfare.
2. The Factories Act, 1948: Approval, Licensing and Registration, Health, Safety and Welfare, Agencies of Labor Welfare, Working Hours, Annual Leave with Wages, Periodical Returns and Records.
3. Maternity Benefit Act, 1961.
4. Employees' Compensation Act, 1923

Suggested Readings

1. Malik P.L. (2013). *Handbook of Labour and Industrial Law*. Eastern Book Company. Lucknow. Edition: 15th Edition
2. Chawla R. C. and Garg, K.C. (1993). *Industrial Law*. Ludhiana, Kalyani Publishers,
3. Bareja, J.K. (2001). *Industrial Law*, Galgotia Publishing Company, New Delhi.
4. Monappa, Arun (1997). *Industrial Relations and Labour Laws*. New Delhi; Tata McGraw-Hill Education
5. Rao, P. S. (2000). *Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games*. Mumbai, Himalaya Publishing House.
6. Bhatia, S. K. (2008). *Strategic Industrial Relations and Labour Laws*. New Delhi; Deep and Deep Publications. India



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MBAIEH308 LEADERSHIP DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Assessment*	END SEM University Exam	Assessment*			
MBAIE H308	Leadership Development	60	20	20	-	-	4	-	4

Legends: Th- Theory, L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of the course is to make students acquainted with the skills of Leadership Development. The course also guides the students to manage and adapt change for enhancing organizational effectiveness.

Course Outcomes

1. To make students understand how leadership skills can be developed.
2. To gain an understanding of Change Management, Ethics and Leadership.

COURSE CONTENT

Unit I: Introduction to Leadership

1. Leadership: Definition, Styles
2. Theories: Trait Theory, Behavioral Theory and Contingency Theory
3. Leadership and Management
4. Myths About Leadership Development, Researches on Leadership Development

Unit II: Education, Experience and Leadership

1. Action-Observation –Reflection Model
2. Reflection and Leadership
3. Leadership Development through Experience
4. Leadership Development through Education and Training

Unit III: Leadership Assessment and Power

1. Leadership Assessment: Best Practices in Assessing Leadership Potential
2. Measuring Effects of Leadership

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3. Power and Leadership : Sources of Power, Leader Motives

Unit IV: Group, Teams and their Leadership

1. Group Think and Group Shift; Effective Team Building
2. Ginnett's Team Effectiveness Leadership Model
3. Nadler's and Tushman's Congruence Model

Unit V: Leadership and Organisational Change and Culture

1. Leadership and Rational Approach to Organisational Change
2. Leadership and Emotional Approach to Organisational Change
3. Cultural Sensitivity, Cultural Intelligence and Global Leadership Skills

Suggested Readings

1. Hughes, Ginnett and Curphy (2006). *Leadership: Enhancing the Lessons of Experience*. Tata McGrawHill Publications: New Delhi
2. Dubrin J. Andrew (2008). *Leadership: Research Findings, Practice and Skills*. Houghton Mifflin Company: Boston: Newyork.
3. Stephen Robbins (2013). *Organizational Behavior*. Pearson Education, Latest edition
4. Clinton, R. (2012). *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Kindle Edition.
5. Gulu, E. (2008). *Captain Cool: The M.S. Dhoni Story*. Westland, 2008.
6. Isaacson, W. (2011). *Steve Jobs*. Simon & Schuster (U.S.)

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SEMESTER III

List of Electives (Operations)

- MBAIEO303 Total Quality Management
- MBAIEO304 Productivity Management
- MBAIEO305 Production Planning And Control
- MBAIEO306 Business Process Reengineering
- MBAIES303 E-Business
- MBAIEO307 World Class Manufacturing

Semester-IV

- MBAIEO403 Materials And Procurement Management
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIEO405 Product Innovation And Planning
- MBAIEO406 Total Productive Maintenance
- MBAIEO407 Industrial Engineering
- MBAIEO408 Strategic Technology Management

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MBAIEO303 TOTAL QUALITY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE O303	Total Quality Management (TQM)	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the basics of TQM its uses and its application in present business scenario. Other objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes assurance to service assurance

Course Outcomes

1. Equip students with selection and applying appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies.
2. Familiarize the students with the measurement of cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement.

COURSE CONTENT

Unit I : Introduction to TQM

1. Meaning of the terms quality
2. Quality control and quality assurance
3. Importance of quality
4. Quality dimensions of products and services
5. Quality and competitive advantage
6. Cost of quality
7. TQM, Evolution of TQM, Basic principles of TQM
8. TQM VS Traditional management
9. Advantages of TQM

Unit II: Philosophical Framework to TQM

1. Contribution of various gurus of TQM
2. Deming-Deming's chain reaction, Deming's principles, deadly sins
3. PDCA cycle

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4. Juran's Quality Trilogy, Juran's Breakthrough Sequence
5. Philips Crosby- Quality is free
6. Taguchi's Quality loss function
7. Ishikawa's contributions and Quality Circles

Unit III: Benchmarking

1. Definition, reasons for benchmarking, types of benchmarking
2. Process of benchmarking
3. What to benchmark, understanding current performance, planning, studying others, using findings
4. Xerox model of benchmarking
5. Advantages and pitfalls of benchmarking
6. Concept of Kaizen and its applications

Unit IV: Quality Management Systems

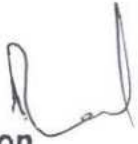
1. Quality Management Systems (QMS): Introduction, Definition of QMS
2. ISO 9000
3. ISO 14000
4. Six Sigma - Historical developments, statistical framework for six sigma
5. DPU and DPMO concepts
6. DMAIC methodology
7. Six sigma and TQM

Unit V: Quality Control and Quality Awards


1. Quality Control tools: Introduction, 7 tools of quality control
2. Poka-yoke
3. Quality Function Deployment
4. Quality Awards : Introduction, Need for Quality Awards
5. Deming Prize and its features
6. Golden peacock award
7. Rajiv Gandhi National Quality Award

Suggested Readings

1. Mukherjee, P.N. (2006). *Total Quality Management*. New Delhi; PHI learning Pvt Ltd.
2. Janakiraman, B& Gopal R.K. (2006). *Total Quality Management: Text and case* New Delhi; PHI learning PVT Ltd.
3. Mandal , S.K. (2009). *Total Quality Management*. New Delhi; Vikas Publishing House PVT Ltd.
4. Evans ,James. R. (2016). *Quality Management*. Boston; Cengage learning.


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MBAIEO304 PRODUCTIVITY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBA IEO304	Productivity Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

This course would help students develop an understanding about the productivity concepts, value analysis, Work Study and measurement to maximize profit.

Course Outcomes

1. Familiarize the students with the use of Productivity Management in manufacturing and service sector.
2. Equip students with the use of Method study and work measurement techniques.

COURSE CONTENT

UNIT: I Introduction

1. Introduction: Productivity concepts
2. Macro and Micro factors of productivity
3. Productivity benefit model, productivity cycles

UNIT: II Value Analyses and Value Engineering

1. Concept – Procedure – Application and role in Productivity
2. Productivity Models: Productivity Measurement at International
3. National and organization level
4. Total productivity models
5. Productivity Management in manufacturing and service sector
6. Productivity evaluation models, productivity improvement model and techniques

UNIT: III Work Study

1. Work Study: Importance of work study
2. Method Study and Work Measurement
3. Pioneers of Performance Measurement

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UNIT: IV Method Study

1. Method Study: Method and Method Study
2. Need for Method Study
3. Procedure of Method Study
4. Principles of Motion Economy

UNIT V: Work Measurement

1. Work Measurement: Techniques of Work Measurement
2. Stopwatch Time Study, Predetermined Time Standards
3. Synthetic Estimates of Work Times
4. Activity Sampling. Computation of Standard Time
5. Elements – Types of Elements
6. Performance Rating
7. Allowances – Need for Allowances – Types of Allowances

Suggested Readings

1. Edsomwan, J.A. (1996). *Organizational transformation and process re-engineering*. UK; British Library Cataloging in Pub. data.
2. Harrington H. James (2006). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*. New York; McGraw-Hill.
3. Thor Carl G, (1998). *Handbook for Productivity Measurement and Improvement*. New York; McGraw-Hill
4. Rastogi, P.N. (1995). *Re-engineering and re-inventing the enterprise*. New Delhi; Wheeler publications.
5. Premvrat, Sardana, G.D. and Sahay, B.S. (1998). *Productivity Management – Systems approach*. New Delhi; Narosa Publications.
6. Sumanth, D.J. (1990). *Productivity engineering and management*. New Delhi; Tata McGraw-Hill

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MBAIEO305 PRODUCTION PLANNING AND CONTROL

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment			
MBAIE O305	Production Planning and Control	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is designed to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Course Outcomes

1. Understand the importance of Production Planning and Control (PPC)
2. Equip students with application, concepts and tools used in PPC for achieving efficiency and quality superiority.

COURSE CONTENT

UNIT I: Introduction to Production Planning and Control

1. Need of PPC
2. Functions of PPC
3. Factors Influencing PPC in the Organization
4. Manufacturing Methods and Managerial Policies and Pre-requisites of PPC

UNIT II: Materials Planning and Control

1. Input Required for Materials Planning and Control
2. Steps in Materials Planning and Control
3. Techniques of Materials Planning and Control

UNIT III: Process Planning

1. Machining Allowances
2. Make or Buy Decision
3. Scientific Stock Control Techniques (Inventory Control Models)
4. Factors Influencing Process Planning
5. Step in Process Planning and Process Selection

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UNIT IV: Manufacturing Resource Planning (MRP II)


1. Introduction
2. Aggregate production planning
3. Master production scheduling
4. MRP II with Just in Time
5. Choice of software
6. Making MRP II system work
7. Achieving business objectives with MRP II

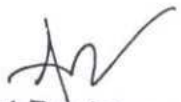
UNIT V: Scheduling

1. Factors Influencing Scheduling
2. Working and Scheduling Charts, Gantt Charts
3. PERT & CPM
4. Job Sequences (n job on two machines, n job on three machines)
5. Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model)

Suggested Readings

1. Jhamb, L.C(2009). *Production Planning and Control*. Delhi; Everest Publications.
2. Scott, Bili (2009). *Manufacturing Planning System*. Delhi; McGraw-Hill Publications.
3. George W, Plossl & Licky, O. R. (2010). *Materials Requirement Planning*. New York; McGraw-Hill Publications.


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MBAIEO306 BUSINESS PROCESS REENGINEERING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment			
MBAIEO306	Business Process Reengineering	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

Course Outcomes

1. Equip student with understanding process orientation in business management and develop skills and abilities in re-engineering.
2. Familiarize the students with business process for optimum performance.

COURSE CONTENT

UNIT I: Introduction to BPR

1. Concept
2. Philosophy of BPR
3. Fundamental tenets of BPR
4. Benefits & pitfalls of BPR
5. Drivers to BPR

UNIT II: Process reengineering framework

1. Process reengineering framework
2. Opportunity assessment
3. planning the process reengineering project

UNIT III: Process analysis and design

1. Organizing for process reengineering
2. Process analysis
3. Process design
4. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.

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UNIT IV: Tools and techniques used in BPR


1. Case tools
2. Work flow systems, imaging technology
3. Floware, Business design facility tools
4. Change management tools

UNIT V: Risk and impact measurement


1. Risk and impact measurement

Suggested Readings

1. Lon, Roberts (2009). *Process Re-engineering: The Key to Achieving Breakthrough Success*. New Delhi; Tata McGraw Hill.
2. Johanson, Henry & Palrik & Mchine A. John (2010). *Business Process Reengineering: Breakpoint Strategies for Market Dominance*. Chichester; John Wiley & Sons.


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MBAIES303 E-BUSINESS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIES 303	E-BUSINESS	60	20	20	-	-	4	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the basics of E-Business, its uses and its application in present business scenario.

Course Outcomes

1. Students to understand the basics of E-Business.
2. Students to understand the various models of E-Business, there uses in present business scenario.

COURSE CONTENT

Unit I: Introduction to e-Business

1. Concept and Framework of e-Business
2. e-Business application
3. e-Business Technology and Infrastructure

Unit II: e-Business Models

1. Elements of Business Models
2. B2B Model
3. B2C Model

Unit III: Payment Systems

1. Types of e-Payment
2. Digital Token Based e-Payment
3. Smart Card and Credit Card Payment System
4. Risk on e-Payment
5. Designing e-Payment

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Unit IV: Inter-organization Business


1. EDI application in Business
2. EDI: Legal, Security and Standardization
3. EDI software implementation
4. Value Added Network and Internet Based EDI

Unit V: Online Marketing Concepts and Future of e-Business

1. Online Marketing Process
2. Marketing Communication
3. Marketing Tools
4. Virtual Factory
5. Portal and Vortal Concepts
6. Search Engine Optimization

Suggested Readings

1. Kalakotta, R., Whinston B.(2009). *Frontiers of E-Commerce*. New Delhi; Pearson Education
2. Kalakotta R., Robinson, M. (2009). *E-Business: Roadmap for Success*. New Delhi; Pearson Education
3. Laudon, Traver (2009). *E-commerce: Business Technology Society*. 4, New Delhi; Pearson Education
4. Schneider (2008). *E-Commerce Strategy Technology and Implementation*. 1, India; Cengage Learning India
5. Rayudu, C. S. (2007). *e-Business*. New Delhi; Himalaya Publishing House.


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MBAIEO307 WORLD CLASS MANUFACTURING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIEO307	World Class Manufacturing	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the importance of world class manufacturing and various ways to achieve it.

Course Outcomes

1. Understand the importance of world class manufacturing and various ways to achieve it in present business scenario.
2. Equip students with strategic importance of aiming at high levels of Performance in a "Global Market" situation.

COURSE CONTENT

Unit I: Historical perspective

1. Globalization
2. Global Companies
3. Models for manufacturing excellence, Business Excellence
4. World class Excellent organizations
5. Characteristics of WCM companies

Unit II: Bench Marks, Bottlenecks and Best Practices

1. Concepts of benchmarking, bottleneck and best practices
2. Best performers – Gaining competitive edge through world class manufacturing
3. Value added manufacturing – eliminating waste – Toyota Production System – example

Unit III: System and tools for world class manufacturing

1. Improving Product and Process Design – Lean Production – SQC
2. FMS, Rapid Prototyping, Poka Yoke, 5-S, 3 M
3. Use of IT & JIT

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Unit IV: Human Resource Management in WCM

1. Adding value to the organization
2. Organizational learning – techniques of removing Root cause of problems
3. People as problem solvers
4. New organizational structures
5. Associates – Facilitators – Teamsmanship
6. Motivation and reward in the age of continuous improvement

Unit V: Indian Scenario

1. Leading Indian companies towards world class manufacturing – Task Ahead

Suggested Readings

1. Panneerselvam ,R (2012). *Production and operations managements*. Delhi; PHI learning India Ltd.
2. Stevenson, William .J (2007). *Operations Management*. Chennai; Tata Mcgraw Hill Co.
3. Sahay B.S. et al (2001). *World Class Manufacturing*. Chennai; Macmillan publishers India Ltd.
4. Khanna, O.P. (2010). *Industrial Engineering and Management*. New Delhi; Dhanpat Rai publications PVT Ltd.
5. Evans ,James R. & David, A. Collier.(2000).*Operations Management*. Boston; Cengage learning.
6. Gaither ,Norman & Frzier ,Greg(2009). *Operations Management*. Boston ; Cengage learning.

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SEMESTER III

List of Electives (Systems)

- MBAIFS303 E-Business
- MBAIES304 Visual Basic Programming
- MBAIES305 Computer Networks
- MBAIES306 Object Oriented Programming Using C++
- MBAIES307 Management Information System
- MBAIES308 RDBMS Using Oracle

Semester-IV

- MBAIES403 Information Technology
- MBAIES404 Software Engineering
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIES406 Modeling Techniques And IT For Operations
Management
- MBAIES407 Virtual Marketing
- MBAIES408 Business Intelligence And Data Mining


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MBAIES303 E-BUSINESS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIES 303	E-BUSINESS	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the basics of E-Business, its uses and its application in present business scenario.

Course Outcomes

1. Students to understand the basics of E-Business.
2. Students to understand the various models of E-Business, there uses in present business scenario.

COURSE CONTENT

Unit I: Introduction to e-Business

1. Concept and Framework of e-Business
2. e-Business application
3. e-Business Technology and Infrastructure

Unit II: e-Business Models

1. Elements of Business Models
2. B2B Model
3. B2C Model

Unit III: Payment Systems

1. Types of e-Payment
2. Digital Token Based e-Payment
3. Smart Card and Credit Card Payment System
4. Risk on e-Payment
5. Designing e-Payment

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Unit IV: Inter-organization Business

1. EDI application in Business
2. EDI: Legal, Security and Standardization
3. EDI software implementation
4. Value Added Network and Internet Based EDI

Unit V: Online Marketing Concepts and Future of e-Business

1. Online Marketing Process
2. Marketing Communication
3. Marketing Tools
4. Virtual Factory
5. Portal and Vortal Concepts
6. Search Engine Optimization

Suggested Readings

1. Kalakotta, R., Whinston B.(2009). *Frontiers of E-Commerce*. New Delhi; Pearson Education
2. Kalakotta R., Robinson, M. (2009). *E-Business: Roadmap for Success*. New Delhi; Pearson Education
3. Laudon, Traver (2009). *E-commerce: Business Technology Society*. 4, New Delhi; Pearson Education
4. Schneider (2008). *E-Commerce Strategy Technology and Implementation*. 1, India; Cengage Learning India
5. Rayudu, C. S. (2007). *e-Business*. New Delhi; Himalaya Publishing House.

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MBAIES304 VISUAL BASIC PROGRAMMING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIE S304	Visual Basic Programming	40	20	20	-	20	3	-	2	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

Course Outcomes

1. Students will understand the visual Programming and concepts of front-end tool using visual basic
2. Students will understand the use of VB in organization and processing complex business information.

COURSE CONTENT

Unit I : Introduction to Visual Basic


1. Enhanced features, introduction to graphical user interface, introduction to front end tools.
2. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box, combo box and Scroll bars, working with control array.

Unit II: Managing Projects

1. Control structures, scope and life time of variables,
2. Arrays: Static array, Dynamic array,
3. User defined data type,
4. Collections understanding projects,
5. Structure of visual basic application, variables, methods, procedures, functions.


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Unit III: Working with Forms

1. Loading, showing and hiding a form, controlling one form, from with in another,
2. Creating menus using menu editor, menu control array, creation of objects during run time.
3. MDI (Multiple Document Interface)

Unit IV: Working with Files and Graphics Applications


1. File: Sequential file, random file, Binary file, File controls: Drive list box, directory list box, and file list box.
2. Creating graphical applications: timer object, mouse events, drag and drop event, image box and picture box, shape control. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control, Tabstrip, SSTab control, Slider and Progress bar control.

Unit V: Report

1. Crystal Report 8.0: Creating simple reports, using crystal reports control, simple application with crystal reports, properties of crystal report query.

Suggested Readings

1. Holzner, S. (2008). *Visual Basics; Net Programming Black Book*, New Delhi; Dreamtech Press
2. Noel, Jerke (2010). *Visual Basic: The Complete Reference*. New Delhi; TataMcgrawHill
3. Noel Jerke (2010). *Visual Basic 6: The Complete Reference*. New Delhi; TataMcgrawHill.
4. Zak (2008). *Visual Basics*. 1, India; Cengage Learning India
5. Allert (2009). *Visual C++ Programming*. 1, India; Cengage Learning India


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MBAIES305 COMPUTER NETWORKS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIE S305	Computer Networks	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

Course Outcomes

1. Students will understand the concepts of Data Communication and Computer Networks and related issues
2. Students will understand use computer networks in organization and processing complex business information.

COURSE CONTENT

Unit I: Computer Networks

1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture,
2. Design issues for the layers, simplex, half-duplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.

Unit II: Reference Model

1. The OSI Reference Model,
2. The TCP/IP Reference Model,
3. Comparison and Critique of the OSI and TCP/IP Reference Models.

Unit III: Physical Layers

1. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments,

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2. Multiplexing- TDM, WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN introduction, ISDN channels, ISDN layers, services, and Communication Satellites.

Unit IV: Data Link Layer, Network Layer, Transport Layer and Upper OSI Layer

1. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop-and-wait protocol, sliding window protocols, HDLC, SLIP, PPP.
2. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.
3. Transport Layer: Services of transport layer, Transport protocols, connection management.
4. Upper OSI layers: Session layer and Transport Interaction, Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System(MHS), File transfer, Access and Management (FTAM)

Unit V: Transmission Technology

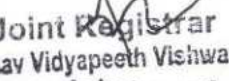
1. Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers
2. 6 Switches, Gateways, and Repeaters, Introduction.
3. Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

Suggested Readings

1. Gallo (2009). *Computer Communication & Networking Technologies*. 1, India: Cengage Learning India
2. Andrew, S, Tanenbaum (2010). *Computer Networks*. New Delhi; PHI
3. ISRD(2010). *Group Data Communications & Computer Networks*. New Delhi; Tata Mcgraw Hill.
4. Agarwal, R., Tiwari, B. (2010), *Data Communication & Computer Networks*, New Delhi; Vikas Publication
5. Miller (2010). *Introduction to Data & Network Communications*. India; Cengage Learning India


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MBAIES306OBJECT ORIENTED PROGRAMMING USING C++

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 306	Object Oriented Programming using C++	40	20	20	-	20	3	-	2	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help students to understand the concepts of Object Oriented programming using C++ and their use in organization and processing complex business information.

Course Outcomes

1. Students will understand the concepts of Object Oriented programming using C++.
2. Students will understand the use of OPPs in organization and processing complex business information.

COURSE CONTENT

Unit I: Introduction to OOPs and its Features

1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages
2. Overview of Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.

Unit II: Programming with C++

1. Programming with C++: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements,
2. Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.

Unit III: Arrays & Pointers

1. Arrays & Pointers: arrays of objects, Pointer to object, the this pointer, Function: General form, Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.

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Unit IV: Inheritance

1. Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifies, function and operator overloading.
2. Functions & Templates: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.

Unit V: File and Exception Handling

1. File and Exception handling: Introduction to templates and Exception handling, File Classes, Opening and Closing a file, Reading and writing a text file, detecting EOF

Suggested Readings

1. Thampi, Mantha (2010). *Object Oriented Programming in C++*. New Delhi; Dreamtech Press
2. Farrell (2009). *Object oriented programming using C++*. 1, India; Cengage Learning India
3. Balagurusamy, E. (2009). *Object Oriented Programming With C++*. 4, New Delhi; Tata McGraw Hill.
4. Singh, J. (2010). *Object Oriented Systems & Concepts of C++*. New Delhi; Excel Books
5. Bhawe (2010). *Object-Oriented Programming with C++*. New Delhi; Pearson


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MBAIES307MANAGEMENT INFORMATION SYSTEM

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 307	Management Information System	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

Course Outcomes

Student will acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

COURSE CONTENT

Unit I: Introduction

2. Definition of Management Information System
3. MIS support for planning, organizing and controlling
4. Structure of MIS – Information for decision making.

Unit II: System

1. Concept of System
2. Characteristics of System
3. Systems classification
4. Categories of Information Systems
5. Strategic information system and competitive advantage

Unit III: MIS Applications

1. Management Reporting Systems (MRS)
2. Decision Support Systems (DSS)
3. Office Information Systems (OIS) – including videoconferencing and e-mail
4. Knowledge Based Systems

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Unit IV: Development of MIS

1. The role of Strategic Planning and Strategic IS Planning (SISP) in identifying MIS requirements, and the MIS role in supporting Strategic Planning/SISP.
2. Managing MIS projects: Project management methodologies, MIS feasibility study, Assessment of economic, technical, social and political issues from an MIS perspective, Cost-Benefit Analysis
3. Overall approaches to MIS development: traditional vs. other approaches such as evolutionary and phased.
4. Techniques and methodologies for supporting MIS development

Unit V: Recent Trends and their Impact on MIS

1. Developments in hardware, software, Internet and communications capabilities and their implication for MIS
2. Trends in management and organizations, for example the possible movement towards flexible, virtual organizations and the role of MIS may have in this scenario
3. MIS and mobile computing
4. MIS and social media

Suggested Readings

1. Madan, S. (2010). *Management Information System*. New Delhi; Taxmann's
2. Goyal (2010). *Management Information System*. 3, New Delhi; Macmillan Publishers
3. Arora & Bhatia (2010). *Management Information Systems*. New Delhi; Excel Books
4. Kumar & Gupta (2010). *Management Information Systems*. New Delhi; Excel Books
5. Laudon (2009). *Management Information Systems: Managing the Digital Firm*. 11, New Delhi; Pearson Education


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MBAIES308 RDBMS USING ORACLE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIES 308	RDBMS using ORACLE	40	20	20	-	20	3	-	2

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

Course Outcomes

Students will understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information..

COURSE CONTENT

UNIT1: Introduction to DBMS and Various Models of DBMS

1. Database Management Systems: Data, Database, Database Management Systems
2. Types of Database Management Systems - Relational, Hierarchical, Network, and Object oriented database management systems,
3. Entity Relationship Model (E-R Model) Normalization Theory,
4. Codd's Rules for RDBMS.

UNIT 2: Introduction to RDBMS

1. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS
2. Introduction to SQL,
3. Data Definition language, Data Manipulation Language, Query Language, Data Control Language,
4. Cartesian Product and Joins, Use of Union, Intersection, Minus.

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UNIT3: SQL

1. SQL operators and functions,
2. SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View,
3. Sequence and synonyms SQLPLUS,
4. Creating reports using SQLPLUS.

UNIT 4: SQL/PL SQL


1. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block,
2. PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship,
3. Writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.

UNIT5 Advanced DBMS


1. Advanced Database Concepts: Data mining, data warehousing-design, basic principles,
2. OLAP, Transaction management, failure & recovery.

Suggested Readings

1. Dasgupta (2010). *Database management System, Oracle, SQL&PL/SQL*. New Delhi; PHI Learning
2. Deshpande (2007). *SQL & PL/SQL for Oracle 10g*. 1, New Delhi; Black Book.
3. Dreamtech, H., Dreamtech, K. (2008). *Oracle 10g Administration in Simple Steps*. New Delhi; Pearson Education
4. Dreamtech, Harrison (2010). *Oracle Performance Survival Guide A Systematic Approach to Database*. New Delhi; Pearson Education


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