



# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## M.B.A. (Industrial Management)

### SEMESTER III

COURSE CODE	CATEGORY	COURSE NAME	L	T	P	CREDITS	TEACHING & EVALUATION SCHEME				
							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAIM301</b>	<b>DC</b>	<b>HUMAN RESOURCES MANAGEMENT</b>	4	0	2	4	60	20	20	-	-

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

\***Teacher Assessment** shall be based 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 guide students about various elements of Human Resource Management and make them understand the importance of employee engagement and career management.

#### Course Outcomes:

After attending this course, the students will be able to understand and participate in all major HRM processes involving the employee life cycle – from recruitment and selection to separation.

#### Syllabus:

##### UNIT I: Introduction to HRM

1. The role and function of HR including strategic linkages
2. HRM policy and procedures
3. Organization of the HR department
4. Models of HR delivery
5. The role of line managers in managing HR.

##### UNIT II: Talent Acquisition

1. HR Planning Process; external and internal strategic integration; HR information system.
2. Methods of recruiting; alternatives to recruitment; cost-benefit analysis of recruiting;
3. Selection process; cost-benefit analysis for the selection decision; strategic R&S
4. Legal and ethical perspectives; external and internal influences;

##### UNIT III: Talent Development

1. Different approaches to Human Resource Development; strategically focused HRD; Managerial responsibilities and approaches for developing managers



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2. Techniques for organizational development; the need for training; creation of a HRD plan; training management.
3. HRM and management development; management development and organizational strategy; organizational approaches to management development; implementing management development programmes; issues in management development.

#### UNIT IV: Performance Management, Remuneration and Rewards

1. Performance evaluation techniques; performance appraisal; problems in performance evaluations;
2. Performance-based rewards; legal and ethical perspectives;
3. PM as a driver and facilitator of change; cross-cultural implications for PM.
4. Job evaluation and its connection with compensation
5. Remuneration strategies; pay determination; designing a payment system; incentives; bonus schemes; performance related pay; employee benefits, contingency theory.

#### UNIT V: Managing Employee Relations

1. Nature of the employment relationship; statutory frameworks; employment contract; key concepts such as conflict, cooperation, involvement and commitment; employee involvement and communication; types of employee involvement; processes used to regulate the employment relationship.
2. Terminating the Employment Relationship: managing dismissal and redundancy; statutory aspects; organizational downsizing and change implications; ethical and sustainability considerations

#### References:

1. Armstrong, M. (2008). *Handbook of Human Resource Management*. Practice. Kogan Page, London, Latest Edition.
2. Aswathappa, K. (2017). *Human Resource Management*. McGraw Hill Publishing Company, Singapore, Latest Edition.
3. Dessler, G. (2016). *Human Resource Management*. Pearsons Education Delhi, Latest Edition.
4. Pareek, U. and Rao, T.V., (Latest Ed). *Designing Managing Human Resources Systems*. Oxford IBH, NewDelhi
5. Rao, P. S. (2000). *Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games*. Mumbai, Himalaya Publishing House
6. Storey, J. (2004). *Managing Human Resources: Preparing for the 21st Century*. Beacon Booms, New Delhi, Latest Edition.



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
MBAI301C	DC	ADVANCED HUMAN VALUES AND PROFESSIONAL ETHICS	4	0	0	4	60	20	20	-	-

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

\*Teacher Assessment shall be based 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 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.

#### Syllabus:

##### 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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### SEMESTER III

#### 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.

#### References:

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



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAI302C</b>	<b>DC</b>	<b>PROJECT MANAGEMENT</b>	4	0	0	4	60	20	20	-	-

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

\***Teacher Assessment** shall be based 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.

#### Syllabus:

##### 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

#### References:

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



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**SEMESTER III**

**ELECTIVES**



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAI103</b>	<b>DE</b>	<b>MANAGEMENT ACCOUNTING</b>	4	0	0	4	60	20	20	-	-

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

\*Teacher Assessment shall be based following components: Quiz/Assignment/ Project/Participation in

#### Course Objectives:

The objective of this course is to acquaint the students with the basic concept of Financial, Cost and Management Accounting and also to develop understanding of Accounting for Managers which helps them in decision making.

#### Course Outcomes:

1. Understand the role of accounting in business.
2. Develop an understanding of the basic accounting framework.
3. Record basic business events culminating into a balance sheet.
4. Apply the financial accounting concepts using any standard accounting package.

#### Syllabus:

##### UNIT I: Introduction to Financial Accounting

1. Basic Accounting Concepts and Fundamental Conventions
2. Concept of Double Entry System
3. Basic knowledge of Accounting Process: Journal, Ledger
4. Trial Balance

##### UNIT II: Final Accounts

Statement of Profit and Loss and Balance Sheet as per Schedule-III – Companies Act, 2013

##### UNIT III: Cost Accounting

1. Need for Cost Information, Cost Objective
2. Elements of Cost and Classification of Costs
3. Concept, Elements and Managerial Uses of Cost
4. Cost Control and Cost Reduction
5. Preparation of Cost Sheet



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### SEMESTER III

#### UNIT IV: Management Accounting

1. Basic Management Accounting Concepts
2. Relationship with Financial Accounting and Cost Accounting
3. Break Even Analysis

#### UNIT V: Standard Costing

1. Standard Costing and Variance Analysis
2. Material Variance, Labor Variance,
3. Overhead Variance
4. Sales Volume Variance
5. Uses of these Variance

#### References:

1. Hansen (2002). *Management Accounting*. Cengage Learning, India, Latest Edition.
2. Maheshwari S.N.(2013). *Introduction to Accountancy*. Vikas Publishing House, New Delhi, Latest Edition.
3. N. Ramchandran and KakaniRamkumar(2005). *Financial Accounting for Management*. Tata-McGraw-Hill Education, New Delhi, Latest Edition.
4. Paresh Shah (2007). *Basic Financial Accounting for Management*. Oxford University, New Delhi, Latest Edition
5. Tulsian P.C.(2002). *Financial Accounting*. Pearson Education, India, Latest Edition.



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAIEO303</b>	<b>DE</b>	<b>TOTAL QUALITY MANAGEMENT</b>	4	0	0	4	60	20	20	0	0

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

\***Teacher Assessment** shall be based 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.

**Syllabus:**

**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



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### SEMESTER III

3. PDCA cycle
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

#### References:

1. Evans ,James. R. (2016). *Quality Management*. Boston; Cengage learning.
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. Mukherjee, P.N. (2006). *Total Quality Management*. New Delhi; PHI learning Pvt Ltd.



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAIEM308</b>	<b>DE</b>	<b>E-MARKETING</b>	4	0	0	4	60	20	20	0	0

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

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

#### Course Objectives:

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

#### Syllabus:

##### 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

##### UNIT III: Digital Market

1. Definition of E-Malls



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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

#### References:

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



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							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAIM301E</b>	<b>DE</b>	<b>INTELLECTUAL PROPERTY RIGHTS</b>	4	0	0	4	60	20	20	0	0

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

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

#### Course Objectives:

The overall objective of the course is to give an overview of intellectual property, and to introduce to the students, the topics on trademark, GI, patents, copyrights, as well as enforcement of intellectual property rights.

#### Course Outcomes:

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

1. Understand the fundamental aspect of intellectual property rights.
2. Understand the patent system of India.
3. Understand the basics of copyright and protect copyright.
4. Demonstrate the related rights.
5. Demonstrate various case studies based on patent, copyrights and related rights.

#### Syllabus:

##### UNIT I: Introduction to Intellectual Property Rights

1. Concepts of IPR
6. The economics behind development of IPR: Company perspective
7. International protection of IPR

##### UNIT II: Trademark Law and Geographical Indication

1. Concept of trademarks
2. Importance of brands and the generation of “goodwill”
3. Trademark: A marketing tool
4. Trademark registration procedure
5. Infringement of trademarks and Remedies available
6. Assignment and Licensing of Trademarks
7. Trademarks and domain names
8. Concept of Geographical Indication



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#### UNIT III: Patent Law

1. Introduction to Patents
2. Procedure for obtaining a Patent
3. Licensing and Assignment of Patents - Software Licensing, General public Licensing, Compulsory Licensing
4. Infringement of Patents

#### UNIT IV: Copyrights

1. Concept of Copyright Right
2. Assignment of Copyrights
3. Registration procedure of Copyrights
4. Infringement (piracy) of Copyrights and Remedies

#### UNIT V: Designs and IP Management

1. Concept of Industrial Designs
2. Registration of Designs
3. Piracy of registered designs and remedies
4. Concept of IP Management
5. Intellectual Property and Marketing
6. IP asset valuation

#### References:

1. Ahuja, V.K. (2017). *Law Relating to Intellectual Property Rights*. Lexis Nexis.
2. Chawla, H.S. (2020). *Introduction to Intellectual Property Rights*. Oxford & IBH Publishing.
3. Pandey, N. and Dharni, K. (2014). *Intellectual Property Rights*. PHI Learning Pvt. Ltd.
4. Parulekar, A. and D'Souza, S. (2006). *Indian Patents Law: Legal & Business Implications*. Macmillan India Ltd.



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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
<b>MBAIM302E</b>	<b>DE</b>	<b>BUSINESS ENVIRONMENT</b>	4	0	0	4	60	20	20	0	0

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

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

#### Course Objectives:

The objectives of the course are

1. To develop an understanding and provide knowledge about business environment to the students.
2. To promote basic understanding on the concepts of Business Environment and to make the students realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment.

#### Course Outcomes:

After completion of this course the students are expected to be able to:

1. Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
2. Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
3. Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.

#### Syllabus:

##### UNIT I: Basic Concepts and principles

1. Business – meaning, definition, nature & scope, objectives of business: economic & social, types of business organizations
2. Business environment - meaning, characteristics, scope and significance, components of business environment.
3. Introduction to micro-environment – internal environment: value system, mission, objectives, organizational structure, organizational resources, company image, brand equity; external environment: firm, customers, suppliers, distributors, competitors, society; introduction to macro components – demographic, natural, political, social,



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cultural economic, technological, international and legal; difference between macro and micro environment.

#### UNIT II: Economic, Political and Legal environment

1. Role of government in Business, Legal framework in India
2. Economic environment- economic system and economic policies.
3. Concept of Capitalism, Socialism and Mixed Economy
4. Impact of business on Private sector, Public sector and Joint sector
5. Competition Act and FEMA,
6. Monetary and fiscal policies, RBI - role and functions, regulations related to capital markets, role of SEBI and working of stock exchanges.

#### UNIT III: Social, Cultural & Competitive Environment

1. Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact
2. Social Audit and Social Responsibility of Business
3. Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies.
4. Introduction to Industrial Policy Resolutions

#### UNIT IV: Natural and Technological Environment

1. Innovation, technological leadership and followership
2. Impact of technology on globalization, transfer of technology, time lags in technology
3. Introduction, Status of technology in India; Management of technology; Features and Impact of technology

#### UNIT V: International Environment

1. International forces in Business Environment, SEZ, EPZ, GATT/ WTO
2. Globalization – Meaning, Nature and stages of Globalization, features of Globalization
3. Foreign Market entry strategies, LPG model.
4. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy.

#### References:

1. Brooks, I., Weatherstom, J. and Wilkinson, G. (Latest Ed.). *International Business Environment*.
2. Cherunilam, F. (Latest Ed.). *Business Environment*. New Delhi: Himalaya Publishing House
3. Neelamegam, V. (2<sup>nd</sup> Ed.). *Business Environment*. Vrinda Publications
4. Poonia, M.P. and Sharma, S.C. (Latest Ed.). *Environmental Studies*. Delhi: Khanna Publishing House.