

SCHEME OF TEACHING

&

SYLLABUS

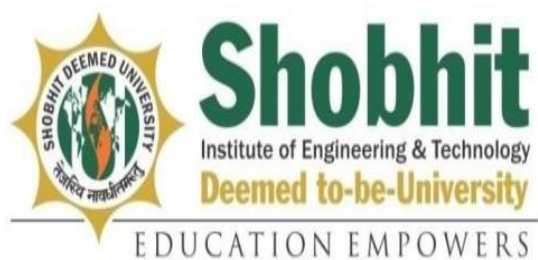
For

MASTER OF BUSINESS ADMINISTRATION

M.B.A

(TWO Year, Four Semester Program)

(w.e.f. Academic Session 2019 – 20)



SCHOOL OF BUSINESS STUDIES

SHOBHIT UNIVERSITY

NH-58, MODIPURAM - MEERUT (U.P.) – 250110

Website: www.shobhituniversity.ac.in

MASTER OF BUSINESS ADMINISTRATION (MBA):

The M.B.A. course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for any one specialization out of the seven offered: Marketing, Finance, International Business, Operations Management, HRM, Pharma Business Management and Agri-Business Management. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role-plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. There is a system of open specialization within all broad functional areas. The students will have to opt for one functional areas for their specialization, each having five papers (three in third semester and two in the fourth semester from Specialization Papers). **The student will opt for one course from open specialization courses in fourth semester.**

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo at the end of second semester examination. Comprehensive viva and Research project are part of the course.

SUMMER TRAINING PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 100 marks divided into written report of 50 marks and presentation of 50 marks. There will be no internal examiner. Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH PROJECT REPORT:

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the School of Business Studies under the supervision of a core faculty member of the department. The research project report will carry 100 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the two examiners will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

COMPREHENSIVE VIVA:

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks to be conducted by the external examiner appointed by the University.

Master of Business Administration (MBA)

Semester - 1

COURSE CODE	COURSE NAME	CREDITS
BSMB101	Management Principles and Practice	4
BSMB102	Managerial Economics	4
BSMB103	Financial Accounting and Analysis	4
BSMB104	Statistics for Management	4
BSMB105	Legal Aspects of Business	4
BSMB106	Business Environment	4
BSMB107	Business Communication	4
BSMB108	Computer Applications in Management	4
TOTAL		32

Semester -2

COURSE CODE	COURSE NAME	CREDITS
BSMB201	Organizational Behaviour	4
BSMB202	Management Accounting	4
BSMB203	Operations Research	4
BSMB204	Marketing Management	4
BSMB205	Financial Management	4
BSMB206	Human Resource Management	4
BSMB207	Production and Operations Management	4
BSMB208	Management Information System	4
TOTAL		32

Semester-3

COURSE CODE	COURSE TITLE	CREDITS
BSMB301	Strategic Management	3
BSMB302	International Business	3
BSMB303	Research Methodology	3
BSMB304	Supply Chain Management	3
BSMB3MK1/HR1/FM1/AG1/IB1/OM1/PH1	Elective I	3
BSMB3MK2/HR2/FM2/AG2/IB2/OM2/PH2	Elective II	3
BSMB3MK3/HR3/FM3/AG3/IB3/OM3/PH3	Elective III	3

BSMB305	Summer Training Report and Viva Voce	3
	TOTAL	24

SEMESTER-4

COURSE CODE	COURSE TITLE	CREDITS
BSMB401	Entrepreneurship Development	3
BSMB402	Corporate Social Responsibility and Corporate Governance	3
BSMB403	E-Business	3
BSMB3MK4/HR4/FM4/AG4/IB4/OM4/PH4	Elective I	3
BSMB3MK5/HR5/FM5/AG5/IB5/OM5/PH5	Elective II	3
BSMB40P4	Innovation Management and Startup Ecosystem	3
BSMB404	Research Project Report and Viva-Voce	3
BSMB405	Comprehensive Viva- Voce	3
	TOTAL	24

Specialization Group: Marketing

COURSE CODE	COURSE NAME
BSMB3MK1	Consumer Behaviour and Sales Management
BSMB3MK2	Marketing of Non Profit Organisations
BSMB3MK3	Integrated Marketing Communication
BSMB4MK4	International Marketing
BSMB4MK5	Rural Marketing

Specialization Group: Finance

COURSE CODE	COURSE NAME
BSMB3FM1	Security Analysis and Portfolio Management
BSMB3FM2	Financial Markets and Services
BSMB3FM3	Corporate Tax Planning
BSMB4FM4	International Financial Management
BSMB4FM5	Project Planning and Evaluation

Specialization Group: HRM

COURSE CODE	COURSE NAME
-------------	-------------

BSMB3HR1	Knowledge Management
BSMB3HR2	Organizational Change and Development
BSMB3HR3	Performance Management and Competency Mapping
BSMB4HR4	Industrial Relations and Labour Laws
BSMB4HR5	Compensation Management

Specialization Group: International Business

COURSE CODE	COURSE NAME
BSMB3IB1	International Business Environment
BSMB3IB2	International Marketing
BSMB3IB3	Financing of International Trade
BSMB4IB4	Export Management and Documentation
BSMB4IB5	International Logistics Management

Specialization Group: Agri - Business Management

COURSE CODE	COURSE NAME
BSMB3AG1	Agribusiness & Rural Marketing
BSMB3AG2	Agri Input Management
BSMB3AG3	Farm Business Management
BSMB4AG4	Management of Cooperatives
BSMB4AG5	Plantation Management

Specialization Group : Operations Management

COURSE CODE	COURSE NAME
BSMB3OM1	Facilities Management
BSMB3OM2	Production Planning & Control
BSMB3OM3	Project Management
BSMB4OM4	Materials Management
BSMB4OM5	Total Quality Management and Quality Standards

Specialization Group : Pharma Business Management

COURSE CODE	COURSE NAME
BSMB3PH1	Pharmaceutical Marketing
BSMB3PH2	Regulatory Framework of Pharmaceutical Business
BSMB3PH3	Sales Promotion and Brand Management Pharmaceutical Business
BSMB4PH4	Pharmaceutical Retail Management
BSMB4PH5	Supply Chain Management in Pharmaceutical Industry

SEMESTER I

BSMB101: Management Principles and Practices

Unit 1: Introduction

a) Management: Nature, purpose, and functions; Managerial functions at different levels of organization; Managerial skills and organizational hierarchy; Goals of managers and organization

b) Evolution of Management Thoughts: Taylor and scientific management, Fayol's contribution; Hawthorne studies: Recent contributions to management thought System Approach to Management Process: Managerial Transformation Process; Communication system; External variables, Outputs

C) Functions of Manager: Planning, Organizing, Staffing, Leading, Controlling: An overview; Coordination: The Essence of Managership

Unit 2: Planning

Types of Plans: Mission or purposes, Objectives or goals; Strategies, Procedures, Rules, Programme, Budgets Policies; Planning process; Nature of objectives; Setting the objectives; management by Objectives (MBA): Concept, strengths, and weaknesses; Nature and purpose of strategies and policies; Planning process: Inputs to organization, industry analysis, enterprise profile; External and internal environment; Medium and short-range planning and implementation; TOWS Matrix; Alternative strategies; Time dimension and the TOWS Matrix; The Portfolio Matrix; Major kinds of strategies and policies: Porter's generic competitive strategies, planning premises.

Unit 3: Organising

Concept; Formal and informal organizations; Organisational division: The department; Span of Management: Concept and issues; Entrepreneurship and intrapreneuring, re-engineering the organization, Rationale of organizing; Territorial departmentation; Customer-group departmentation; Concepts of power and authority, empowerment; Scalar Principle; Line authority and staff relationship; Functional authority and decentralization; Different kinds of decentralization; Delegation of authority; Personal attitudes towards delegation; making delegation effective; Re-centralisation; Concept of organization charts.

Unit 4: Staffing

Concept of staffing; The System Approach to human resource management; Factors affecting the number and kinds of managers required; The management inventory; Analysis of the need for managers; An overview of the situational factors affecting staffing: External environment and internal environment factors; An overview of systems approach to selection, recruitment, and promotion; The Peter Principle.

Unit 5: Leading and Controlling

a) Leading: Human factors in managing; The importance of personal dignity and the •;,, consideration of their whole person; Overview of Motivation concept and Theory X and Theory Y of the Concept of leadership: Motivation ingredients; Principles of leadership; Leadership styles: Autocratic, democratic, and free-reign.

b) Controlling: Concept and process, establishment of standards; Measurement of performance, correction of deviations; Critical Control Points: Concept and types; Control as a Feedback System; Real-time Information and control; Feed-forward control; Feed-forward versus feedback systems; Feed-forward in management; Control of overall performance; Profit and loss control: Concept, nature, purpose and limitations; Control through Return on Investment; Bureaucratic and Clan Control.

Suggested Readings:

1. Heinz, Weihrich, Mark V. Cannice, and Harold Koontz, Management: A Global and Entrepreneurial Perspective, 13th ed., Tata McGraw-Hill, 2010
2. SP Robbins and MA. Coulter, Management, 11th ed., Prentice-Hall of India, 2012
3. Newman, Summer, and Gilbert, Jr., Management, 6th ed., Prentice-Hall of India, 2006
4. Stoner, Freman, and Gilbert, Jr., Management, 7th ed., Prentice-Hall of India
5. Harold Koontz and Heinz Weihrich, Essentials of Management, 8th ed., Tata McGraw-Hill, Noida, 2009

6. Stephen P. Robbins, David A. DeCenzo, Sanghamitra Bhattacharya, and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, 6th ed., Pearson Education, 2008

BSMB102: Managerial Economics

Unit 1: Introduction

Nature and scope of managerial economics and its relationship with other disciplines; Its role and significance in decision-making; Basic concepts; Positive Vs normative analysis.

Unit 2: Market Forces: Demand and Supply

a) **Demand analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making

b) **Supply analysis:** Objective of supply analysis; Determinants of supply.

Unit 3: Production Function and Cost Analysis

Theory of production and cost analysis; Production function and its managerial uses ; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

Unit 4: Organisation of the Firm

Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic, and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's Marries; and O. Williamsons' models.

Unit 5: Factor Pricing

Determination of factor pricing; Marginal productivity theory; Richardiaii and modern theories of rent; quasi-rent; Modern theory of wage rate determination; Classical, neo-classical, and Keynesian theory of interest; Modern theory of profit; Welfare economics; Pareto optimality conditions; Social welfare function.

Suggested Readings:

1. Crag W. Peterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, Prentice-Hall of India/ Pearson, New Delhi, 2004
2. H.L. Ahuja, Managerial Economics, S. Chand, 2004 Ath
3. DN Dwivedi, Managerial Economics, 4 ed., .Vikas Publishing House, New Delhi, 2006
4. GS Gupta, Managerial Economics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi
5. Joel Dean, Managerial Economics, Prentice-Hall of India, New Delhi
6. Dpminique Salvatore, Managerial Economics in a Global Economy, 4th ed., Thomson Southwestern, Bangalore, 2006
7. Pindyck and Rubinfeld, Micro Economics, Prentice-Hall of India, 6th ed., 2006
8. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000
9. Paul Samuelson and Nordhaus, Economics, 1 9th ed.Tata McGraw-Hill, New Delhi, 2005

BSMB103: Financial Accounting and Analysis

Objectives

The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

Course Contents

Unit 1: Theoretical Framework

a) Accounting: An introduction, Accounting as an information system. The users of financial accounting information and their needs, Qualitative characteristics of accounting information, Functions, advantages, and limitations of accounting, Branches of accounting.

b) Nature of Financial Accounting Principles: Basic concepts and conventions: entity, money measurement, going-concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosure.

c) Financial Accounting Standards: Concept, benefits, procedure for issuing accounting standards in India. Salient features of accounting standard: 1 (ICAI)

Unit 2

a) Accounting Process: The journal, the ledger, and trial balance: Meaning, need, preparation

b) Business Income: Measurement of business income-net income: The accounting period, the continuity doctrine and matching concept, Objectives of measurement, Depreciation policy, and Inventory valuation.

Unit 3: Preparation of Final Accounts:

Difference between Capital and Revenue Expenditure, Trading Account, Profit and Loss Account, Balance Sheet: Meaning, Need, Finance accounts for non-profit organisation: An overview.

Unit 4: Analysis of financial statements:

Meaning, need, Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; common size statement.

Unit 5

a) Funds Flow Statement: Meaning, concept of gross and net working capital, preparation of schedule of changes in working capital, preparation of funds flow statement and its analysis.

b) Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

Suggested Readings:

1. Anthony, R.N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 12th ed., Richard D. Irwin, Inc.
2. Monga, IR., Financial Accounting: Concepts and Applications, Mayoor Paper Backs, New Delhi
3. Shukla, M.C., T.S. Grewal, and S.C. Gupta, Advanced Accounts, Vol. 1, S. Chand & Co., New Delhi
4. Gupta, R.L., and V.K. Gupta, Financial Accounting, Vol. 1, Sultan Chand & Sons, New Delhi, 2006
5. The Institute of Chartered Accountants of India, Compendium of Statements and Standards of Accounting, New Delhi.
6. Bhattacharya, Ashish K., Essentials of Financial Accounting, PHI, New Delhi
7. N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2011

BSMB104: Statistics for Management

Unit 1: Introduction

Definition of Statistics, scope of Statistics; Applications in decision-making in Business, Measures of Central Tendency and Dispersion: Grouped Data, Drawing a Histogram; Unequal Class Intervals; Mean; Median; Mode; Quartiles; Standard and Quartile Deviation; Significance of Measures of Location and Dispersion; Coefficient of Variation. Index Numbers; Index of Retail Prices and Industrial Production.

Unit 2: Data Collection

Types of data, primary and secondary data, Census and survey and their relative advantages and limitations; development of questionnaire; Advantages and limitations of interview and postal questionnaire design; Problems of non-response measures.

Unit 3: Time Series Analysis

Time series, Moving average to calculate the trend, Plot trend on time series graph, calculate the seasonal factors for either the additive or multiplicative model, Forecasting methods.

Unit 4: Correlation and Regression

Definition of correlation and regression, Scatter diagram, Least squares method, Use of regression analysis, Forecasting and its precision, Concept of product moment correlation coefficient, Spearman's rank correlation coefficient and Coefficient of determination.

Unit 5: Probability and Probability Distribution

a) Probability: Definition, Mutually exclusive events, Addition and multiplication rules of probability, Venn diagram and tree diagram to solve probability problems.

b) Chi-square distribution, Student's t distribution, F distribution - its significance and simple problems

c) Probability Distribution: Concept of probability distribution, continuous probability distribution, Poisson distribution, Binomial distribution.

d) Sampling and Sampling Distribution: Various sampling methods, simple random sampling, stratified random sampling and Cluster sampling.

Suggested Books:

- 1 Richard I., Levin and David S. Rubin, Statistics for Management, 7th ed., Prentice-Hall of India, Pearson Education, 2007
2. T.NSrivastava and SheljaRego, Statistics for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2008
3. Mark L., Berenson and David M. Levine, Basic Business Statistics: Concepts and Application, Prentice-Hall of India
4. GC Beri, Business Statistics, 2nd ed., Tata McGraw-Hill, 2008

BSMB105: Legal Aspects of Business

Unit I: The Indian Contract Act, 1872

Concept of Contract, offer and acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, pledge, and agency. **(8 Sessions)**

Unit 2: a) The Sale of Goods Act, 1930: Nature of Contract of Sale; Formation of Contract of sale, agreement to sell, conditions and warranties, transfer of property in goods, performance of the contract of sale, remedies for breach, unpaid seller and his rights, rights of buyers, sale by auction.

b) The Partnership Act, 1932: Nature of Partnership, Formulation of Partnership; rights, duties, and liabilities of partners; Dissolution of Partnership Term **(8 Sessions)**

Unit 3: The Negotiable Instruments Act, 1881

Definition, Features and types of negotiable instruments; Methods of negotiation of instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques, Obligations of banker and customer; Dishonour and discharge of negotiable instruments **(8 Sessions)**

Unit 4:a) The Consumer Protection Act, 1986: Basic Concepts: Complaint, Complainant, Consumer, Rights of consumer, Consumer forums, their role, powers and functions, Procedure for consumer grievance redressal, Major decided Cases.

b) The Competition Act, 2002: Basic concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act: Role and working of Competition Commission of India. **(8 Sessions)**

Unit 5: The Companies Act

An overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings **(8 Sessions)**

Suggested Books:

- 1) Avtar Singh, Principles of Mercantile Law, 10th ed., Eastern Book Company, Lucknow
- 2) M.C. Kuchhal, Vivek Kuchhal, Business Law, 7th ed., Vikas Publishing House, New Delhi
- 3) Ravindra Kumar, Legal Aspects of Business, Cengage Learning, New Delhi, 2016
- 4) Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006.
- 5) MC Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008
- 6) The bare acts of relevant legislations.

BSMB106: Business Environment

Objective

To enable students to learn the concepts of economic environment of business, changes in policies and latest developments in India and abroad.

Allocation of Periods: 45 (30 Lectures, 5 Tutorials, 10 Practicals)

Unit 1: Introduction

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environmental Analysis, Approaches and Significance of Environmental Forecasting.

(Periods: 6 -1 - 2)

Unit 2: Economic Environment

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Developments in New Economic Policy and its Impact on Business.

(Periods: 7 -1 - 3)

Unit 3: Politico-Legal Environment

Relationship between Business and Government, Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

(Periods: 6 -1 - 1)

Unit 4: a) Technological Environment: Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology - Channels, Methods and Limitations.

b) Demographic and Socio-cultural Environment: Population size, falling birth rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

(Periods: 5 -1 - 1)

Unit 5 : WTO: Salient features and Current Developments; Globalisation: Meaning and dimensions, Features of Current Globalisation, Stages of Globalisation, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Disinvestments of PSUs, Foreign Direct Investments (FDI) and Regulation of Foreign Trade.

(Periods: 5 -1 -3)

Suggested Readings:

1. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai.
2. S K Mishra, and V K Puri, Economic Environment of -Business, 3rd Edition, Himalaya Publishing House, Mumbai.
3. Justin Paul, Business Environment Text and Cases, Tata McGraw Hill, New Delhi.
4. Suresh Bedi, Business Environment, Excel Books, New Delhi, 2004.
5. I. C Dhingra, India Economy: Environment and Policy, 23rd ed., Sultan Chand & Sons, New Delhi, 2009.

BSMB107: Business Communication

Unit 1: Introduction

Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like Letters, memos, reports, fax, e-mail, presentation, telephone, and multimedia; Improving the communication skills and projecting professionalism through various channels of communication; Verbal and non-verbal communication; Organisational culture; Communication and ethics.

Unit 2: Communication for Managers

Importance of communication to managers; Internal and external audiences in the organisation; Planning and creating business managers; Analysing the problem and defining the purpose; Analysing business communication situations; Adapting the message to the audience.

Unit 3: Written Communication

Planning, writing, and revising business document; Designing documents, slides, and screens; Polishing the writing; Editing for grammar and punctuation; Choosing the right word; Revising sentences and paragraphs, letters, memos; e-mails, and web writing, informative and positive messages, negative messages, persuasive messages; Reports: Types, characteristics of business reports, purposes of reports; Planning and techniques of writing a report.

Unit 4: Recruitment and Employment Correspondence

Researching job; Job application letter; Curriculum vitae/ resumes; Employment; Interview; References; Offer of employment; Job description; Letter of acceptance; Letter of resignation.

Unit 5: Interpersonal Communication

Listening, working, and writing in teams; Planning, conducting, and recording; Meetings; making effective oral presentations; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion.

Suggested Readings:

1. Locker, K.O., and Kaczmarek, S.K., Business Communication: Building Critical Skill, 2nd ed., Tata McGraw-Hill, 2002
2. Bovee, C.L., et al., Business Communication Today, Pearson Education, 2002
3. Taylor, Shirley, Communication for Business, Pearson Education, 2002
4. Lesikar, R.V., and Pettit, Jr., J.D., Business Communication: Theory and Application, Tata McGraw-Hill, 2002
5. James, S.O' Rourke IV, Management Communication: A Case Analysis Approach, 2nd ed., Pearson Education, 2005

BSMB108: Computer Applications in Management

Unit I Conceptual Framework

(06 hours)

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

Unit II: Operating System and Software

(06 hours)

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

Unit III: Communication Technology

(08 hours)

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.
Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

Unit IV: Office tools for Business

(12 hours)

Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges.

Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.

Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

Unit-5 Security and Ethical Challenges of IT

(8 hours)

Concept of Business Ethics, Technology Ethics; Security and Ethical Challenges of IT, Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

SEMESTER II

BSMB201: Organisational Behaviour

Unit 1: Introduction

Conceptual foundations of organizational behaviour; Nature and characteristics; Determinants; Contributing disciplines; Challenges and opportunities for Organisational Behaviour

Unit 2

a) Perception, Attitudes, and Values: Nature, process, importance of perception; Factors influencing perception; Attribution theory of perception; Issues involved in perception: Selective - perception, Halo effect, Contrast effect, Projection, Stereotyping; Applications of perception theories in organization; Concept of Pygmalion effect; An overview of emotions values, beliefs and attitudes with emphasis on their managerial implications.

b) Learning: Concept; Theories of learning: Classical conditioning, Operant conditioning, Social learning, Methods of shaping the behaviour, Managerial implication of learning theories.

c) Motivation: Why people work? Concept, major theories and process of motivation: Maslow's need-hierarchy theory; Herzberg's motivation-hygiene theory; McGregor's Theory X and Theory Y; Cognitive evaluation theory; Goal-setting theory; Reinforcement theory; ERG theory; Vroom's expectancy theory; Job design theory; Equity theory; Integrating contemporary, theories of motivation; Culture-boundness of motivation theories: Managerial implications of various theories; Linking MBO with goal-setting theory; Linking recognition programmes and reinforcement theory; Linking employee involvement programmes and motivation theories.

Unit 3

a) Personality: Concept and determinants; Personality traits; Major personality attributes influencing Organisational Behaviour; Locus of control; Machiavellianism; Self-esteem; Self-monitoring; Risk-taking; Type A and Type B personality; Proactive personality; Personality and national culture; Holland's typology of personality and congruent occupations.

b) Leadership: Concept and functions; Style and theories of leadership: Traits, behavioural and situational/contingency groups of theories; Inspirational approaches to leadership: Charismatic leadership, Transformational leadership, and transactional leadership, Contemporary leadership roles; Challenges to the leadership construct; Substitutes and neutralizers to leadership.

c) Stress: Concept; Consequences and sources; Stress Management: Individual approaches and organisational approaches.

Unit 4

a) Group Behaviour: Groups: Concept and classification; Stages of group development; Group structure; Roles and group norms; Premises and issues; Group decision-making: Group vs individual; Groupthink and group shift; Group decision-making techniques and process

b) Interpersonal Relationships: Understanding self and others; Developing interpersonal relationships; Transactional analysis; Johari window.

c) Conflict Management: Concept; Causes of conflict; Types of conflicts; Stages of conflicts; Effects of conflicts; Managing conflicts.

Unit 5

a) Organisation power and politics: Concept; Sources and classification; Power tactics; Coalitions; Organisational politics: Concept and people's response to organisational politics, The concept of impression management.

b) Organisational culture and change: Concept; Dominant culture; Strong vs weak cultures; Creating and sustaining culture; Employees learning of the culture; Creating a customer-responsive culture

c) Organisational change: Concept and forces for change; Managing planned changes; Resistance to change; Approaches to manage organisational change; Organisational development; The concept of learning organization; Culture-boundness of managing the change.

Suggested Readings:

1. Robbins, SP, Stephen P., Timothy Judge, and Seema Sanghi, Organisational Behaviour, 15th ed., Pearson Education, 2012
2. W. Newstrom, John, Organisational Behaviour, 14th ed., Tata McGraw-Hill, 2014
3. Fred Luthans, Organisational Behaviour, 12thed., McGraw-Hill, 2013
4. Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour, 10th ed., Prentice-Hall of India, Eastern Economy Edition, 2013
5. SS Khanka, Organisational Behaviour, S. Chand & Co., New Delhi, 2013, 4th Edition

BSMB202: Management Accounting

Objective

To provide the students the knowledge about the use of accounting information for planning, control and decision-making in organizations.

Course Contents

Unit 1: Introduction

Nature, scope, and importance of management accounting; difference between financial accounting and management accounting; difference between cost accounting and management accounting; cost control, cost reduction, and cost management.

Unit 2: Budget and Budgetary Control

Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; types of budgets: fixed and flexible budgets, zero-base budget, programme and performance budget.

Unit 3: Standard Costing

Concept of standard cost and standard costing; advantages, limitations, and application; variance analysis: calculation of material variances, labour variances, and overhead variances, disposition of variances.

Unit 4: Marginal Costing and Decision-making

Concept of marginal costing, differential costing and absorption costing, break-even analysis, use of above costs in decision-making; make or buy, change of product-mix, pricing and determination of shut-down point.

Unit 5: Responsibility Accounting

Concept and approaches to responsibility accounting. Steps involved in responsibility centres and their types; Divisional performance measurement — financial measures.

Suggested Readings:

1. Charles C. Horngren, Gary L. Sundem, and William O. Stratton, Introduction to Management Accounting, 15th ed., Prentice—Hall of India/Pearson Education, Delhi, 2009
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2013
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, 3rd ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13th ed., Tata McGraw-Hill, New Delhi, 2013

BSMB203: Operations Research

Objective of the Course

To equip the students with the basic understanding of techniques used in operations research, so as to apply them in business decision-making.

Allocation of Periods: 45 (Lectures-50, Tutorials-5, Practicals-10)

Course Contents

Unit 1

a) Operations Research: Nature, scope, and applications

b) Linear Programming: Mathematical formulation, Graphical Method and Simplex Method of solving LP problem; Special cases: Infeasible Solution, Degeneracy, Unboundedness, and Multiple 'Optimal Solutions; Sensitivity analysis; Duality; Business applications of linear programming. **(Periods-8-1-2)**

Unit 2

a) Transportation Technique: Major methods of finding initial basic feasible solution, Stepping-stone and MODI methods for finding optimal solution; Special cases of transportation problem.

b) Assignment Problem: Algorithm, Special cases. **(Periods-6-1-2)**

Unit 3: Inventory Control

Concept, functions, and significance of inventory; major decisions; Relevant costs; Classical EOQ model: limitations, extensions of the classical EOQ model; gradual receipt; application of EOQ model in production process; quantity discount; Planned stock-out; Re-order level; ABC analysis. **(Periods-5-1-2)**

Unit 4

a) Project Management: PERT and CPM and their applications, PERT/Cost; Resource leveling.

b) Queuing Theory: Introduction; Structure of queuing system; characteristics of M/M/I queuing model; Applications of queuing theory. **(Periods-5-1-2)**

Unit 5

a) Game Theory: Concept of game; 'two-person', 'zero-sum' games; pure and mixed-strategy games; rule of dominance; major methods of solving game theory problems; Limitations and applications of game theory.

b) Simulation: Definition; Types; Advantages and limitations; Phases of simulation model; Applications to PERT problems, investment problem, and inventory problems. **(Periods-6-1-2)**

Suggested Readings:

- 1) Anderson, David R., Dennis J. Sweeney, and Thomas A. Williams, Quantitative Methods for Business, Thomas South-Western, New Delhi, 12th ed., 2004
- 2) Hillier, F.S., and G.J. Lieberman, Introduction to Operations Research, McGraw-Hill Book Co., New Delhi, 10th ed., 2015
- 3) Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill, New Delhi, 4th ed., 2011.
- 4) Levin, R.I., D.S. Rubin, J.P. Stinson, and E.S. Gardner, Jr., Quantitative Approaches to Management, McGraw-Hill Book Co., New Delhi, 5th ed., 2005
- 5) Hamdy, A. Taha, Operations Research: An Introduction, Prentice-Hall, New Delhi, 8th ed., 2016.

BSMB204: Marketing Management

Objectives

To acquaint the students with the principles and practices of marketing

Unit 1: a) Marketing Concept - Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing; Marketing mix.

b) Marketing Environment - Concept; Need for study; Major elements and their impact on marketing decisions.

Unit 2: a) Consumer Behaviour - Consumer vs. organisational/ industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

b) Market Segmentation - Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

Unit 3: Product Decisions

Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle; The new product (Consumer); Adoption process.

Unit 4: a) Price Decisions - Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

b) Distribution Channels and Physical Distribution Decisions - Why are marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

Unit 5: a) Promotion Decisions - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.

b) Legal, Ethical, and Social Aspects of Marketing - Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

Suggested Readings:

1. Philip Kotler, • Levin Lane Keller, Abraham Koshy, and MithleshwarJha, *Marketing Management: South Asian Perspective*, 13th ed., Pearson Education, New Delhi, 2012
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14th ed., Tata McGraw-Hill, New Delhi, 2009
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, 15th ed., Tata McGraw-Hill, New Delhi, 2009
4. Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14th ed., Prentice-Hall of India, New Delhi, 2014
5. *The Consumer Protection Act, 1986*

BSMB205: Financial Management

Objectives of the Course

This course seeks to help the students in developing their skills for financial decision-making.

Course Contents

Unit 1: Introduction to Financial Management

Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

Unit 2: Long-term Investment Decisions

Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

Unit 3 : Working Capital Management

Concept of working capital; Planning for working capital, The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources, of short-term finance.

Unit 4 : Long-term Financing Decisions and Cost of Capital

Capitalisation; Capital structure; Factors affecting the pattern of capital structure; Basic assumptions and theory of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing: Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

Unit 5 : Dividend Decisions

Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani-Miller approach; Gordon's Model; Dividend policy in practice.

Suggested Readings:

1. James C Van home, Financial Management and Policy, 13th ed., Prentice-Hall of India, New Delhi
2. I.M. Pandey, Financial Management, Vikas Publication, 11 ed., 2015
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw-Hill, 7th ed., 2014
4. V. Sharan, Essentials of Financial Management, Prentice-Hall of India, New Delhi, 6th ed., 2010
5. Van Horne and Wachowicz, Jr., Fundamentals of Financial Management, 13th ed., 2015
Prentice-Hall of India,
6. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, concise 9th ed. (Indian Edition), Thomson South-western (now Cengage Learning), New Delhi, 2016
7. Ravi M. Kishor, Financial Management, 5th ed., 2018, Taxmann, New Delhi
8. R.P. Rustagi, Financial Management, Galgotia Publishers, New Delhi, 11th edition, 2016
9. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education, 14th ed., New Delhi
10. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill, 6th ed., 2014

BSMB206: Human Resource Management

Objective of the Course

To enable students to understand procedures, processes and techniques applied in the management of Human Resource in an organisation.

Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)

Course Contents

Unit 1 : Introduction to Human Resource Management

(a) Evolution of FIRM (b) Objectives and functions of HRM (c) Role and responsibilities of HR manager (d) Relevance of HRM (e) Systems approach to HRM. **(Period-6-1-2)**

Unit 2 : Acquisition of Human Resource Management

(a) Human Resource Planning: Purpose and process (b) Recruitment and Selection: Sources of Recruitment, Stages in Selection Process (c) Placement, goals analysis: Job description and job specification. **(Period-7-1-4)**

Unit 3 : Developing Human Resources

(a) Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes (b) Concept of HRD (c) Management development programmes **(Period-4-1-2)**

Unit 4 : Performance Appraisal

(a) Concept and objectives of performance appraisal (b) Process of performance appraisal (c) Criteria for performance appraisal (d) Benefits of performance appraisal (e) Limitations and constraints (f) 360 degree performance appraisal (g) Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme. **(Period-4-1-1)**

Unit 5 : Motivating Human Resources

(a) Motivation at Work, Major Motivation Theory: An Overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits (e) Discipline and employees' grievance redressal **(Period-5-1-0)**

Suggested Readings:

1. Dessler, Gary, and Biju Varkkey, Human Resource Management, 14 th ed. Pearson Education, New Delhi, 2015.
2. Gomez-Mejia, et al., Managing Human Resources, 7th ed., Pearson Education
3. Ivancevich, Human Resource Management, Tata McGraw-Hill, 8 ed., 2000
4. David S. Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 8th ed., Prentice-Hall of India, New Delhi, 2015
5. Biswajeet Pattanayak, Human Resource Management, 4th ed., Prentice-Hall of India, New Delhi
6. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill, 6th ed.
7. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, 5th ed.

BSMB207: Production and Operations Management

Objective of the Course

To enable students to understand the techniques of Production and Operations Management, and be able to apply those effectively in the business.

Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10) Course Contents

Unit 1 : Introduction to Production and Operations Management (P&OM)

(a) Nature, Objectives and Scope of P&OM (b) Evolution of P&OM (c) Transformation System (d) Functions and Responsibilities of Operations Manager (e) Difference between Goods and Services (f) New product development
(Periods- 4-1-2)

Unit 2 : Facilities Management

(a) Types of Processes (b) Process Selection (c) Importance of Facilities Location (d) Factors Affecting Facilities Location (e) Location Evaluation (f) Facility's Layout: Criteria for Good Layout, Benefits of good layout, Symptoms of Poor Layout, Types of Facility's Layout, Layout planning
(Periods- 6-1-2)

Unit 3 : Production Planning

(a) Introduction to Production Planning (b) Production Planning Strategies (c) Introduction to Capacity Planning (d) Aggregate Planning (e) Master Production Scheduling (f) Material Requirement Planning (g) Production Scheduling
(Periods- 6-1-2)

Unit 4 : Production Control

(a) Elements of Production Control (b) Purchase Process (c) Receiving (d) Inventory Management: Graphical, Tabular and EOQ Models of Inventory Control; Economic Production Lot Size (EPLS) (e) Just-In-Time Inventory (f) Selective Control Tools of Inventory.
(Periods- 6-1-2)

Unit 5 :

a) Quality Management: Concepts of Total Quality Management (TQM)

b) Tools for Lean and Six Sigma: Value stream map; 7 wastes; Pure and replenishment types; Standardised work; Total Productivity Management (TPM); Just-in-time (JIT)
(Periods- 8-1-2)

Suggested Readings:

1. Chase, Jacob, Aquilano, and Agarwal, *Production and Operations Management*, 13thed. (TMH, New Delhi), 2009
2. Lee J. Krajwski, *Operations Management: Strategy and Analysis*, 6th ed., Pearson Education, N. Delhi
3. Jeffery K. Liver, *Toyota Production Way*
4. Adam Ebert, *Production and Operations Management*, 6th ed., Pearson Education, N. Delhi
5. S.N. Chary, *Production and Operations Management*, TMH, New Delhi, 5th edition
6. William J. Stevenson, *Operations Management*, 13th ed., 2017, McGraw-Hill, New Delhi
7. Muhlemann, Oakland, Lockyer, Sudhir, and Katyayani, *Production and Operations Management*, 6th ed., Pearson Education, 2007
8. Elwoods S. Buffa and Rakesh K. Sarin, *Modern Production/ Operations Management*, 8th ed., Wiley Student Edition, 2009
9. Joseph S. Martinich, *Production and Operations Management*, 10th Reprint, Tata McGraw-Hill, New Delhi/Nbida, 2005
10. Norman Gaither, *Operations Management*, Cengage Learning
11. Ritzman, *et al.*, *Operations Management*, Pearson, 11th ed., 2015

BSMB208: Management Information System

Objective of the Course

To enable students to understand and apply Information Technology and e-commerce in the business decision-making

Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)

Course Contents

Unit 1 : Information Systems in Business

- a) Information Technology, Information System, Information versus data.
- b) Transaction processing system, Process control system.
- c) Electronic Business (e-business), Electronic Commerce (e-commerce), Legacy system
- d) Competitive Advantage, Competitive Strategies, Strategic Information Systems, Reengineering Business Processes, Total Quality Management (TQM), Porter's Competitive Model.

Unit 2 : Computer Hardware, Software, and Network

- a) Central Processing Unit (CPU), Primary storage (memory), Secondary storage, Minicomputer (midrange), Automated input devices, Storage devices' Microprocessor' Peripheral devices.
- b) Application-specific programs, general-purpose application software, end-user software, system software, system development software, general purpose vs application specific programming language, machine language.
- c) Digital versus analog network, modem, network topology, Local Area Network (LAN), and Wide Area Network (WAN), fiber optic cable.

Unit 3 : e-Business Systems

- a) Batch Processing, On-line (real-time) Systems, Inventory Control.
- b) Cross-Functional Enterprise Applications, Enterprise Application Integration,
- c) Collaboration Systems, Direct Business Model.
- d) Supply Chain Management (SCM), Challenges of SCM, Enterprise Resource Planning (ERP), Challenges of ERP, Customer Relationship Management (CRM), Challenges of CRM, Outsourcing.
- e) Internet, Intranet, and Extranet, B2B e-Commerce, B2C e-Commerce, C2C e-Commerce, Electronic Payment Systems, Electronic Funds Transfer, Access Control and Security.

Unit 4 : Decision Support System

- a) Decision Structure, Decision Support system versus management reporting, Reporting alternatives, Data mining, On-line Analytical Processing (OLAP)
- b) Expert System, Level of Management Decision Making, Artificial Intelligence, Neural Network, Virtual Reality.

Unit 5 : Developing Business/ IT Solutions

- a) Feasibility Study, Cost/benefit analysis, Functional requirements, Organisational Analysis, Prototype, Systems development life-cycle, Conversion Methods, Tangible versus Intangible Benefits, Post-implementation review, Documentation.
- b) Water-fall Model, Incremental Model, Spiral Model
- c) Data flow diagram, Entity-relationship model

Suggested Readings:

1. O'Brien, James, and Marakas, George, Management Information Systems, Tata McGraw-Hill, 2009, 10th ed.
2. Abhijit Chaudhury, Abhijit and Jean-Pierre Kuilboer, e-Business and e-Commerce Infrastructure: Technologies Supporting the e-Business Initiative, Mc-Graw-Hill Companies, 2002
3. Jawadekar, W.S, Management information System, Tata McGraw-Hill, 6th ed.
4. Bajaj, K.K., and Nag, Debjani, e-Commerce, Tata McGraw-Hill, 2nd edition
5. Davis, Olsan, Management Information System, Tata McGraw-Hill, New Delhi, 8th ed., 2006
6. Loudan and Loudan, Management Information System, 13th ed.

MBA III
SYLLABUS

Course Title: Strategic Management

Course Code: BSMB301

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Description: This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

Course Objectives: The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

Course Outcomes (COs): At the end of this course students will be able to:

CO1. Formulate organizational vision, mission, goals, and values.

CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.

CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

CO4. Evaluate and revise programs and procedures in order to achieve organizational goals

Course Contents

Unit 1 : Introduction to Strategic Management : Concept of Strategic Management; Evolution of Strategic Management; Strategic management process; Business policy; Corporate strategy; Mission, vision, objectives; Basic model of strategic management; Strategic decision-making.

Unit 2: Environmental Appraisal : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal-factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

Unit-3 Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies

Unit 4 : Strategy Analysis & Implementation : Process, Analyzing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Implementation of Strategy Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System and Employee Empowerment, Leadership, and Culture

Unit 5 : Strategy Evaluation & Control: Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Text book:

1. Azhar Kazmi,(2015) Strategic Management, (4th edition,)Tata McGraw Hill

References:

1. John A Pearce II, Richard B Robinson. Jr., (2015) Strategic Management, 11th ed., Tata McGraw Hill
2. Lawrence R. Gaunch & William F. Glueck, Business Policy and Strategic Management, 2nd edition McGraw Hill,

Syllabus

Course Title: International Business

L	T	P	C.U.
35	5	0	3

Course Code: BSMB302

Programme & Semester: MBA

Course Description: An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.

Course Objectives: The course is designed to provide the student a basic knowledge of the concepts, importance, and dynamics of international business and India's involvement in global business operations. The students will be able to understand the theories of international trade and functions of various international organizations and regional economic co-operations. The course will also provide an understanding about foreign trade promotion measures and organizations in India.

Course Outcomes: At the end of the course, students will be able to:

- To define the nature, scope, and role of international business & globalization;
- To discuss the theoretical aspects of international business and the functions of international organizations;
- To explain the concept of economic integration and international economic environment;
- To interpret the Organizational structure for international business operations;
- To examine the business implications of international economic environment

Course Contents

Unit 1

a) Introduction: Nature and scope of International business, concept of globalization and its importance; Impact of globalization; International business Vs domestic business, Modes of entry in International business

b) International business environment: Economic, Socio-cultural and political-legal environment; Balance of Trade and Balance of Payment. Internationalization stages and orientation (EPRG framework); India's Foreign Trade Policy

Unit 2

a) Theories of International Trade: An overview- Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model, types of tariff and non tariff barriers.

b) International Organisations and Arrangements: GATT, WTO- Its objectives, principles, organisational structure and functioning; overview of other organizations — UNCTAD, Bretton woods Conference, IMF and World Bank, Subsidiaries of World Bank.

Unit 3

a) Regional Economic Co-operation: Forms and stages of regional groupings and economic integration, SAARC, NAFTA, ASEAN, EU, OPEC

b) International Financial Environment: International financial system and institutions; Components of International Financial environment, Foreign exchange markets and risk management; Foreign investments-types and flows; Foreign investment in Indian perspective.

Unit 4

a) Organisational structure for international business operations: Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations.

b) Developments and issues in International business: Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in International business; International business and ecological considerations.

Unit 5

a) Foreign Trade promotion measures and organizations in India: Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.

b) Financing of foreign trade and payment terms: sources of trade finance (Banks, factoring, forfaiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

Text Books:

1. Cherunilam, F. (2009). *International Business: Text and Cases*, 6th ed., Prentice-Hall, India

Reference Readings:

1. Ashwathappa, K. (2015). *International Business*, 6th ed., McGraw Hill Education
2. Charles W. L. Hill, John Michael Geringer, & G. Tomas M. Hult. (2017). *International Business*, 11th ed., McGraw-Hill Education
3. Varma, S. (2018). *International Business: Text and Cases*, 2nd ed., Pearson Education, India
4. Varma, S. (2019). *Fundamentals of International Business*, 1st ed., Pearson Education, India

Syllabus

Course Title: Research Methodology

L	T	P	C.U.
30	5	5	3

Course Code: BSMB303

Programme & Semester: MBA III

Pre-requisite: Statistics for Management

Course Description: Research methodology is a systematic approach to solve the research problem. We study various steps that are generally adopted by the researcher in studying his research problem along with logic behind them. The syllabus of research methodology includes five units; unit one is concept of research which includes an overview of research and research methodology, defining a research problem and research proposal. Unit 2 includes various research design and their characteristics. Unit 3 includes various Scaling & Measurement Techniques; in unit-4 Sampling Design & Collection of Data are included and Unit-5 includes Data Analysis, Hypothesis Testing & Report Writing.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives: The course is designed to develop a research orientation among the students and make the students aware with the different research methods and techniques and to develop understanding the practical application of various research techniques.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Explain the basic framework of research process involved in research.

CO 2: Construct the research proposal related to business or management problems.

CO 3: Interpret the importance of coding, editing, tabulation and analysis in doing research.

CO 4: Design the questionnaire related to primary data collection method.

CO 5: Operate the concept of statistical analysis which includes various tests like t-test, F Test, Z test, ANOVA and Chi Square test.

CO 6: Identify the mechanism and techniques of report writing.

Course Contents:

Unit 1 Concept of Research: Definition, Importance & Objectives of Research, Types of Research, Concept of Research Methodology, Research Problems: Problems encountered by researchers in India, Precautions to be taken while selecting the Research Problem, Research Process: Steps involved in Research Process, Research Proposal – Elements of a Research Proposal and Drafting a Research Proposal

Unit 2 Research design: Concept, Features of a good research design, Exploratory Research Design: Concept, Types: Literature Research, Experience Survey and Case study Method

Descriptive Research Designs: Concept & Types: Cross-sectional and Longitudinal Research

Experimental Design: Concept of Causal relationships, Important experimental designs: Informal experimental designs and Formal experimental designs.

Unit 3 Scaling & Measurement Techniques: Concept of Measurement: Need of Measurement; Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept & Applications of Scales: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired comparison.

Unit 4 Sampling Design & Collection of Data: Sampling Design Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Procedure in sampling design, Sample Size, Factor affecting sample size, Sampling errors and Non Sampling errors

Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Area Sampling & Cluster Sampling.

Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

Secondary and Primary Sources of data, Methods of Data Collection: Observation, Interview, Questionnaire and Schedule Method and Preparation of Questionnaire.

Unit 5 Data Analysis, Hypothesis Testing & Report Writing: Editing, Coding, Tabular representation of data, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Procedure of Hypothesis Testing

Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Analysis of Variance: One way and two-way Classifications, Chi Square test.

Mechanism of Report Writing: Layout of the research report, Steps involved in research report writing, Precautions while writing research report, Citation of References.

Text Book:

1. Cooper D.R., Schindler P.S. (2013). *Business Research Methods*, 11th Ed., TMGH, New Delhi.

References:

1. Collis J and Hussy R. (2009). *Business Research*, 3rd ed., Palgrave.
2. Emma B., Alan B. and Bill H. (2018). *Business Research Methods*, 5th ed., Oxford University Press.
3. Beri G.C. (2013). *Marketing Research*, 5th ed., Mc Graw Hill.
4. Saunders M., Lewis P., Thronhill A. (2012). *Research Methods for Business Students*, 6th ed., Pearson Education
5. Kothari C.R. (2011). *Research Methodology*, 2nd ed. (Revised), New Age International Publication.

Syllabus

Course Title: Supply Chain Management

L	T	P	C.U.
32	5	3	3

Course Code: BSMB304

Programme & Semester: MBA III

Pre-requisite: Production & Operations Management

Objective of the Course

The objective of the course is to familiarize the students with the mechanism of supply chain planning, design, and operations in the firms. This will help to manage Facilities, inventory, transportation, and information the key drivers of supply chain management

Course Contents:

Unit 1 : Introduction to Supply Chain Management (SCM)

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

Unit 2 : Designing the Supply Chain

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty)0In Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

Unit 3 : Performance Measurement and Control

(a) Concept, Dimensions Of Performance Measurement, (b)Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c)Achieving Strategic Integration, (d)Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e)Value Chain, (f) Concept Of Configurability, (g)Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h)Impediments To Improved Performance.

Unit 4 : Logistics Management

(a) Concept of LOgistics, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d)Application Of Logistics Management, (e)Trade-Offs In Logistics Management, (f)Bull-Whip Effect In Logistics, (g)Third And Fourth Party Logistics, (h)Emergence Of IT In Logistics, (i) International Issues In Logistics, (j)Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

Unit 5 : Emerging Trends in Supply Chain Management

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), E-Customer Relationship Management, Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

Suggested Readings:

1. Chopra, Meindl; Supply Chain Management: Strategic Planning and Operation, 7th ed., Pearson Education, New Delhi, 2016
2. Altekhar, Supply Chain Management: Concepts and Cases, Prentice-Hall of India, New Delhi, 10th print, 2015

3. BS Sahay, Supply Chain Management, Macmillan, New Delhi, 2007
4. G. Raghuram , Logistics and Supply Chain Management, Macmillan, New Delhi, 2000
5. Balou, Supply Chain Management, Pearson Education, 5th edition, 2007

SEMESTER IV

Syllabus

Course Title: Entrepreneurship Development

L	T	P	C.U.
32	5	3	3

Course Code: BSMB401

Programme & Semester: MBA IV

Pre-requisite: HRM

Course Objectives: The basic objective of course is to provide students with skills, knowledge, and networks needed to become entrepreneurs and innovators. This course also helps the students to involve participation in group work from diverse backgrounds. The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Course Outcomes:

CO1: Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action

CO2: To discuss the Theories of Entrepreneurship and analyze global impact of Entrepreneurship

CO3: To demonstrate & design the business plan.

CO4: To evaluate the financial schemes offered by various financial institutions, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

CO5: To discuss and employ role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc.

Course Contents

Unit 1 : Foundations of Entrepreneurship Development

Concept and need of entrepreneurship; Definition of entrepreneur, entrepreneurship, innovation, invention, creativity, business idea; Entrepreneurship as a career; Entrepreneurship as a style of management; The changing role of the entrepreneur; Entrepreneurial traits.

Unit 2 : Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs; Challenge to women entrepreneurs; achievements of women entrepreneurs.

Unit 3 : Business Planning Process

The business plan as an entrepreneurial tool; Elements of businessman; Objectives; Market analysis; Development of product/idea; Marketing, finance, organization and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones

Unit 4 : Project Management

Technical, financial, marketing personnel, and management feasibility reports; Financial schemes offered by various financial institution, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

Unit 5 : Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc

Reference Readings:

1. Barringer, B.R & Ireland, R.D. (2013). Entrepreneurship Successfully Launching New Ventures. Pearson.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). The oxford handbook of Innovation. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). Entrepreneurship (9 th ed). McGraw Hill.
5. Kaplan, J. M. (2012). Patterns of Entrepreneurship (4 ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., & Rao, T.V. (2014). Entrepreneurship: A South-Asian Perspective. Cengage
8. Learning Mullins, W. J. (2004). New business road test. Prentice Hall.

Syllabus

Course Title: Corporate Social Responsibility & Corporate Governance

L	T	P	C.U.
32	5	3	3

Course Code: BSMB402

Programme & Semester: MBA IV

Pre-requisite: Business Environment

Course Objectives: Course aims to develop student's general theoretical knowledge of corporate social responsibility in contemporary economies and to reflect upon and analysis CSR as an evolving management practice and to gain basic knowledge on Corporate Governance Principles and purpose of good corporate governance.

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

CO1: To explain the concept of Corporate Social Responsibility and Corporate Governance.

CO2: To describe the stakeholders related to corporate sustainability.

CO3: To interpret the risk evaluation and risk management related to project.

Course Contents:

Unit 1: Introduction to Corporate Social Responsibility

Definition, Importance of Corporate Social Responsibility, Implications of CSR, Global Perspective, Trends and Generation of CSR, Social and ecological responsibility, Forces causing social and ecological responsibility, Accountability and Sustainability, Integrating Bottom Line Measures in CSR, Indian Approach to CSR.

Unit 2: Corporate Sustainability

Concept of corporate sustainability, Drivers for corporate sustainability, External drivers: Governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organizations. Internal drivers: Corporate leaders and change agents within the company.

Unit 3: Corporate Governance

Evolution of Corporate Governance, Scope and Role of Corporate Governance, Committees Recommendations on Corporate Governance, Effective Board of Directors and its role, Independent Directors and Audit Committee, Remuneration Committee, Nomination Committee; Corporate and Capital Structures

Unit 4: Evaluation of effectiveness of Internal Control

Management Accounting applications and Directors' Responsibility Statement; Going Concern status-financial and other indicators, role of management audit, evaluation of going concern uncertainties; Related party transactions and disclosures;

Unit 5: Project management audit and corporate governance

Relevance of Risk Evaluation and Risk management; Evaluation of key financial decisions and disclosures; Management Audit for investors' protection in the context of Corporate Governance, Corporate Governance Norms as prescribed by SEBI.

Text Books:

1. Baxi C. V. and Prasad A. (2006). Corporate Social Responsibility: Concept and Cases, Excel Books, New Delhi
2. Fernando, A.C. (2016). Business Ethics and Corporate Governance, 2nd ed., Pearson.

Reference Readings:

1. May S., George C. and Juliet R. (2007). The Debate over Corporate Social Responsibility, Oxford University Press.
2. Dunphy, D., Griffiths, A. and Benn, S. (2007). Organizational change for corporate sustainability, 2nd ed. London, U.K., New York, U.S.A.: Routledge.
3. Laura P. Hartman and Chatterjee A. (2014). Perspectives in Business Ethics, 3rd ed., Tata McGraw Hill.
4. John L. Colley et al. (2004). Corporate Governance, McGraw-Hill.
5. Bajpai G.N. (2016). The Essential Book of Corporate Governance, 1st ed., Sage Publications.

Syllabus

Course Title: E- Business

L	T	P	C.U.
30	5	5	3

Course Code: BSMB403

Programme & Semester: MBA IV

Pre-requisite: MIS

BSN643: E- Business

Course Objectives:

The primary objective of this course is to introduce concepts, tools and approaches to electronic business to the post-graduate students. Further the subject will help the students to develop skills to manage business in the digital world.

Course Outcomes: On successful completion of this module students should be able to understand concepts of E-Commerce and E- business

CO1: Understand the E-Commerce and E- business infrastructure and trends

CO2: Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

CO3: Analyze the effectiveness of network computing and cloud computing policies in a multi- location organization.

CO4: Analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO5: Integrate theoretical frameworks with business strategies.

Unit I

(8 Sessions)

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions;

Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

Unit II

(8 Sessions)

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

Unit III

(8 Sessions)

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

Unit IV

(8 Sessions)

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

Unit V

(8 Sessions)

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business, Web security: Introduction; Firewalls and transaction security.

Suggested Readings

1. Bhaskar- E-Commerce (Tata McGraw-Hill)

2. Krishnamurthy- E-Commerce Management: Text and Cases (Vikas)
3. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
4. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)
5. Greenstein and Feinman- Internet securities
6. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),
7. Kalakota R- Electronic Commerce: A manager's guide (Pearson Education) 2000

**MARKETING GROUP
(Electives)
Group A
Syllabus**

Course Title: Consumer Behaviour & Sales Management

L	T	P	C.U.
30	5	5	3

Course Code: BSMB3MK1

Programme & Semester: MBA III

Pre-requisite: Marketing Management

Course Description: Consumer behavior is all psychological, social and physical behaviors of potential consumers as they become aware of, evaluate purchase, consume and tell other about products and services. Sales management includes the task of planning, organizing and implementing the sales efforts to achieve the corporate goals. The syllabus of consumer behavior and sales management includes five units; unit one is introduction to consumer behavior, Unit 2 includes social and cultural influence of consumer behavior, Unit 3 includes consumer decision making process and models, Unit-4 includes introduction to sales management, Unit-5 includes sales forecasting, quotas and territory management.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives: 1. The subject is aimed to develop students' conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.

2. To enable the students to understand the processes, planning and strategies of sales management.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Identify the factors which influence consumer behaviour.

CO 2: Examine the major stages which consumers usually go through when making a consumption-related decision.

CO 3: Identify the major individual, social and cultural factors that affect consumer's decision making process.

CO 4: Appraise the process involved in personnel selling and its management.

CO 5: Explain the decisions involved in planning and organizing the sales efforts.

Course Contents:

Unit 1 Introduction to Consumer Behavior: Concept, Nature and Scope of Consumer Behaviour, Importance of consumer behaviour, Reasons for studying consumer behaviour, applying consumer behaviour knowledge, Factors influencing consumer behavior.

Unit 2 Consumers in Social and Cultural Settings: Reference Groups and Family Influences; Social class, Cultural; Sub cultural and Cross cultural Influences on Consumer Behaviour; Personal influences and Diffusion of Innovations.

Unit-3 Consumer Decision Process & Models: Problem Recognition; Search and Evaluating; Purchasing processes; Post-purchase Behaviour; Consumer Behaviour Models; Consumerism; Organisational Buying Behaviour, Questionnaire based Project on consumer behaviour.

Unit 4 Introduction to Sales Management: Definitions and Objectives of Sales Management, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, Theories and Process of Personal Selling, Types of sales organizations

Unit 5 Sales Forecasting, Quotas and Territory Management: Analysing market demand and sales potential, Techniques of sales forecasting, Preparation of sales budget, Designing sales territories and allocating sales effort, objectives and Quota for sales personnel, Emerging trends in sales management, Questionnaire based project on sales management.

Text Book:

1. Louden D.L. & Bitta A. J. (2017). *Consumer Behaviour: Concepts & Applications*, McGraw-Hill.
2. Spiro R.L., Stanton W.J. & Rich G.A. (2015). *Management of a Sales Force*, Tata McGraw-Hill.

References:

1. Schiffman L. & Joseph W. (2019). *Consumer Behaviour*, 12th ed., Pearson Education India.
2. Solomon (2015). *Consumer Behaviour*, 11th ed., Pearson India.
3. Wright R (2006). *Consumer Behaviour*, Cengage Learning.
4. Still R., Cundiff E.W. and Govoni N., Puri S. (2017). *Sales & Distribution Management*, Pearson.
5. Malik P. (2011). *Sales Management*, Oxford University Press.
6. Gupta SL (2009). *Sales and Distribution Management, Text & Cases An Indian Perspective*, Excel Books.

Syllabus

Course Title: Marketing of Non Profit Organisations

L	T	P	C.U.
30	5	5	3

Course Code: BSMB3MK2

Programme & Semester: MBA III

Course Objective: This course examines the marketing principles of mission-driven organizations, specifically nonprofits and government agencies. Marketing is one tool available to managers to improve organizational performance and encourage effective communication to stakeholders. However, public and nonprofit marketers face unique marketing challenges—from deficient resources for adequately addressing marketing needs to a general lack of understanding of the power of marketing. The course will address these and other challenges of nonprofit and public sector marketers, providing students with an introduction to marketing theory. It will also equip students with practical experience in developing a strategic marketing plan, influencing the attitudes and behaviors of diverse stakeholders, leveraging social media and other emerging technologies, and other skills relevant to nonprofit and public sector marketers.

Course Objective: After completion of this course, students will be able to:

CO1. Understand the use of marketing concepts, theories and practices as applied to non-profit organizations.

CO2. Work with local nonprofit organizations to provide volunteer support and to conduct marketing plans that will aid the organizations in accomplishing their missions and obtaining their objectives.

CO3. Apply their knowledge of marketing by utilizing planning and implementation tools to improve organizational performance

Course Contents:

Unit1: Introduction and Overview of Non-Profit Organizations, Objectives of Non-Profit Organizations. Economic and legal framework of the nonprofit sector. Social entrepreneurship and basic concepts of social economy and third sector. Introduction to the concept of social entrepreneurship and its place in the third sector (NGOs) and social economy. Non-profits' role in the three-sector economy, Incentives and control in the nonprofit organizations. Competition for and management of the nonprofit workforce, Nonprofit organizations and market competition, Redistribution, welfare policy, and charitable organizations.

Unit 2: Factors of success for nonprofit organizations and social enterprises, The entrepreneurial team. Leadership, motivation and team management, Social Innovation, Communicative skills, Partnerships, networks and joint ventures, Examples of social enterprises of success and failure in India.

Unit 3: Social needs and business opportunities, The concept of social need. Social needs as the foundation of business opportunities, The analysis of needs and generating solutions, Social Impact. The measurement of social impact. Indicators to measure impact: quantitative and qualitative. Measuring Tools (SROI, IRIS).

Unit 4: Social Business Model: The social need as the basis for developing a sustainable business model and positive social impact. The ecosystem of nonprofits and social entrepreneurship in India and Europe. Main challenges of social entrepreneurship in India and Europe. Funding instruments and project selection criteria. Alternative financing instruments for social entrepreneurship projects, Public funding through grants, the role of banks, business angels and venture capital, and the negotiation process with investors, and the new social investment industry, such as crowdfunding, patronage and sponsorships.

References:

1. The Brand Idea: Managing Non-Profit Brands with Integrity, Democracy & Infinity by Nathalie Laidler- Kylander and Julia Shepard Stenzel, 2 nd Ed 2016
2. Breakthrough Non-Profit Branding: Seven Principles to Power Extraordinary Results by Jocelyne S. Daw and Carol Cone,4 th Ed 2011.
3. Rajendra Nargundkar, Services Marketing: text & cases, Tata Mc-Graw-Hill Publishing Company, New Delhi, 2016.
4. Christopher H. Lovelock, services marketing: people, technology, strategy, Pearson Education Asia.
5. R. Srinivasan, services marketing, Prentice Hall of India Private Limited, New Delhi.
6. Zcithaml, Parasuraman & Berry, Delivering Quality Service, The Free Press, Macmillan. 2008
- 7.

Syllabus

Course Title: Integrated Marketing Communication

L	T	P	C.U.
32	5	3	3

Course Code: BSMB3MK3

Programme & Semester: MBA III

Prerequisite: Marketing Management

Course Description: Integrated marketing communication (IMC) is a cross-functional process for creating profitable relationships with customers and public by strategically controlling all messages sent to groups and encouraging dialogue. Students learn to integrate marketing communication elements (e.g., advertising, public relations, publicity, sales promotion, event marketing, direct marketing, e-communication, and selling) to advance an organization's success and brand equity. Case studies and exercises help students learn how to develop effective IMC plans.

Course Objectives: The objective of the course is to educate the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Course Outcomes (COs): At the end of this course students will be able to:

- CO 1: Understand a company and its marketing communications activities
- CO 2: Describe a range of media and methods available to marketers
- CO 3: Demonstrate a comprehensive understanding of Marketing Communications theories and Concepts
- CO 4: Design an advertising Campaign
- CO 5: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix
- CO 6: Explain emerging trends of integrated marketing communication

Course Contents:

Unit-1: An Introduction to Integrated Marketing Communication (IMC): Concept of Integrated Marketing Communication (IMC), Factors contributing to IMC, IMC Promotion Mix.

Unit – 2: Advertising Organizations: Advertising Management, STP Strategies for Advertising, Advertising Agencies, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, Ethical and Social Issues in Advertising, Global Marketing and Advertising. DAGMAR approach for setting ad objectives, Advertising Budget, Factors influencing Advertising budget

Unit-3: Developing the Integrated Marketing Communication Programme: Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools in IMC, Media Management, Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting.

Unit-4: Elements of IMC: Sales promotion, Publicity, Relationship between advertising and publicity, Corporate social Responsibility, Personal Selling, Direct marketing and direct response methods, Event Management, Digital Media, Evolution of Technology, Convergence of Digital Media and Advertising on Digital Media, Social Media, Mobile Advertising, E-PR, Introduction to digital India project.

Unit – 5: Recent Trends in IMC: Emerging Concepts and Issues in Marketing Communications, Role of E-Commerce in Marketing Communication.

Text Book (s):

1. Belch, George, Belch, Michael, Kerr, Gayle, & Powell, Irene (2014) Advertising: an integrated marketing communication perspective [3rd edition]. McGraw-Hill Education Australia, Australia

References:

1. Belch, Belch, (2014), *Advertising and Promotion: An Integrated Marketing Communication Perspective*, (10th ed.), McGraw-Hill
2. JaishriJethwaney&Shruti Jain, (2012). *Advertising Management*, (2nded.). Oxford University Press.
3. Kruti Shah & Alan D Souza, (2013). *Advertising & Promotions an Imc Perspective*, Tata McGraw Hill.
4. Batra, Myers & David A .Aker (2008). *Advertising Management*, (5thed.). Pearson Education.

Syllabus

Course Title: International Marketing

L	T	P	C.U.
32	5	3	3

Course Code: BSMB4MK4

Programme & Semester: MBA IV

Prerequisite: Marketing Management

Course Description: This course will equip students with the tools and terminology to explore and understand marketing practices in a global environment. Putting yourself as an international marketing manager, you will learn the scope and challenge of international marketing, the dynamic environment of international trade, the culture, political, legal, and business systems of global markets, the global market opportunities and finally, the ways to develop global marketing strategies.

Course Objectives: The course is designed to help students to understand the concept, implications and procedures of International Marketing and be able to apply those in management of International Business. Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies. Also, to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective.

Course Outcome: After completion of this course students will be able to:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To gain experience in developing international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

Course Contents:

Unit I a) Introduction to International Marketing: Meaning, nature, and scope of international marketing; International marketing distinguished from domestic marketing, Exporting, International trade and International business; International marketing management process- an overview.

b) International Marketing Environment: Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, Tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), Regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., Facilities and incentives schemes for exporters.

Unit 2 a) International Product/ market Selection and Entry Modes: Selecting products, Selecting Market, Various modes of entry into international markets and their evaluation, Export licensing/ franchising, contracting, Joint Venture, setting up wholly owned subsidiary.

b) International Product Planning: Product in international context, standardization vs. adoption decision, other considerations; Packaging, Branding, after Sales Services, ISO 9001: 2000 quality system standard.

Unit 3 a) International Pricing: Factors influencing price, pricing methods, Decisions and Pricing process, Price quotations and related considerations.

b) International Distribution: Types and Functions of Foreign Distribution Channels, Selection of middlemen, Distribution logistics- transportation and warehousing decisions

Unit 4: International Promotion

International advertising- Standardization vs. Adaptation, Selection of Media, Selection of Agency, Measuring Advertising Effectiveness.

Unit 5: Import and Export Procedures

(a) ICDs, Dry Port, Wet Port (b) Domestic Procedures (c) International Procedures (d) Procedures Specific of other country.

Suggested Readings:

1. Vern Terpestra, International Marketing, Southwest publication, 2005
2. Varshney RL and B, Bhattacharya, International Marketing- Indian Perspective, Sultan chard Publication 2006
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Cateroa, R, Phylip, International Marketing, Tata McGraw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005

Syllabus

Course Title: Rural Marketing

L	T	P	C.U.
32	5	5	3

Course Code: BSMB4MK5

Programme & Semester: MBA IV

Prerequisite: Marketing Management

Course Objectives: To enable students to understand the conceptual framework of rural marketing and strategies related to rural marketing mix.

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

CO1: To identify the opportunities and constraints of Rural Marketing.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to rural marketing.

CO3: To identify the factors which influence rural consumer behavior.

CO4: To evaluate the STP Strategy for rural market product.

Contents of Course

Unit 1: Introduction to Rural Marketing: Concept; Importance; Nature of Market; Peculiarities, Opportunities and Constraints of Rural Marketing, (Infrastructure, Culture, Needs, Myths, Preferences and Practices: and Their Effects on Marketing) Environment Scanning of Rural Marketing; Demographic; Economic; Socio-Cultural; Government Policy; Communications.

Unit 2: Strategy for Rural Marketing: Product; Pricing; Advertisement; Sales Distribution; Financial Investment and Recovery Rural Consumer Behaviour: Rural Consumer Behaviour, Influencing Factors and their effect on marketing; Management of influence factors of consumer behaviour; Techniques and processes of management of consumer behaviour in rural marketing.

Unit 3: Segmentation of Rural Markets: Rural Market Segmentation; Targeting of Rural Market Product; Positioning of Rural Market, Product Planning and Pricing for Rural. Markets: Product Planning for Rural Products; Branding and Packaging of Rural Products; Pricing Methods and Strategies for Rural Products

Unit 4: Marketing Communication in Rural Markets

(a) Role of Advertising and Sales Promotion in Rural markets (b) Challenges in Media Planning (b) Evaluation and Selection of Media Mix for Promotion (d) Sales Force Management in Rural Markets.

Unit 5: Distribution in Rural Markets:

(a) Types of Rural Channels (b) Special Characteristics of Rural Channels (c) Selection and Management of Channels (d) Factors Influencing Channel Decisions (e) Managing Physical Distribution in Rural Markets - Storage, Warehousing and Transportation.

Text Books:

1. Gupta S.L. (2009). *Rural Marketing Text and Cases*, Wisdom Publications.
2. Gopaldaswamy (2009). *Rural Marketing Environment, Problems and Strategies*, 3rd ed., Vikas Publishing House.

Reference Readings:

1. Dogra B., Ghuman K. (2010). *Rural Marketing Concepts and Practices*, 4th ed., TMH, New Delhi.
2. Krishnamacharyulu CSG and Ramakrishnan L. (2010). *Rural Marketing Text and Cases*, 2nd ed., Pearson.
3. Kumar D. and Gupta P. (2015). *Rural Marketing Challenges and Opportunities*, Sage Publishing.
4. Kashyap P. (2016). *Rural Marketing*, 3rd ed., Pearson.
5. Bajaj C., Shehnoy V. (2017). *Rural Marketing*, New Age International Publishers.

**FINANCE GROUP
(Electives)
Syllabus**

Course Title: Security Analysis and Portfolio Management

L	T	P	C.U.
33	5	2	3

Course Code: BSMB3FM1

Programme & Semester: MBA III

Course Description: This course is designed to familiarise the students with the Investments and capital market. Students will be acquainted with the fundamental and technical analysis of the diverse investment avenues. This course will not only help the student in measuring the risk of a stock but also help them in constructing and evaluating their portfolio.

Course Objective:

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets and to provide a theoretical and practical background in the field of investments. This course will expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Analyse the environment of investment and risk return framework.

CO2: Understand the value of assets and manage investment portfolio.

CO3: Design, analyze, choose and evaluate portfolios along with a deep understanding of Capital market.

CO4: Understand and create various investment strategies on the basis of various market conditions.

CO5: Measure riskiness of a stock or a portfolio position.

Course Contents

Unit 1 : Introduction of Investment

(a) Meaning and Objective of/Investment (b) Investment Decision Process (c) Categories of Investment (d) Phases of Security Analysis

Unit 2 : Introduction of Capital Market

(a) Meaning and Nature of Capital Market (Primary Market and Secondary Market) (b) Functions and limitations of Capital Market (c) Trading of securities (d) SEBI guidelines

Unit 3 : Introduction to fundamental Analysis

(a) Technical Analysis and Efficient Market Hypothesis (b) Dividend Capitalization Model (c) Price-Earning Multiplier Approach

Unit 4 : Portfolio Analysis

(a) Portfolio Analysis and Selection (b) Risk and Return Analysis(c) Beta (d) Markowitz Model.(e) Capital Asset Pricing Model. (f) Arbitrage Pricing Theory

Unit 5 : Portfolio Revision and Evaluation

(a) Portfolio Revision and Portfolio Evaluation (b) Constant Rupee Value Plan (c) Constant Ratio Plan (d) Sharpe and Treynor Measures (e) Mutual Fund Industry

References:

1. Fischer, Donald, E. and Ronald J. Jordan (2018). Security Analysis and Portfolio Management. 7th ed. Prentice Hall India. New Delhi.
2. Chandra, Prasanna. (2017) Investment Analysis and Portfolio Management,,5th ed. Tata McGraw Hill, New Delhi.
3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall Of India, 5th Edition.
4. Kevin, S. (2015)Security Analysis and Portfolio Management 2nd ed. Prentice Hall India.New Delhi.
- 5.Pandian, Punithavathy(2012). Security Analysis and Portfolio Management 2nd ed.Vikas Publishing House, New Delhi
- 6.Reilly,F., Brown, K. and Leads, S. (2018).Analysis of Investments and Management of Portfolios,11th ed. Cengage Learning, New Delhi
- 7.Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.

Syllabus

Course Title: Financial Markets and Services

L	T	P	C.U.
35	5	0	3

Course Code: BSMB3FM2

Programme & Semester: MBA III

Course Description:

The course will provide an understanding of the functions, and operations of the –financial markets and services operating in India. It explains the role of financial system in economic development. Various conceptual issues related to the role of regulatory bodies and the functions performed by various financial services in India are discussed elaborately.

Course Objectives: The course is designed to provide the student a basic knowledge of the financial markets and to familiarize them with major financial services in India. The students will be able to understand the role of financial system on economic development. The course will provide understanding about the conceptual issues related to the role of regulatory bodies in Indian securities market and the functions performed by financial services in India.

Course Outcomes (COs): At the end of this course students will be able to:

1. To define the roles, structure, functioning and operations of Indian financial market;
2. To explain the working of money market and capital market;
3. To discuss the management of primary market and secondary market;
4. To examine various financial services with their functions;
5. To describe the legal and regulatory aspects and implications of Indian banking

Course Contents:

Unit 1: Financial System: Nature and Role of Financial System; Structure/ organisation of financial system; Functions of financial sector; Indian Financial System- An overview; Globalisation of Financial Markets, Money market: functions, organisation and instruments, Role of central bank in money market; RBI- regulatory body of money market

Unit 2: Capital Markets: functions, organisation and instruments, Role of stock exchanges in Indian securities market, SEBI- regulatory body of capital market, Primary markets: New Issue Market, DIP Guidelines, Eligibility conditions, Red herring prospectus, Green Shoe Option, IPO grading, book building, French option, Dutch option, minimum subscription, pricing (band, floor), Settlement & Allotment, Escrow account, listing, Secondary Market: Stock market, trade operations & settlement.

Unit 3: Leasing & Hire Purchase: benefits of lease to lessor & lessee, difference between lease and hire purchase, Factoring & forfeiting: Concept, distinction between factoring and forfeiting, benefits of factoring, Venture capital: Meaning, venture capital process, difference between venture capital finance and conventional sources of finance.

Unit 4: Credit rating: process, evaluation of a company, CRISIL Rating symbols, Mutual Funds: Introduction, NAV of a Fund, Classification of Mutual Fund Schemes (Open end & closed end, income & growth schemes, Securitization: Concept, features, process, MBS, ABS, risk associated with securitization

Unit 5: Merchant Banking: Introduction, evolution of merchant banking, types of merchant bankers, activities undertaken by different types of merchant bankers, Depositories: Meaning, Types, trading settlement procedure, CDSL, NDSL, Insurance: types of insurance (life, non life), types of insurance policies.

Text Book:

1. Bhole, L.M. and Mahakud, J., (2018). Financial Institutions and Markets: Structure, Growth and Innovation, 6th ed., Tata McGraw Hills, New Delhi

References:

1. Das, S. C. (2015). The Financial System in India: Markets, Instruments, Institutions, Services and Regulation, 1st ed., PHI Learning Pvt. Ltd., New Delhi
2. Khan, M. Y. (2017). Indian Financial System, 9th ed., Tata McGraw Hills, New Delhi
3. Machiraju, H.R. (2018). Indian Financial System, 5th ed., Pearson Education, India
4. Mishkin, S. Frederic and Eakins, G. Stanley, (2017). Financial Markets and Institutions, 8th ed., Pearson India
5. Saunders, A. and Cornett, M.M. (2018). Financial Institutions Management, 6th ed., Tata McGraw-Hill, New Delhi
6. Suresh, P. and Paul, J. (2017). Management of Banking and Financial Services, 3rd ed. Pearson Education

Syllabus

Course Title: Corporate Tax Planning

Course Code: BSMB3FM3

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Pre-requisite: Accounting for Managers, Financial Management

Course Description: Corporate Tax Planning can be used in short-term and long-term financial and operational decision making, affecting tax liability and financial health of a company. Corporate Tax Planning helps managers make operational decisions—intended to help decrease the company's tax liability. The syllabus of Corporate Tax Planning spread over five units; unit 1 covers the of Basic Concepts of Tax planning, Tax management, Tax evasion, Tax avoidance, Money laundering and an overview of taxation in India: Direct and Indirect taxes. Unit 2 covers corporate tax in India - Types of companies; Residential status of companies and tax incidence. Unit 3 covers Tax planning with reference to setting up of a new business and with reference to financial management decision etc. Unit-4 Covers Special provisions relating to non-residents and Unit-5 covers Tax planning with reference to business restructuring.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives:

1. To provide basic knowledge of India's tax laws.
2. To understand the basic concepts of Tax management, Tax evasion and Tax avoidance.
3. To provide Understanding of Corporate tax in India
4. To develop skills of Corporate Tax Planning and impact of various business decisions.
5. To provide knowledge of Tax planning with reference to business restructuring.

Course Outcome: On completion of the course student will be able to:

CO1: Understand the basic concepts of Tax management, Tax evasion and Tax avoidance.

CO2: Understand various key decision areas for corporate tax planning.

CO3: Use various concepts of corporate tax planning.

CO4: Analyze Special provisions relating to non-residents.

CO5: Analyze corporate tax planning with reference to business restructuring.

Course Contents

Unit 1: Basic Concepts

Tax planning; Tax management; Tax evasion; Tax avoidance; Money laundering; An overview of taxation in India: Direct and Indirect taxes; Customs Act; Central Excise Act; Service tax; Sales tax; VAT and Goods and Service Tax (GST); Income tax; Wealth tax; Gift tax; and Central gain tax

Unit 2 : Corporate tax in India

Types of companies; Residential status of companies and tax incidence; Tax liability; Taxation of Not-for-Profit organisations; Tax on distributed profits.

Unit 3 : Tax Planning

Tax planning with reference to setting up of a new business: Location aspect, nature of business, form of organization; Tax planning with reference to financial management decision-capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to specific management decisions,- Make or buy, own or lease, repair or replace; Tax planning with reference to employ6es' remuneration; Tax planning with reference to sale of scientific research assets; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation

Unit 4 : Special provisions relating to non-residents

Double taxation relief; Provisions regulating transfer pricing; Advance ruling Direct Tax Code 2009 and tax planning

Unit 5 : Tax planning with reference to business restructuring

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies

Text Book:

1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi

References:

1. Singhania, Vinod K., KapilSinghania, and Monica Singhania, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi
2. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi
3. SP Goyal, Direct Tax Planning, SahityaBhawan, Agra
4. Bare Acts of relevant enactments

Syllabus

Course Title: International Financial Management

Course Code: BSMB4FM4

L	T	P	C.U.
32	5	3	3

Programme & Semester: MBA IV

Pre-requisite: Financial Management

Course Objectives: The course is designed to enable the students to understand the working of International Financial Institutions, balance of payment and exchange transactions. They will be able to understand the operation model for Multinational Companies (MNCs) as well as the business environments of the host countries, including the international financial markets and the political and economic environment. The course will be providing the concept of International Financial Management, including International Financial Markets, The determination of the Exchange Rate, International Arbitrage and Interest Parity, The Relation between Inflation, Interest Rates and Exchange Rates, Forecasting the Exchange Rates, How to Measure the Fluctuation of the Exchange Rates, Managing the Transaction Exposure, Economic Exposure and Translation Exposure, etc.

Course Outcomes: At the end of the course, students will be able to:

CO1: Understand international capital and foreign exchange market

CO2: Understand the concept of balance of payments and how it helps to forecast exchange rates.

CO3: Identify and appraise investment opportunities in the international environment

CO4: Examine the risk relating to exchange rate fluctuations and develop strategies to deal with them

CO5: Analyze the operations of international financial markets including past and present exchange rate systems.

CO6: Explain the exposures of MNCs and non-MNCs in terms of operating, transaction and translation.

Course Contents

Unit 1 : Introduction

Nature of international financial functions; Growth of international financial functions in recent decades; International flow of funds; Balance of payments — structure; Adjustments in the balance of payments.

Unit 2 : IMF

A brief idea of pre-IMF system of exchange rate; IMF and fixed, parity system; The present exchange rate scenario - fixed, floating, target-zone arrangement, dollarisation, currency board arrangement, crawling peg; IMF and international liquidity; Exchange rate mechanism: quotation of exchange rate; bid and ask spread, cross rate, spot and forward rates; Forward rate differential; Determination of exchange rate in spot market and the factors influencing spot exchange rate; Interest Rate Parity theory and the determination of forward market rates; Covered interest arbitrage.

Unit 3 : Features of foreign exchange market

Arbitrage, hedging, and speculation in foreign exchange market; Market for currency derivatives; Currency futures, hedging, and speculation in market for currency futures; Currency options — types of option market, types of options contract, gains, and losses to options buyers and sellers, hedging in option market, speculation in options market spreads, straddles, and strangles; Exchange rate risk: translation, transaction, and real operating exposure; Assessment of the size of exposure; Management of exposure.

Unit 4 : International capital budgeting

A brief idea of project evaluation criteria; Computation of cash flow from the view point of parent unit and the subsidiary; Adjusted present value technique; Real options and International capital budgeting; Financial evaluation of international M & As; International portfolio investment: expected return and risk, capital assets pricing model; Benefit and problems of international investment; Optimal international portfolio of assets.

Unit 5 : International working capital management

Management of cash in different units — assessment and optimization of cash need, investment of surplus cash; Credit policy — inter-firm and intra-firm sales; Stockpiling and international inventory management; International financial market: A brief review of changing scenario in international financial market; Euro-currency market —

financial intermediation and credit creation; international securities market — international bonds, medium term euro notes, euro notes, and euro commercial papers; Financial swaps; Concept of interest rate risk; Management of interest rate risk.

Suggested Readings:

1. Apte, P.G. (2014). International Financial Management, 7 th ed., Tata McGraw-Hill, New Delhi
2. Madhura, J. (2012). International Financial Management, 11 th ed., South Western, Cengage Learning
3. Levich, R.M. (2004). International Financial Markets, McGraw-Hill-Irwin
4. MadhuVij, M. (2010). International Financial Management, 3 rd ed., Excel Books

Syllabus

Course Title: Project Planning and Evaluation

Course Code: BSMB4FM5

L	T	P	C.U.
32	5	3	3

Programme & Semester: MBA IV

Course Objectives: To enable students to understand not only the theoretical aspects of project management but also its applicability in its totality and to develop skill among them to formulate and shape the corporate investment strategies. Course

Course Outcome: After studying this course the student will be able to:

CO1: To explain the concept of Project Planning

CO2: To understand the planning and execution phases of a project.

CO3: To describe the network techniques of project management

CO4: To compare and evaluate the techniques of capital budgeting.

CO5: To understand the issues of public enterprise

Course Contents

Unit 1 : Project Planning and Analysis

Introduction to concept of project management; An overview of project appraisal and capital budgeting; Resource allocation framework; Generation and screening of project ideas: Market and demand analysis, technical analysis, financial analysis.

Unit 2 : Project Selection and Implementation

Project cash flows; Cost of capital; Appraisal criteria; Special decision situation; Risk analysis; Social cost benefit analysis; Qualitative factors; Strategic aspects and organisational considerations; Implementations of projects; network techniques for project management; Evaluation of infrastructure projects; Public-private partnership; Types of infrastructure financing; BOT, BOOT, Annuity basis; Escrowing of/Cash profits

Unit 3 : Project Monitoring, Reporting Techniques and/Evaluation

Management techniques for project Management, Project monitoring; Management reporting; Management Information System (MIS); Project management self-assessment guide.

Unit 4 : Project Review and Administrative Aspects

Initial review; Performance evaluation; Abandonment analysis; Behavioral issues; Administrative aspects of capital budgeting; Evaluating capital budgeting system.

Unit 5 : Management of Public Enterprises

Organisational issues of public enterprise; Operational issues of public enterprises

Suggested Readings:

1 Chandra, Prasanna, Projects, Planning, Planning Analysis, Selection, Implementation and Review, Tata McGraw-Hill, 4th ed., 2008

2. Goel, BB, Project Management: Principles and Techniques, Deep and Deep Publications

**HUMAN RESOURCE GROUP
(Electives)
Syllabus**

Course Title: Knowledge Management

L	T	P	C.U.
32	5	3	3

Course Code: BSMB3HR1

Programme & Semester: MBA III

Course Description: The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge. The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

Course Objective: 1. To familiarise the concepts of Knowledge Management.

2. To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
3. To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

Course Contents:

Unit 1: Introduction to Knowledge Management : Introduction to Knowledge management, the significance of KM, history and the close relationship of KM with other concepts; the three major inputs viz. strategy, people and IT for a successful KM system, the difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge. Challenges for knowledge based organizations.

Unit 2 Knowledge Management and Organization Design: People vs. emphasis on technology in managing knowledge and its impact on organization design, impact of organization structure can affect knowledge management, how culture affects knowledge, Impact of culture on employees, Managing knowledge for organization effectiveness

Unit 3 Knowledge Management, Strategy and HRM: Understanding the need to align individual needs with organization, how HRM can design reward systems to facilitate KM, Using “organizational routines” for managing knowledge, Pitfalls of a global Knowledge Management and problems of cross border issues in knowledge management.

Unit 4 Managing Knowledge for organizational Effectiveness: Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

Unit 5 Knowledge Management: The Indian Experience:

- Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with Knowledge Management
- The problems Indian organization face with respect to Knowledge Management

References:

1. Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
2. Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
3. Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
4. Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,

Syllabus

Course Title: Organizational Change and Development

L	T	P	C.U.
33	5	2	3

Course Code: BSMB3HR2

Programme & Semester: MBA III

Course Description: In the fast-changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes.

Course Objectives: The course is designed to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes and development.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: To define the models and approaches of Organizational change and development.

CO2: To discuss the assumptions and relevance of organizational development and effectiveness

CO3: To explain the roles and functions of designing organization structure.

CO4: To interpret the intervening strategies of Organizational change and development.

Course Contents

Unit 1: Organizational Change: Meaning, definition and nature of Organizational Change, Types of organizational change, Strategies for change, stimulating factors for organizational change, Theories of Planned Change (Kurt Lewin's Three Step change model), Managing Workforce Diversity, Employee Wellness. Organizational Life Cycle, Types and Forms of Organizational Change, Roles and Responsibilities in the Change Process.

Unit 2: Organisational Development: Concept and meaning, Characteristics of OD, Organization Development Vs Management Development, Need and significance of OD, History of OD, Relevance of Organizational Development for Managers, Assumptions of OD, Limitations of Organization Development, Steps in Organization Development, Change Agent, OD intervention Techniques, Sensitivity Training, Role Playing.

Unit 3: Organizations as Strategic Design: Meaning and concept of organization, Organizational Design, Determinants and Implications of organization design, Challenges of organizational design, organizational roles, functions and divisions, Types of organizational structure, designing organizational structure, functional, divisional (geographic and market), matrix structure. Resistance to Change, OD techniques to deal with resistance to change. Technology and Change: TQM, Business Process Reengineering.

Unit 4: Organizational Development HRD Managers viewpoint: Organizational Strategy and Structure, Technology, Size, Age and Structure. Organizations through Cultural Lens: Implications of Corporate Culture, Culture and Mergers and Acquisitions, Managing Cultural Diversity. Organizations through Political lens: Power and Politics in Organizations, Structural Conflict in Organizations. Organization and ethics, technology and organizational effectiveness. Departmentation, Authority, Power, Responsibility and Accountability. Linkage of Organizational Elements (Structure, Culture and Capabilities) to Organizational Effectiveness.

Unit 5: Future of OD: Organizational Development and Globalization, Emerging Trends in OD: OD in, health care organizations, family owned organizations, educational institutions, public sector organizations. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Text Book:

1. French, W.L. & Bell, C. H. (2017). *Organization Development Behavioral Science Interventions for Organizational Improvement*, 6th ed., Pearson Education, India

References:

1. Jones, G.R. & Mathew, M. (2018). *Organizational Theory Design and Change*, 1st ed., Pearson Education, India
2. Warner, W. B. (2017). *Organization Change: Theory and Practice*, 5th ed., SAGE Publications
3. Harigopal, K. (2016). *Management of Organizational Change: Leveraging Transformation*, 3rd ed., SAGE Publications

Syllabus

Course Title: Performance Management & Competency Mapping

L	T	P	C.U.
33	5	2	3

Course Code: BSMB3HR3

Programme & Semester: MBA III

Course Description: Performance Management and Competency Mapping (PMCM) is a Human Resource Management course that has been developed to choose the right candidate for a particular job and also to see that the candidate performs well in his assigned job role. This course envisions the totality of an organization's function, along with its teams and individuals, by 'organising and managing performance within an agreed framework of planned goals, standards and competency requirements'. It will equip students with the necessary skills and critical understanding of the performance review process that combines challenge and support & places a focus on personal, team & organizational learning & accountability.

Course Objectives: The students, through this course would develop a knowledge for measuring the performance and expectations from employees over a period of time, gain an idea of how the annual review and appraisal process takes place, to generate the kind of work environment to attract and retain talented workforce in the company. Competency Mapping segment encapsulates the key competencies of an individual or an organization and shows how to incorporate those competencies through various processes, so that the organizations gain a competitive edge over others with its workforce ability. The students would also gain the ability to identify and map various competencies required in a particular work environment, use the different techniques and tools used to design a Competency Model, use assorted Assessment Center tools and 360 Degrees' Feedback to identify the highly competent workforce for an organization.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Explain the performance management & Performance appraisal

CO2: Compare and contrast various organizational performance management programs and best Practices and define attributes of effective performance management

CO3: Design an organizations performance management process that is compliant with law and Supports organizational mission and strategy.

CO4: Evaluate a performance appraisal system

CO5: Construct competency model

CO6: Conduct competency mapping exercise

CO7: Develop Assessment centre for competency identification

Course Contents:

Unit I: Concept, Principles and Contribution of Performance Management- Historical perspective of PMS-processes of PMS Contributions of Performance Management– Background to Performance Management-Components of Manage Performance & Development Plan, setting objectives in manage Performance & Development –Annual Stock taking- Performance Feedback

Unit II: Process of Performance Management– Goal oriented Performance Management Cycle– Role Definition– Key to Successful Performance Management–Dimensions of PM–Performance planning & Goal setting-performance Review— Benchmarking process.

Unit III: Performance Appraisal Model–Meaning, Features and Objectives of Performance Appraisal– Factors affecting Performance Appraisal–Individual KRAs & KPIs- Benefits of Performance Appraisal– Problems with Performance Appraisal– Essentials of a Good Appraisal System–Performance Criteria Evaluation of a Performance Appraisal System.

Unit IV: Appraisal Methods on the basis of approaches – Ranking–Forced Distribution–Paired Comparison– Check List– Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback—Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal – Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal-Web based Performance Appraisal System-Facilitating Factors of the Performance Appraisal-Rating errors by raters- Organizational Performance Appraisal Problems-Ways to improve the accuracy of Performance ratings

Unit V: Introduction to Competency Mapping: Concept of Competency and Competence-History of Competency- Constituents of competence-Types of Competencies-Competency Model Pyramid-Correlation between Competency Model & HRM- Benefits of using competency Mapping Model in the organization-Issues related to Developing Competency Models-Process for writing Competencies-Assessment Centre Tools-Competency based Interviewing-Competency Modelling

Text Books:

1. Agunis, H. (2008), Performance Management, (2ndEdition). Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

References:

1. Bagchi., S.N. (2010). Performance Management, Cengage Learning, New Delhi.
2. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
3. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi

Syllabus

Course Title: Industrial Relations and Labour Laws

L	T	P	C.U.
33	5	2	3

Course Code: BSMB4HR4

Programme & Semester: MBA IV

Course Objectives: To enable students to learn the concepts of industrial relations including Trade unions, collective bargaining, discipline and various labour enactments.

Course Contents

Unit I: Industrial Relations

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment , Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; Human Resource Management and IR, Role of I.L.O in Industrial Relations, International Dimensions of IR

Unit 2: Trade Union

Trade Union: Origin and growth, unions after independence, unions in the era of liberalization; Factor Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Provisions of Trade Union Act 1926.

Unit 3: Collective Bargaining and Workers' Participation in Management

a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved. Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining; b) Workers' Participation in Management: Concept- practices in India works committees, Joint management councils. Participative Management and co-ownership; Productive Bargaining and Gain Sharing

Unit 4: Discipline and Grievance Redressal

Discipline - Causes of Indiscipline - Maintenance of discipline and misconduct, Highlights of Domestic enquiries - Principles of Natural Justice; Labour turnover; Absenteeism Grievance - Meaning of Grievance, Grievance redressal machinery in India- Grievance Handling Procedure; Salient features of Industrial Employment (Standing Orders) Act, 1946.

Unit 5

a) The Industrial Disputes Act, 1947: Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act —Procedure, Powers and Duties of Authorities — Strikes and Lock outs — Lay off and Retrenchment — Special Provisions relating to Layoff, Retrenchment and Closure.

b) The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, Working hours, Employment of young persons Annual Leave with wages etc.

Suggested Readings:

1. C.S Venkata Ratnam — Industrial Relations , Oxford University Press, 2nd Edition, March 2006
2. B.D Singh- Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. K Aswathappa- Human Resource Management, Tata McGraw-Hill, 7th Edition, 2013
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. M.V Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd. 2004
6. C.S VenkataRatnam, Pravin Sinha, Trade Union Challenges at the beginning of 21st Century (Excel Books), 2000

Syllabus

Course Title: Compensation Management

L	T	P	C.U.
33	5	2	3

Course Code: BSMB4HR5

Programme & Semester: MBA IV

Course Objective: The objective of the course is to develop an understanding and familiarity among the students on an understanding to various components of executive and non-executive compensation; tools and techniques of job evaluation for assessing and monetizing the relative value of jobs/ job categories; and an understanding in designing a compensation policy and managing compensation system on the principles of equity, fairness and efficiency

Course Outcomes:

CO1: Students will be able to discuss key concepts related to compensation components, factors, theory, role of Trade Unions and government and other stake holder

CO2: To describe different Job Evaluation techniques for determining basic pay and will be able to demonstrate a sample Job Evaluation tool

CO3: To evaluate various components of a compensation package, how to structure them, and how to develop a company's compensation policy

CO4: To describe different statutory/ voluntary benefits, perks, incentives, and employee services offered by different organizations in order to motivate employees for better performance and retention

CO5: To discuss the role of collective bargaining / executive compensation negotiations in determining various employee/ executive benefits

CO6: Participants will be able to understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

Course Contents

Unit 1 : Introduction: Compensation meaning, Importance, Components & types of compensations, Factors Influencing Compensation, Challenges of Compensation, Theory of wages, Wages – Living wage, Fair wage and Minimum wage, Related Case Laws, Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stakeholders.

Unit 2 : Internal alignment, Factors influencing internal structure, Strategic choices in defining internal structure, Job analysis: procedure and design. Job evaluation- definition, Purpose of job evaluation, Job based structures, its role in determining the compensation system, categories of job evaluation- analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

Unit 3 : Individual and Team Pay Types of grade and pay structure, developing grade and pay structure, individual contingent pay, performance and competency related pay, contribution related pay; Team rewards- developing team pay, profit sharing, ESOPs, Recognition schemes, Role of performance appraisal in compensation decisions.

Unit 4 Legal Aspects of Wages & Salary Administration International Labour Standards & Norms for Wage determination, Salient features of Payment of Wages Act 1936, Minimum Wages Act 1948, Employees Provident & Misc. Provisions Act, Latest developments in Govt pension schemes, Equal Remuneration Act

Unit 5 : International pay systems Managing variations, The social contract, culture, National systems: Comparative compensations. Future trends in compensation management, case studies.

Suggested Readings:

1. Armstrong, M. (2019). Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward (6th Ed.). London: Kogan Page.
2. Armstrong, M. & Cummins, A. (2011). The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits. London: Kogan Page.
3. Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.
4. Berger, L.A. & Berger, D. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.
5. Ellig, B.R. (2014). The Complete Guide to Executive Compensation (3 rd Ed.) New Delhi: Tata McGraw Hill.
6. Fisher, J.G. (2015). Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives. London: Kogan Page.
7. Gerhart, B., Newman, J. & Milkovich, G. (2016). Compensation. New York. McGraw Hill.

INTERNATIONAL BUSINESS GROUP
(Electives)
Syllabus

Course Title: International Business Environment

Course Code: BSMB3IB1

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA III

Pre-requisite: Business Environment

Course Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations

UNIT 1 Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial Implications. Environmental Context of International Business: Framework for analyzing international business environment

UNIT 2 Domestic, foreign and global environments and their impact on international business decisions-Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

UNIT 3 International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

UNIT 4 International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Suggested Readings:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

Syllabus

Course Title: International Marketing

Course Code: BSMB3IB2

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA III

Pre-requisite: Marketing Management

Course Objectives: To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

UNIT-1 The importance and scope of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.

UNIT-2 Product Mix - Product management decisions, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, pricing strategies.

UNIT-3 Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing.

UNIT-4 International Marketing Decisions: Product Planning, Designing and Development for international markets-Pricing Decisions: Pricing Strategies and Price setting For International Markets.

UNIT-5 Distribution: Channel Management and Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management and Sales Promotion for Foreign Markets.

Suggested Readings

1. Philip Kotler, (2010), Marketing Management- The South Asian Perspective, Pearson
2. Warren J. Keegan (2010): Global Marketing Management' Pearson Education
3. Svend Hollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.
- 2) Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers
- 3) Saxena: Marketing Management (Tata McGraw-Hill)

Syllabus

Course Title: Financing of International Trade

Course Code: BSMB3IB3

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA III

Pre-requisite: International Business

Course Objectives: To familiarize the students with the basic documents required and financing techniques of foreign trade.

UNIT-1

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS–FOB–CFR–CIF–DES–DEQ–contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – **Discrepancies, Letter of credit - UCP- 600**

UNIT – II

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features– Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

UNIT – III

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India

Unit – IV

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

UNIT-5: Relevant Case studies

Suggested Readings

- 1) Nabhis, 'Export's manual and documentation' Nabhi Publications
- 2) G.S. Lal, 'Finance of foreign trade and foreign exchange' H.P.J Kapoor Publications
- 3) S.C. Jain, 'Export Procedure and documents' Nabhi Publications
- 4) Current Export and import policies
- 5) Paras Ram, 'Export What, Where, and How' Anupama Publishers

Syllabus

Course Title: Export Management And Documentation

Course Code: BSMB4IB4

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA IV

Objectives: It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.

UNIT-1

International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.

UNIT-2

Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.

UNIT-3

Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.

UNIT-4

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

UNIT-5

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licensesExport Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

Suggested Readings:

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart ,"International Supply chain Management", Cengage publications,2008
3. Jeevanandam C "Foreign Exchange : Practices Concepts and control" Sultan chand Publications, 2002.
4. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
5. Export and Import Manual, Nabhi Publications, New Delhi.
6. World Development Indicator, World Bank Publication

Syllabus

Course Title: International Logistics Management

Course Code: BSMB4IB5

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA IV

Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

UNIT-1

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

UNIT-2

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

UNIT-3

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

UNIT-4

Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

UNIT-5

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Suggested Readings:

1. David P, “International Logistics” Biztantra, New Delhi, 2006.
2. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill, New Delhi.
3. David Stewart, “International Supply chain Management”, Cengage publications, 2008.
4. Reji Ismail, “Logistics Management” Excel Books, 2008.

**OPERATIONS MANAGEMENT
(Electives)**

Course Title: Facilities Management

Course Code: BSMB3OM1

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA III

Objective of the Course

To enable students to understand the processes and methodology of operational management of facilities.

Contents Course

Unit 1 : Product Selection and Design

(a) Product selection process, (b) development of products (Goods and Services), (c) sources of product innovations, (d) design for customer (quality function deployment), (e) value analysis / value engineering, (f) measuring product development performance.

Unit 2: Production Process Management

(a) Introduction, factors affecting process selection, (b) classification of processes: based on materials management and customer order type, (c) process flow design, (d) process analysis, (e) product-process strategy.

Unit 3: Operations Technology

(a) Definition of technology, (b) types of technology, (c) factors affecting technology selection decision, (d) misalignments in technology implementation, (e) level of automation, (f) technology development process, (g) Technologies for processes: Computer Integrated Manufacturing (CIM), CNC/ DNC machines, Computer Aided Manufacturing (CAM), Computer Aided Engineering (CAE), Office Automation, Electronic Data Interchange (EDI), and Internet, evaluation of technology investments.

Unit 4 : Facilities Location

Importance, factors affecting facilities location, (b) methods for evaluating, (c) facilities location: factor rating system, multiplant location method, locating facility within a network, dimensional analysis, methods for locating service outlet, (d) cost-volume analysis of facilities location.

Unit 5 : Facilities Layout

(a) Importance of facility layout, (b) criteria for good layout, (c) symptoms of poor layout, (d) types of facility layout: product layout, process layout, cellular layout, mixed layout, fixed position layout, retail service layout, office layout, (e) flow and activity analysis, (f) layout design procedure: assembly line balancing, designing based on closeness rating, (g) computerized layout planning, (h) evaluating, and implementation of layout design.

Suggested Readings

1. Chase, Aquilano, Jacob, Production and Operations Management, 8111 Ed. (TMH, N Delhi).
2. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education) Delhi.
3. S.N Chary, Production and Operations Management, (TMH, N Delhi).
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi).

Syllabus

Course Title: Production Planning and Control

Course Code: BSMB3OM2

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA III

Objective of the Course

Production Planning and Control are the two important components of the management process. The subject will enable the consideration of all input variables to achieve defined output goals and control will help in corrective action taken to meet the planned output.

Course Contents

Unit 1 :Trategic Capacity Planning

Concept, importance and objectives of capacity planning, (b)Type of capacity, Issues related to capacity planning, (e)Process of capacity planning: demand identification (qualitative and quantitative methods), assessment of capacity, alternative ways of altering capacity (make or buy decision), evaluation of alternatives.

Unit 2 : Aggregate Planning

(a) Concept of Aggregation, Aggregate Planning Environment, (b) Aggregation Techniques, Planning Product Mix (Simple Application of Linear Programming), Process Of Aggregate Planning, (c)Mixed Strategy, (d)Mathematical Planning Models, (e)Performance Measures.

Unit 3 : Master Production Schedule and Material Requirement Planning (MRP)

(a) Concept Of Master Production Schedule (MPS), (b)Importance Of MPS, (c)Process Of Preparing MPS, (d)Rough-Cut Planning, (e)Importance Of Material Requirement Planning (MRP), (f)Process Of Material Requirement Planning (MI(P), Elements Of Material Requirement Planning (MRP), Bill of Materials.

Unit 4 : Job Scheduling and Sequencing

Introduction To Types Of Jobs In Organization, (b)Methods Of Job Scheduling: One Machine- N Jobs, Two Machines- N Jobs, N Machines- N Jobs, M Machines- N Jobs, Project Scheduling , Network Diagrams (PERT And CPM), (c) Job Sequencing, Job Sequencing In Service Organization (Application Of Simulation).

Unit 5 : Production Control System

Concept, Function, and importance of production control, (b)centralization and decentralization, (c)documents and procedures us,A1 in production control: work order, material requisition, control sheet, internal delivery note, progress note, machine load chart.

Suggested Reading:

1. J L Riggs, Production System Planning, Analysis, and Control, John Willy & Sons, New York
2. Lee J Krajwski, Operations Management: Stratekry& Analysis, 6th Ed. (Pearson Education, N. Delhi).
3. Buffa , Sarin, Production and Operations Management, Willey- Publication, New Delhi.
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, New Delhi).

Syllabus

Course Title: Project Management

Course Code: BSMB3OM3

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA III

Objective of the Course

This subject will help the students to understand importance of job design and productivity and its role in organizations. The subject will also enable students to learn about various processes of the organization to improve organisation's productivity.

Course Contents

Unit 1 : Productivity

(a) Concept of productivity, (b)Measures of productivity, (c)Methods for productivity enhancement, (d)Productivity in manufacturing and service organization, (e)Principles of motion economy.

Unit 2 : Job Design

(a) Concept of job simplification and job standardization, (b) Specialization and automation, (c) Approaches to job design, (d) Behavioral considerations of job design, (e)Work analysis and work measurement, (f)Time-study methods: work sampling, stop-watch method, man-machine charts, calculation of allowances, normal time, and standard time; (g) Compensation, legal and ethical consideration.

Unit 3 : Project Management

(a) Project planning, objective of project management, (b) Classification of projects, (c) Project planning tools, GANTT charts, Milestone Charts, Network Analysis: PERT and CPM, finding critical path, earliest and latest activity time, (d) Time-Cost trade offs, (e) multilevel scheduling system.

Unit 4 : Maintenance and Safety Management

(a)Concept, objectives and importance of maintenance, (b) maintenance strategies, (c)maintenance economy, (d)Total productivity maintenance (TPM), (e)Measurements of maintenance performance; (f)Plant Safety: plant and equipments conditions, accidents' costs, approaches for accidents prevention, risk management.

Suggested Readings:

1. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education, N. Delhi).
2. S.N Chary, Production and Operations Management, 11th Ed., (TMI-I, N Delhi)
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi)

Syllabus

Course Title: Materials Management

Course Code: BSMB4OM4

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA IV

Objective of the Course

To enable the students to maximize materials productivity by well coordinated and integrated approach towards various process involving decision making with respect to materials.

Contents of Course

Unit 1 : Purchase Management:

(a) Concept, objectives, and role of purchase function, (b)Inputs to procurement process, (c)Restrains and functions affecting purchase decision, (d)Procurement decisions: supplier selection, timing of purchase, price, quality and quantity of material, (e)Evaluation of procurement process, (f)Purchasing in government departments.

Unit 2 : Inventory Management:

(a) Introduction To Inventory System: Concept, Costs Associated With Inventory, Functions Of Inventory, Types Of Inventory, (b)Splective Control Of Inventory: ABC, VED, FNSD, GOLF, HML, (c)Models Of Inventory Control, Determination Of Economic Order Quantity (EOQ): Graphical , Tabular, And Mathematical Models (For Deterministic And Probabilistic Demand), Safety Stock, Reorder Level, (d)Concept Of Just In Time (JIT) System.

Unit 3 : Stores Management:

(a) Introduction, (b)Functions Of Stores, (c)Organization. Of Store, (d)Types Of Stores, (e)Stores System And Procedures, (f)Decentralization V/S Centralization, (g)Control Of Spare Parts, (h)Codification And Classification Of Materials, (i)Stores Audit System, (j)Store's Location And Layouts.

Unit 4 : Waste Management:

(a) Concept Of Waste Management, Importance Of Waste Management, (b)Concept Of Productivity And Wastivity, Gross And Net Wastivity, Wastivity As. Performance Measurement, (c)Wastivity V/S Productivity, (d)Classification of Waste Management, (e) Waste Reduction Methods, (f)Treatment of Waste In Cost Accounting.

Suggested Readings:

1. JR Tony Arnold, et al, Introduction to Material Management, 5th Ed., Pearson,
2. N K Nayar, Resource Management, Vikas Publication, New Delhi
3. AK Citall et al, Materials Management : Text and Cases, .TMH, N Delhi
4. AK Datta, Materials Management: Procedure, Text and Cases, PHI, 2nd , N Delhi.

Syllabus

Course Title: Total Quality Management and Quality Standards

Course Code: BSMB4OM5

L	T	P	C.U.
33	5	2	3

Programme & Semester: MBA IV

Objective of the Course

To enable students to understand the Concept, Principles and Strategies Applied in Total Quality Management.

Contents of the Course

Unit 1 : Total Quality Management (TQM) Concept and Fundamentals

(a) Definition, Basic Approach, (b) TQM Framework, (c) Principles of TQM, (d) Philosophies Of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, (e) Evolution of TQM.

Unit 2 : Human Aspect of Total Quality Management (TQM)

(a) The human factor: The fundamental prerequisite for success, (b) TQM's human elements, (c) Motivating people for total quality, (9.) Resistance to change, (e) Characteristics of quality leaders, (f) Role of quality readers, (g) Teams for TQM, (h) On-the-job satisfaction and quality, (i) Participative management, (j) Compensation system, (k) Ergonomics.

Unit 3 Strategic Quality Planning

(a.) Strategic quality management, (b) Quality statement, culture, product quality cycle, (c) TQM planning environment, (d) Role of quality control department, (e) Planning for productivity, (f) Quality and re-engineering, (g) The cost of quality (Direct & Indirect cost), (h) Evaluating the cost of TQM, (i) Quality index, (j) The total quality cost curve, (k) Standardization.

Unit 4: Total Quality Management (TQM) Practices

(a) TQM technologies, (b) TQM practices: policy deployment, benchmarking, backtracking, cross-functional teams, QFD, Taguchi Method, failure-mode and effect analysis, the Poka-Yoke concept, concurrent engineering, (c) Malcolm Baldrige award, European Quality award, (d) TQM Implementation Process.

Unit 5 : Quality Management Standards

(a) Concept and need of quality standards, (b) National quality standard organizations: Bureau of Indian Standards (BIS), Agmark Grading of agriculture and allied commodities, Quality council of India; (c) International Organisation for standardization (ISO), ISO standards: ISO 9000 and 14000 series, integration of ISO 14000 with ISO 9000, (d) Process of ISO certification, (e) Implementing the system, (f) Post certification.

Suggested Readings:

1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi
2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
3. H Lal, Total Quality Management: A practical approach, New Age International, New Delhi.
4. Hand Book for-ISO certification.

AGRI - BUSINESS MANAGEMENT
Electives

Course Title: Agribusiness and Rural Marketing

Course Code: BSMB3AG1

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Contents

Unit-1: Concept of Agricultural Marketing, Study of organization and function of agricultural marketing in India.

Unit-2: Methods of Grading farm products, Magnitude and dimensions of marketing & marketable surplus in agricultural communities.

Unit-3: Efficiency of marketing storage, Transportation and Financial Management in Agriculture.

Unit-4: Marketing: Perishability, seasonality and processing of agricultural products.

Unit-5: Various models and theories of agricultural marketing with their critical evaluation.

Suggested Readings:

1. John, N. David and Ray, Concept of Agribusiness Management
2. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication
3. Agriculture Marketing Management
4. Acharya, S.S, Dr. N.L. Agarwal, Agricultural Marketing In India, 6/E Oxford & Ibh, 2017
5. Kohls, Marketing of Agriculture Products 9e Pearson Education India; Ninth edition (2015)

Syllabus

Course Title: Agri Input Management

Course Code: BSMB3AG2

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Description: The syllabus of agri input management includes five units; unit one includes concept of agri input management and type of agri inputs. Unit 2 includes Business Environment in relation to agricultural input management. Unit 3 includes marketing of agricultural inputs; unit-4 overview of financial management and financial instruments are included and Unit-5 includes promotional measures and supply chain management. The Andragogy in this subject includes PPTs, case studies, assignments, class test, quiz, mini project.

Course Objectives: The objective of the course is to develop the skills & knowledge to the students regarding marketing of agricultural inputs. The course builds an overview and in-depth awareness of the input market environment.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Explain the basic concept of of agri input management.

CO 2: Interpret the importance of business environment related to agricultural input management.

CO 3: Analyze the marketing strategies of agricultural input management.

CO 4: Analyze the financial strategies of agricultural input management.

Course Contents:

Unit1: Agricultural Inputs and their types – farm and non-farm, Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds, Chemical fertilizers- production, export-import, supply of chemical fertilizers, demand/consumption.

Unit 2: Business Environment in relation to agricultural input management; legal aspects of agricultural input business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of agricultural inputs management.

Unit 3: Marketing of agricultural inputs, product strategies and development, pricing methods and strategies, marketing channels and promotion.

Unit 4: Overview of Financial management in agricultural inputs management, Challenges in agricultural financing, Financial instruments in agricultural sector, cost-volume-profit analysis.

Unit 5: Relevant promotional agencies and cooperatives, Supply chain management for agricultural inputs, problems and prospects of the agricultural inputs management.

Text Book:

1. Acharya, S. S & Agarwal, N. L. (2019). *Agricultural Marketing in India*, 6th Ed, Oxford & IBH, New Delhi

References: 1. Broadway, A. C. & Broadway, A. A. (2016). *A Text Book of Agri-Business Management*, Kalyani Publishers

2. Singh, A. K. and Pandey, S. (2005). *Rural Marketing*, New Age.

3. Krishnamacharyulu, CSG & Ramakrishnan, L. (2010). *Rural Marketing: Text & Cases*, Pearson

4. Singh, S. (2004). *Rural Marketing- Focus on Agricultural Inputs*, Vikas Publication House.

Syllabus

Course Title: Farm Business Management

Course Code: BSMB3AG3

L	T	P	C.U.
32	5	3	3

Programme & Semester: MBA III

Unit 1: Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

Unit2: Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

Unit 3: Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

Unit 4: Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

Unit 5: Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

Suggested Readings:

1. Dhondyal, S.P. (2007) Farm Management: An Economic Analysis
2. Broadway and Broadway (2009), Agri-Business Management.
3. Johl and Kapur (2005) Farm Business Management

Syllabus

Course Title: Management of Cooperatives

L	T	P	C.U.
32	5	3	3

Course Code: BSMB4AG4

Programme & Semester: MBA IV

Unit-1:

Nature of cooperative principles, Management principles and their applications to cooperative organizations, structure and functions of various types of cooperatives.

Unit-2:

Managerial problems of cooperatives, consumer stores, role of consumer stores, role of Government in the development of cooperatives.

Unit- 3:

Financing of cooperatives, staffing in cooperatives and training methods in cooperatives and efficiency criteria.

Unit 4:

marketing Public accountability, price, output and profit and policies of cooperatives; Special problem of cooperatives in agricultural and industrial sectors.

Unit-5:

Management practices of successful cooperatives in India: selected case studies.

Suggested Readings:

1. Ramkishen Y, Management of Co-operatives, JAICO Publishing House.
2. K. M. Rai. Cooperative Societies And Rural Development', Mittal Publication, New Delhi

Syllabus

Course Title: Plantation Management

Course Code: BSMB4AG5

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA IV

Course Objectives: The enable students to understand current scenario of plantation industries in India and to analyze the manufacturing, marketing and financial aspects of plantation crops.

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

CO1: To explain the current scenario of plantation industries in India.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to plantation crops.

CO3: To interpret the financial management in plantations management.

CO4: To evaluate the social, economic and technological aspects related to plantation management.

Course Contents:

Unit1: Current scenario of major plantation industries in India, plantation field operations in estates of Tea, Coffee, Rubber, Spices, etc (cultivation, harvest management, post harvest management).

Unit 2: Manufacturing/processing operations in estates, quality control aspects, estate management and labour relations, legal aspects of plantation business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of cultivation and processing in Tea, Coffee, Rubber, Spices and other relevant plantation crops.

Unit 3: Marketing of plantation crops marketing channels, product development, branding, pricing and promotion.

Unit 4: Export environment for plantation crops, logistics management-purchase, stores and transport, Financial management in plantations, cost-volume-profit analysis.

Unit 5: Relevant promotional agencies and cooperatives, problems and prospects of the major plantation sector

Text Book:

1. David, A. Avant, *Plantation Management*. Lavant Publications.

Reference Readings:

1. Kumar Pankaj (2007). *Practical Manual of Plantation*, Scientific Publishers Journals Dept.
2. P. Sudarshan, *Plantation Management*.

BSMB3PH1: Pharmaceutical Marketing

Units 1: Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation

Unit 2: PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions. Product-mix Optimization

Unit 3: Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building. Designing Marketing Programs for New Product launch

Unit 4: The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets

Unit 5: Role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global

Suggested Readings:

1. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
2. Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
3. Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
4. Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.

BSMB3PH2: Regulatory Framework of Pharmaceutical Business

Unit 1: Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract

Unit 2: Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

Unit-3: Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

Unit-4: Intellectual Property Rights & Regulations: Overview of Intellectual Properties, their types and importance of intellectual property protection. Patents: Requirement of patenting, patent specifications and claims, Indian Patent act 1970 and amendments. Patent search, analysis, drafting and stages of filing patent at national level.

Unit-5: International Treaties & IPR Organizations: Paris Conventions, Patent Cooperation Treaty (PCT) – introduction, application and general rules. Introduction to concept behind WIPO / WTO / TRIPS / GATT / GATS system & Uruguay Round.

Suggested Readings:

1. Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi
2. M.M. Sulphery & Az-har Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi
3. Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and Isader Kaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira R. Berry Marcel Dekker Series, Vol.144
4. New Drug Approval Process: Accelerating Global Registrations By Richard A Guarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.19

BSMB3PH3: Sales Promotion and Brand Management in Pharmaceutical Business

Unit 1: Strategic decision making using IMS-Health and C-MARC data for sales and market trend analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion

Unit 2: Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

Unit 3: Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion

Unit 4: Quality indicators, Promotional-mix, Benefits of building Brand Equity. Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the ‘Little CEO’ concept, ‘Science meets Commerce’ concept

Unit 5: Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies

Suggested Readings:

1. Harsh Verma . Brand Mmanagement, Second Edition, Excel Publication.
2. Aaker,D.; Managing Brand Equity. Ramanuj Majumdar (1999) Product Management in India. New Delhi: Prentice Hall.
3. Pran K.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

BSMB4PH4: Pharmaceutical Retail Management

Unit 1: Retailing

An Overview, Understanding, Scope and Benefits of pharmaceutical retailing, Overview of Pharmaceutical retailing

Unit2: Retail Strategies

Classification of Retailers, Understanding the Retail Customer Population, demographic and geographic analysis, Retail Market Strategy, Strategic Planning Process, Pharmacies as retail outlets for switched drugs, Building Sustainable Competitive Advantage, Marketing Strategies, Product mix and assortment planning process Merchandising and store management Branding strategies.

Unit3: Retail of OTC drugs

Historical development of the OTC market, Major players within the OTC market, Rx-to-OTC switching: The changing role of the consumer, Consumer buying behavior for OTC drugs, Growth potential within the OTC market, Merchandise assortment planning, Organizing the buying process by categories, Merchandise purchasing process.

Unit4: Store Management

Store layout, design and visual merchandise, Store interior, exterior and security, Visual Merchandising for OTC drug retailing, Future Drivers of OTC Pharmaceuticals, The impact of technology on the drugs market, OTC pharmaceuticals: growth or maturity : in India and global Market Development in Pharmaceutical Marketing

Suggested Readings:

1. Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, Pearson,
2. Michael Levy and Barton AWeitz, Retailing Management, Tata McGraw-Hill,
3. Pradhan, Swapna, Retailing Management-Text & Cases, Tata McGraw-Hill)
4. Bajaj, Chetan, Srivastava Nidhi V, Tuli Rajesh, Retail Management, Oxford,

BSMB4PH5: Supply Chain Management in Pharmaceutical Industry

Unit 1 Introduction to supply chain management (S.C.M)

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b)Importance Of Supply Chain Management, (c)Supply Chain Decision, (d)Evolution Of Supply Chain Management.

Unit 2 Designing the Supply Chain

(a)Role Of Distribution In Supply Chain, (b)Factors Influencing Distribution Network, (c)Process Of Supply Network Design, (d)Distribution Strategy, (e)Models For Facilities Location And Capacity Allocation, (f)Impact Of Uncertainty On Supply Chain Design, (g)Evaluation Of Supply Chain Design, (h)Demand Chain Management, (i)Strategic Alliances.

Unit 3 Performance Measurement and Control

(a)Concept, Dimensions Of Performance Measurement, (b)Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c)Achieving Strategic Integration, (d)Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e)Value Chain, (f)Concept Of Configurability, (g)Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h)Impediments To Improved Performance.

Unit 4 Logistics Management

(a)Concept of Logistics, Inbound And Outbound Logistics, (b)Key Activities of Logistics, (c)Managing The Costs Of Logistics, (d)Application Of Logistics Management, (e)Trade-Offs In Logistics Management, (f)Bull-Whip Effect In Logistics, (g)Third And Fourth Party Logistics, (h)Emergence Of IT In Logistics, (i)International Issues In Logistics, (j)Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

Unit 5 Emerging Trends in Supply Chain Management

(a)Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), Use Of Data Mining Tools, E-Business Framework, (b)Customer Profitability Analysis (CPA), (c)International Issues In Supply Chain Management.

Suggested Readings:

1. Chopra, Meindl; *Supply Chain Management: Strategic Planning and Operation*, 2nd ed., Pearson Education, New Delhi.
2. Altekar, *Supply Chain Management: Concepts and Cases*, Prentice-Hall of India, New Delhi
3. BS Sahay, *Supply Chain Management*, Macmillan, New Delhi.
4. G. Raghuram, *Logistics and Supply Chain Management*, Macmillan, New Delhi
5. Balou, *Supply Chain Management*, Pearson Education

Syllabus

Course Title: Innovation Management and Startup Ecosystem

Course Code: BSMB4OP4

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA IV

COURSE DESCRIPTION

The course aims to provide students with basic concepts and awareness in technological innovation and an understanding of the challenges and opportunities that small and large firms face in relation to this. The course has an integrated approach to tackling the complex concepts in and knowledge about technological innovation in relation to technological development. The course covers areas such as the importance of innovation, leadership in research and development, management of innovation and technology, partnerships, networks and alliances, product and process development, commercialization of research as well as entrepreneurship and business creation.

COURSE OBJECTIVES: The students will be able to:

1. Understand the role of innovation and technical change in enterprise and national level economic performance
2. Understand the technological, human, economic, organisational, social and other dimensions of innovation
3. Explore and better manage the effects of new technology on people and worksystems
4. Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
5. Recognize startup ecosystem and government initiatives to promote startups, opportunities for the commercialization.

COURSE OUTCOMES: On completion of the course, the student should be able to:

CO1: Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level,

CO2: Critically discuss a firms need to have a strategic and integrated approach to be able to successfully manage innovation and technical development,

CO3: Analyses complex innovation processes in firms both internally and externally. This incorporates for instance basic knowledge about partnerships, alliances, research and development, commercialisation and industrial marketing.

CO4: Understand the concept of startup ecosystem and government initiatives to promote startups.

COURSE CONTENT

UNIT – 1

Innovation, need and importance of innovation; technological, human, economic, organisational, social and other dimensions of innovation.

UNIT - 2

Innovation as a core business process; Building the innovative organization, Developing an innovation strategy, Sources of innovation; Innovation Networks; Creating new products and services.

UNIT – 3

Partnerships, alliances, research and development, commercialization of innovative products and services, entrepreneurship and new ventures.

UNIT – 4

Startup ecosystem, stakeholders in Startup ecosystem, Evolution of the Indian Startup Ecosystem, Startup – financing,

UNIT – 5

Government initiatives and institutional framework to promote startups in India.

Suggested Readings

1. Mark Dodgson , David M. Gann , et al., The Oxford Handbook of Innovation Management (Oxford Handbooks), Oxford University Press; Reprint edition (2015)

2. Clayton M. Christensen, *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail* (Management of Innovation and Change) Harvard Business Review Press; Illustrated edition (2016)
3. Raphael Amit, Christoph Zott, *Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders*, Wiley; 1st edition (2020)
4. Keith Goffin, Rick Mitchell, *Innovation Management: Effective strategy and implementation*, Red Globe Press; 3rd ed. (2017).
5. Ina Goller, John Bessant, *Creativity for Innovation Management*, Routledge; 1st edition (2017)