



**Master of Business Administration  
(MBA)  
PROGRAM CODE - 1**

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**PROGRAM GUIDE  
VERSION 1.0**

**w.e.f. January 2023**

## Contents

1. Program Overview .....	4
1.1 Program’s Vision and Mission.....	4
1.2 Relevance of the Program with VGU’s Vision and Mission.....	5
1.3 Nature of Prospective Target Group of Students .....	6
1.4 Appropriateness of programs to be conducted in online mode to acquire specific skills and competence.....	6
2. Procedure for Admission and Curriculum Transaction .....	7
2.1 Procedure for Admission .....	7
2.1.1 Minimum Eligibility Criteria for Admission .....	7
2.1.2 Online Admission Process and Instructions: Learner Communication .....	7
2.1.3 Program Fee for the Academic Session beginning January 2023.....	9
2.1.4 Financial Assistance Policy .....	11
2.2 Curriculum Transactions.....	11
2.2.1 Program Delivery .....	11
2.2.2 Learning Management System to support online mode of Course delivery.....	12
2.2.3 Course Design.....	12
2.2.4 Academic Calendar for Academic Session beginning January 2023 .....	12
3. Instructional Design .....	14
3.1 Curriculum Design .....	14
3.2 Program Structure and detailed Syllabus .....	14
3.2.1 Program Structure .....	14
3.2.2 Detailed Syllabus of MBA.....	17
3.3 Duration of the Program.....	17
3.4 Instructional delivery mechanisms .....	17
3.5 Identification of media-print, audio, or video, online, computer aided .....	18
3.6 Student Support Services .....	19
4. Assessment and Evaluation.....	21
4.1 Overview.....	21
4.2 Question Paper Pattern.....	22

4.3 Distribution of Marks in Continuous Internal Assessments .....	22
4.4 Passing Criteria .....	<b>Error! Bookmark not defined.</b>
4.5 Statistical Method for the Award of Relative Grades.....	22
4.4.2 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average 23	
4.5.1 Cumulative Grade Point Average (CGPA).....	23
4.5.2 Grade card .....	23
4.5.3 Grade cards and Certification – Student Communication .....	24
4.5.4 Online Results, grade card and Degree Logistics–Internal Process .....	25
5. Requirement of the Laboratory Support and Library Resources .....	25
5.1 Laboratory Support.....	25
5.2 Library Resources .....	25
6. Cost Estimate of the Program and the Provisions.....	25
7. Quality assurance mechanism.....	26
Annexure I _Detailed syllabus of MBA Program.....	27
Annexure II- Mandatory Documents for Admission .....	140
Annexure III- Content uploading protocol: Internal Process.....	142
Annexure IV – Branding Guidelines for E-Learning Material .....	142
Annexure V- Academic Bank of Credit Id Creation Process .....	142
Annexure VI - Guidelines and Pre-requisites for Proctored Examination .....	143
Annexure VII – Continuous Internal Assessment Pattern for PG Courses .....	150
Annexure VIII – End-term Examination Pattern for PG Courses .....	151
Annexure IX –Guidelines for Practical Training in Industry – MBM400.....	152
Annexure X – e-Resource Access.....	163

# MBA

## Program Guide 1.0

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### 1. Program Overview

#### 1.1 Program's Vision and Mission

At Vivekananda Global University (VGU), the Mission is to transform lives of the students and provide the industry with ethical global leaders for the 21st century, who are sensitive towards protecting the environment and are passionate about making significant societal contributions. The University firmly believes in the words of the great philosopher and educator Swami Vivekananda whose philosophy guides us to become better with the time. The Department of Management Studies, aims to create opportunities for the students to comprehend the nuances of becoming global business leaders and entrepreneurs. It is aspired to develop business leadership capable of building resilient organisations, whilst adhering to the highest standards of Corporate Governance. The department continuously seeks to create an enriching educational environment, where innovative thinking is imbibed in ones way of life.

The MBA program at VGU is offered by Centre for Distance and Online Education (CDOE). The program provides the skills that students need to solve business complexities in diverse environments by imparting rigorous education and personalized attention. The CDOE-VGU provides a unique experiential and online learning platform where a team of competent faculty members guide towards excellence incorporating ethics and values while shaping and sharpening the mindset through academic rigor. It strives to mould the young students into world class technocrats in compliance with the mission. It believes in creating an environment where people from different nationalities, races and religious beliefs learn cohesively and competitively with harmony and dignity. The members at CDOE-VGU constantly endeavour to enhance and upgrade their knowledge through research and learning to ultimately add value to the learner's education and the University. The students will be valued as high performing managers in the service of national and international businesses organizations, Government Institutions and NGOs.

The program aims to achieve the following objectives:

1. To inculcate management skills in Human Resource, Marketing, Financial Management, Healthcare, Agri-business Management, IT, Risk Management, International Business Management, Retail Management and other dynamic fields.
2. To develop the skills which makes efficient future managers ready to work in versatile business environment
3. To create the environment in which students learn the alignment of business goals across the borders
4. To provide a platform where the students experience all-round development in various managerial disciplines through the courses designed in line with New Education Policy

## **1.2 Relevance of the Program with VGU's Vision and Mission**

VGU was established with a vision to become a University with commitment to excellence in education, research and innovation aimed towards human advancement.

The MBA program provides students with an in-depth understanding of the core concepts essential for successful management. The curriculum equips them with the knowledge and skills they need to take on leadership roles in the corporate world. The program is designed to help students develop the ability to think critically and strategically, to make sound business decisions, and to solve complex problems. Emphasis is laid on developing skills in leadership, communication, and data analysis. CDOE-VGU strives to provide the students with the best education and to prepare them to take on the challenges of the modern business world and the same is relevant to VGU's mission i.e.

- **To promote quality education, training, research, consultancy, and enhance employability and entrepreneurial skills of our students.**
- **To integrate industry with academics in order to prepare our students in an immersive way for the world of work developing an effective interface with the industry and other institutes within and outside the country is the cornerstone of our approach.**
- **To meet these ends, we encourage and nurture the development of students' physical, mental, emotional, secular, and spiritual faculties.**

The MBA Program in online mode aims to provide quality education to the candidates aspiring for higher education but are unable to match the requirements of a fixed time-table and teaching tools in the conventional mode of education in the Universities.

Moreover, to maintain the quality of the curriculum, the syllabus has been designed at par with the conventional mode keeping in mind the specific needs and acceptability of the students of online mode in the industry. The curriculum is also in line with the aims and objectives of the University and the requirements of future skills in the industry.

### **1.3 Nature of Prospective Target Group of Students**

The curriculum of MBA infused with flexibility is designed to enhance comprehension of management education and encourage graduates from varied disciplines and enables them to become learned managers or entrepreneurs. The students are prepared to explore opportunities being newly created in the management profession. The program will target all graduates who want to enhance their knowledge, skills and build careers in entrepreneurial and business world.

The target group of students will be both working professionals and students who are deprived of admission in the regular mode due to limited intake capacity, dropouts primarily due to social, financial and economic compulsions as well as demographic reasons, population of any age and those living in remote areas where higher education institutes are not easily accessible. Ones who wish to pursue education in flexible mode of timings/delivery. It is also aimed at the working professionals who wish to upgrade their knowledge. Students enrolled in the program for delivery through online mode shall contribute towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

### **1.4 Appropriateness of programs to be conducted in online mode to acquire specific skills and competence**

The education throughout the course duration will involve inculcating the skills in the field of business management and entrepreneurship. The degree will provide value to the students in the field of HR, Marketing, Finance, Information Technology, Agri-Business, Healthcare Management, International Business and Operations Management.

The degree shall not only provide values to students for employment as a professional in industry, business house, finance or the civil service, but it will also be value by employers for other occupations where a demonstrated ability for logical and quantitative reasoning is desired.

A Learning Management System (LMS) that keeps track of execution of e-Learning material, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above teaching and learning processes will be delivered by online mode with much ease for the students. Hence the MBA program is suited for online mode of learning.

## 2. Procedure for Admission and Curriculum Transaction

Academic programs offered for candidates who enrolled for online mode of learning will be conducted by CDOE-VGU with the support of various faculties of the University. Eligibility criteria, course structure, detailed curriculum, duration of program and evaluation criteria shall be approved by Board of Studies and Academic Council, based on UGC guidelines for the programs which comes under the purview of Online mode for award of Degree.

Details of procedure for admission with eligibility criteria for admission, fee structure, Curriculum including program delivery, details about Learning Management System (LMS) and Assessments and Evaluation are provided below.

### 2.1 Procedure for Admission

Students who are seeking admission in programs offered by CDOE-VGU need to apply through [www.onlinevgu.com](http://www.onlinevgu.com) in the courses offered there.

#### 2.1.1 Minimum Eligibility Criteria for Admission

The minimum eligibility criteria for admission in Online MBA program is Bachelor's degree of minimum 3 years duration from a recognized University in any stream as per UGC and AICTE norms and must have obtained at least 50% marks in the qualifying examination. For the reserved category the eligibility criteria as approved by AICTE shall be 45%. The learner should also meet all the required documentation criteria as mentioned on the website for admission in the program. Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by CDOE-VGU. Candidates are expected to read all instructions given in the Program prospectus before filling of application form.

#### 2.1.2 Online Admission Process and Instructions: Learner Communication

The online admission process for the students is provided below:

Step	Process	Particulars
Step 1	Counselling	Prospective students would be counselled for the chosen program by designated and authorised counsellors
Step 2	Registration on admission portal to get access to My Account.	Prospective student registers by paying Rs. 1000/- as registration fee. Fill all the details in the application form and upload all the mandatory documents.
Step 3	Details of Document upload	Student Uploads document as follows-

		<p>Personal Documents</p> <p>Passport-size Photograph Student's Signature Aadhar Card (Back &amp; Front) Passport (For International Student)</p> <p>Academic Documents UG Student - 10th Marksheet 12th Marksheet PG Student - 10th Marksheet 12th Marksheet UG Marksheet Other Certificates</p> <p>(detailed list of documents is provided in <b>Annexure II</b>)</p>
<b>Step 4</b>	<b>Scholarship Details</b>	<p>Student will be eligible for below categories-</p> <p>Merit Base VGU Alumni &amp; Current Student Extra Curriculum Excellence VGU Employee</p> <p>As per the Notice by Deputy Registrar CDOE-VGU.</p>
<b>Step 5</b>	<b>Verification of documents by the Deputy Registrar</b>	<p>Dy. Registrar verify all the documents uploaded by the prospective student on the admission portal and approve/disapprove within 48 hours the eligibility for the chosen program.</p>
<b>Step 6</b>	<b>Undertaking</b>	<p>Student will sign Undertaking after Approval in Application.</p>
<b>Step 7</b>	<b>Payment of fees</b>	<p>All eligible students, duly approved by the Deputy Registrar, will get fees payment link activated in their My Account for payment.</p> <p>The Fee is payable through any of the following means:</p> <p>(a) UPI (b) Credit/Debit Card (c) Net-banking</p>

		Note: Cash, bank demand draft and Cheques are not accepted
<b>Step 8</b>	<b>Enrolment</b>	After the payment of program fee, the student will get the Enrolment number and access to the LMS within 48 hours.
<b>Step 9</b>	<b>Access to Learning Management System (LMS)</b>	

**General Instructions:**

1. All students should carefully read and understand the eligibility conditions given in student handbook document and mentioned on the university website before applying for the online programs.
2. The prospective learner has to ensure that their education/qualifying degree has been issued from a recognized university/board only. For learners from an Indian higher education institution, it should be recognized by the regulatory authority of Government of India. For recognized Board of Education to check [www.cobse.org.in/](http://www.cobse.org.in/) while for Polytechnic Diploma check the respective State Board of Technical Education. To verify degrees from [www.ugc.ac.in](http://www.ugc.ac.in) for recognized universities. For foreign prospective learners they may verify their institutions from [www.aiu.ac.in](http://www.aiu.ac.in).
3. Prospective learner to check their eligibility on the date of admission and should have passed the qualifying exams before the start of admission batch.
4. Registration fees of Rs.1000 is non-refundable.

Students after enrolment must be registered with ABC (Academic Bank of Credits) a central scheme for depositing credit formulated by Ministry of Education, Govt. of India. Academic Bank of Credits (ABC) ID creation is mandatory for all the students. (See **Annexure V** for details)

**2.1.3 Program Fee for the Academic Session beginning January 2023**

Program fees for students pursuing MBA in various specializations offered by CDOE-VGU is mentioned below:

Program	Branch & Specialization	Academic Fees per Year (INR)	Foreign Nationals Fees
MBA	Human Resource	65,000	\$1400
	Marketing		
	Finance		
	Agri-Business		
	Information Technology		
	Operations		
	International Business		
Healthcare			
<b>Other Fees</b>			
	<b>Particulars</b>	<b>For Indian Students fees</b>	<b>For Foreign /NRI Students Fees</b>

1.	Bonafide Letter (On Demand)	300	\$10
2.	Transcripts (On Demand)	500	\$10
3.	Specialization Change Fees	1000	\$25
4.	Course Change Fees	1000	\$25
5.	Validation Extension Fees (1 Year)	10000	\$200
6.	Degree Application Fees	3000	\$75
7.	Duplicate Mark Sheet/Grade Card	500	\$10
8.	Duplicate Degree Certificate	5000	\$105
9.	Alumni Membership Fee	3000	\$75

**EXAMINATION FEE** as per the table

A	<b>All Certificate/ Diploma/ UG Programs (per semester) other than final semester</b>		<b>Foreign Nationals</b>
	End Term Examination	Rs 2000	\$50
	Back Paper Examination	Rs 500- per theory/practical course.	\$10
C	<b>Additional Fee for Project evaluation /Thesis</b>		
	All PG Programs	Rs 1000	\$25

Note:- The Last date for end term examination is same as academic fee.

**Scholarship**

The eligible students can avail scholarship opportunities extended to the students as follows:

Types of Scholarship	Marks scored in qualifying Examination		Scholarship offered	Documents Required	
	Percentage /Equivalent CGPA				
Merit base	60-75%		10%	For UG (12 <sup>th</sup> mark sheets) and for PG (Final year mark sheet of Bachelor Degree)	
	75% Onwards		20%		
VGU Alumni & Student			20%	Student Enrolment (VGU Degree /Marksheet)	
VGU Employee			20%	Employee Code (Employee_id Caxrd)	
<b>Co-curricular Excellence (Sports/Theatre/Dance/Performing Arts/NCC/NSS)</b>					
Level	District Federation Association	State Federation/ Association	Cluster/ Zonal CBSE	National Federation/Association	Achievement Certificate
Medallist Scholarship	10%	15%	15%	20%	

#### **2.1.4 Financial Assistance Policy**

The fees will be paid by the students through the online mode provided on the website. The University has partnered with a third party NBFC to provide financial assistance to those in need.

## **2.2 Curriculum Transactions**

### **2.2.1 Program Delivery**

The curriculum is delivered through the Self Learning Materials (SLMs) in the form of e-Contents supported by various learning resources including audio-video aids through Learning Management System (as per four quadrant approach) along with the online contact hours with discussion forums and synchronous live interactive sessions conducted through LMS as per the prevailing UGC norms for course delivery.

### **2.2.2 Learning Management System to support online mode of Course delivery**

The Learning Management System (LMS) is designed to facilitate the students to have a Global learning experience. LMS has user friendly approach through which the learning is made simple, interesting and truly meeting the global standards of learning. The audio-visual mode of teaching, the self-learning materials, discussion forums and evaluation patterns are unique and meeting the requirements of the industry and in sync with the UGC Guidelines of four quadrant approach.

The students can experience uninterrupted learning 24x7 through web and mobile at the pace chosen by them. The user interface will be simple and easy to navigate through the e-learning modules; the LMS will provide seamless accessibility with all the learning tools designed as per standard norms for a perfect learning experience.

### **2.2.3 Course Design**

The Course content is designed as per the 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

**Quadrant-I** i.e., e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs

**Quadrant-II** i.e., e-Content that contains – Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.

**Quadrant-III** i.e., Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.

**Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

### **2.2.4 Format for Academic Calendar**

<b>Sr. No.</b>	<b>Event</b>	<b>Session</b>	<b>Month (Tentative)</b>
<b>1.</b>	Commencement of semester	January	April
		July	August
<b>2.</b>	Enrol learner to Learning Management system	January	Within 48 working hours of fee deposit and confirmation
		July	

<b>3.</b>	Webinars / Interactive Live Lectures and Discussion Forum for query resolution	January	February to May
		July	August to November
<b>4.</b>	Assignment Submission	January	By March-April (i.e. in the mid of the session and towards the end of the session)
		July	By September-October (i.e. in the mid of the session and towards the end of the session)
<b>5.</b>	Performa For Project Proposal	January	by last week of January
		July	by last week of July
<b>6.</b>	Submission of Synopsis (Applicable during Pre final semester)	January	By March
		July	By September
<b>7.</b>	Project Report Submission (Applicable during Final semester)	January	Last week of April
		July	Last week of November
<b>8.</b>	Slot booking for Online Examination	January	April
		July	November
<b>9.</b>	Practical Examinations (Wherever Applicable)	January	May
		July	November
<b>10.</b>	Admit Card Generation	January	By May
		July	By November
<b>11.</b>	Term End Examination	January	June onwards
		July	December onwards
<b>12.</b>	Result Declaration of End Term Examination	January	By August
		July	By February

### 3. Instructional Design

#### 3.1 Curriculum Design

The curriculum is designed by Experts in the field of management and has taken into account topics that are contemporary and create environmental awareness. It is approved by the Board of Studies of Faculty of Management, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

The curriculum comprises of four types of courses:

- 1. Core Course-** It is a compulsory component for award of degree. It provides the foundational knowledge and skills needed to be successful in a specific subject or field.
- 2. Elective Course** – It allows students to choose courses that are specifically tailored to their interests and goals.
- 3. Skill Enhancement Course** – Courses focused to make students competent and improve their professional skills.
- 4. Project work** – It is a mandatory component of learning experience at CDOE-VGU. It is designed to be based on the specialization. It involves preparation of a dissertation that enhances the student's understanding of a topic. The format of the project is provided in **Annexure IX**.

#### 3.2 Program Structure and detailed Syllabus

##### 3.2.1 Program Structure

Semester 1			
Code	Course Category	Name of the Subject	Credits
MBM 102	Core Course	Managerial Economics	4
MAT 153	Core Course	Quantitative Methods for Management	4
MBM 103	Core Course	Accounting for Managers	4
MBM 104	Core Course	Legal Aspects of Business	4
MBM 108	Core Course	Management Concepts	4
MBM 109	Core Course	Organizational Behaviour	4
MBM 107	Core Course	Business Environment	4
MBM 105	Core Course	Business Ethics	2
		<b>Total Credits</b>	<b>30</b>

##### Semester 2

Code	Course Category	Name of the Subject	Credits
MBM 201	Core Course	Human Resource Management	3
MBM 202	Core Course	Financial Management	4
MBM 203	Core Course	Marketing Management	3
MBM 204	Core Course	Research Methodology	4
MBM 207	Core Course	Introduction to Agri Business Management	3
MBM 209	Core Course	Management Information System	3
MBM 210	Core Course	International Business Management	3
MBM 214	Core Course	Total Quality Management	3
MBM 215	Elective I*	Digital Marketing	2
MBM 216	Elective II*	Innovation & Design Thinking	
SE 201	Skill Enhancement Course	Business Communication	2
		<b>Total Credits</b>	<b>30</b>

*\*Students to choose only one of the elective subjects listed in table above.*

Semester 3			
<i>**After compulsory subjects, Select Any One specialization from the below listed Specializations.</i>			
Code	Course Category	Name of the Subject	Credits
<b>Compulsory Subjects</b>			
MBM 301	Core Course	Project Management	3
MBM 302	Core Course	Supply Chain Management	3
MBM 304	Core Course	Strategic Management	3
MBM 305	Core Course	Entrepreneurship & Innovation Management	2
<b>Specializations</b>			
MBM 311	Elective (Marketing)	Consumer Behaviour	3
MBM 314		Marketing of Services	3
MBM 315		Integrated Marketing Communication	3
MBM 316		Sales Distribution & Logistics Management	3
MBM 321	Elective (Human Resource Management)	Employee Legislation	3
MBM 325		Strategic Human Resource Management	3
MBM 323		Training & Development	3
MBM 324		Performance Management & Talent Retention	3

MBM 331	Elective (Financial Management)	Principles & Practices of Banking	3
MBM 332		Management of Financial Services	3
MBM 333		Financial Innovation and Risk Management	3
MBM 334		Security Market and Portfolio Management	3
MBM 341	Elective(Agri Business)	Livestock Production & Management	3
MBM 342		Farm Management	3
MBM 343		Fertilizer Technology and Management	3
AGD408		Agricultural Marketing Trade and Prices	3
MBM 351	Elective (International Business Management)	International Trade Procedures and Documentation	3
MBM 352		International Marketing Management	3
MBM 353		Global HRM	3
MBM 354		International Financial Management	3
MBM 361	Elective (Healthcare Management)	Hospital Management 1	3
MBM 362		Hospital Services and Quality Management	3
MBM 363		Hospital Management 2	3
MBM 364		Industrial Health and Safety Management	3
MBM 371	Elective (Operations Management)	Operations Planning & Control	3
MBM 372		World Class Manufacturing	3
MBM 373		Project Formulation & Analysis	3
MBM 374		Inventory & Purchase Management	3
MBM 381	Elective (Information Technology Management)	Enterprise Resource Planning	3
MBM 382		Database Management System	3
MBM 383		System Analysis and Design	3
MBM 384		Networking Concepts	3
		Total Credits	<b>23</b>

Semester 4			
Code	Course Category	Name of the Subject	Credits
MBM 400	Project Work	Practical Training in Industry	20
		Total Credits	<b>20</b>
		<b>Total Credits for Degree</b>	<b>103</b>

To enhance the employability of students certain student-centric opportunities in the form of value added online courses by industry partners would be provided. The cost for such value added courses would be paid by the students to such industry partners of the University.

### 3.2.2 Detailed Syllabus of MBA

Detailed syllabus of MBA is attached in Annexure-I.

### 3.3 Duration of the Program

Program	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years (4 Semesters)	4 Years	103 Credits

### 3.4 Instructional delivery mechanisms

VGU has a fully dedicated team of faculty members and staff who are well versed in delivering online lectures under the CDOE – VGU.

Academic calendar will be provided to students at the beginning of each session through LMS. Self-learning material, audio and video content will be shared with the students through LMS through following delivery channels:

#### 3.4.1 Four Quadrants and Academic Delivery

No. of Credits	Duration	Live Sessions	Quadrant – I e-Tutorial		Quadrant – II e-Content	Quadrant – III Discussion Forum	Quadrant – IV Assessment
			(Recorded Lecture)	Open Source Videos	e-Content( E-book/ PDF & PPT)	Live Session ( 2 hrs/week)	CIA
2	6 weeks	6 (1/week)	6 hrs	4 hrs	<ul style="list-style-type: none"> <li>•2 files – 1 PPT and 1 E-book/PDF</li> <li>•Total 12 files</li> <li>•Reading time should be mentioned for each file</li> </ul>	Forum Topics – For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions
<b>Total Hours= 60</b>		<b>6 hrs</b>	<b>10 Hrs</b>		<b>10 Hrs</b>	<b>12 hrs</b>	<b>22 Hrs</b>

3	9 weeks	9 (1 session/w week)	9	6	<ul style="list-style-type: none"> <li>•2 files – 1 PPT and 1 E-book/PDF</li> <li>•Total 18 files</li> </ul> Reading time should be mentioned for each file	-same-	-same-
<b>Total Hours = 90</b>		<b>9 Hrs</b>	<b>15 Hrs</b>		<b>15 Hours</b>	<b>18 hrs</b>	<b>33 Hrs</b>
4	12 weeks	12 (1 session/w week)	12	8	<ul style="list-style-type: none"> <li>•2 files – 1 PPT and 1 E-book/PDF</li> <li>•Total 28 files</li> </ul> Reading time should be mentioned for each file	-same-	-same-
<b>Total Hours = 120</b>		<b>12 Hrs</b>	<b>20 Hrs</b>		<b>20 Hours</b>	<b>24 hrs</b>	<b>44 Hrs</b>

### 3.5 Identification of media-print, audio, or video, online, computer aided

LMS is a comprehensive digital platform that provides all recorded faculty video lectures, provision for real-time discussion forums and live session, e-content in the form of study material, open source materials and graded assessments.

For each module of a course, there shall be one live session conducted by the concerned faculty on a particular topic. CDOE-VGU has designed study material that is lucid and easy to understand with proper summary, self-assessment questions and case studies.

These course materials can be accessed through:

- Login credentials as mentioned on the welcome mail sent by the university
- Students can also login through My Account Tab as mentioned on the University website <https://onlinevgu.com/>.
- Student can also download Online VGU app from Google Play Store and Apple Store.

#### Online Courseware

The students would get access to the following course material through LMS:

- e-Books (SLM) for each module of a course
- Study Guide (PPT) for each module of a course
- Tutorials Videos for each module of a course
- Live Interactive Online Sessions for each module of a course
- Frequently Asked Questions (FAQ) and Misconceptions for each module of a course
- Web Resources for Research Purpose for each module of a course

- Practice Assignments for each module of a course
- Online Discussion Forums for each course
- Enriching Content: Gamified Test for each module of a course; Case Studies for each module of a course
- The LMS have semester / year wise buckets for subjects and specializations of the respective programs as enrolled.

The Dashboard will ascertain the progress of their learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries which may be answered and conveyed by the course coordinators mentors and faculty.

### **3.6 Student Support Services**

Student would have the access to connect with the SRM for support services offered by CDOE-VGU in case of any queries related to administration and general technical queries. A ticketing system integrated on the LMS would help the learner to connect with the CDOE-VGU technical team for support services which shall be duly resolved by the appropriate authority. A notification will also be sent to the Deputy Registrar, to ensure queries are resolved within 24 hours or sooner.

For academic course based queries, the student will raise query which will be directly notified to the Course Coordinator, Program Coordinator and Deputy Director through an open discussion form. The query should be resolved within 48 hours of the query raised; otherwise the matter should be managed and resolved by the Program Coordinator. The same should be ensured by the Deputy Director.

Apart from being a well-recognized university that delivers academic excellence by integrating industrial expertise, CDOE-VGU also ensures holistic development of the students. To cater to multifarious needs of the students that shape them to become future leaders, the department aids in widening the scope of opportunities. The clubs and activities and activities are as follows:

#### ***ACIC-VGU Foundation***

To foster innovation and entrepreneurship multiple facilities supported by various Government and private agencies, including infrastructure for pre-incubation, incubation centers, and R&D facilities on campus have been initiated. These centers provide the resources they need to turn their ideas into successful startups.

VGU TBI Foundation and VGU RTBI are also incubation centers at VGU. They provide support for the faculty and students of the University to develop their innovative ideas into products

and services. These centers offer infrastructure, mentorship, and guidance for developing their innovative ideas.

Currently, VGU is home to more than 80+ startups, which are working on a wide range of projects across various industries. These startups are founded and run by VGU students, alumni and faculty members, who are taking advantage of the university's resources and support to turn their ideas into successful businesses.

**SIDBI Swavalamban chair:** - The SIDBI Swavalamban chair at VGU provides a wide range of support for students and start-ups, with the goal of fostering entrepreneurship and innovation on campus. The chair is funded by the Small Industries Development Bank of India (SIDBI) and is dedicated to promoting the development of small and medium-sized enterprises (SMEs) in India.

**Aspire:** A Scheme for Promotion of Innovation, Rural Industries, and Entrepreneurship (ASPIRE) is a scheme of MSME that aids to set up a network of technology centres and to set up incubation centres across India. VGU hosts this facility to accelerate entrepreneurship and also to promote startups for innovation in agro-industry.

### ***Placement***

VGU has a reputation to provide educational excellence and future-ready programs. The university has achieved a placement rate of 94% at renowned national and international companies. VGU attracts over 500 recruiters from different domains that help every VGUite to find a suitable organization.

### ***Internship***

The curriculum of the university mandates a six months internship for all the students to understand real-world issues. Students get valuable industry insights by working hands-on in these organizations. There are more than 100 collaborations at various industries, companies, NGOs, etc. for placement

### ***Entertainment and Add-on Services***

A plethora of additional services are extended by CDOE-VGU. Free access to channels like e-sports, e-news, e-clubs, e-movie theatre and digital purchase opportunities are provided to the students.

### **VGU-ICON**

VGU-ICON Alumni Society is an opportunity to connect and network with all VGUite ever since the University was established.

### ***Pathway Twinning and Foreign Degree Options***

A twinning program is an arrangement between domestic and international universities to provide degrees accredited by both universities. VGU has tied up with various international universities to offer degrees through integrated learning management system.

## 4. Assessment and Evaluation

### 4.1 Overview

Learning of the students would be evaluated through internal assignments, quizzes, learner response sheets, and end-term examinations. CDOE-VGU adopts rigorous process in development of question papers, question / quiz banks, assignments and their moderation, conduct of examinations, analysis of answer scripts by qualified academics, and declaration of result. The Centre shall frame the question papers so as to ensure that complete syllabus is covered. The evaluation shall include two types of assessments-

Examination Name	Marks Division
Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (follow <b>Annexure VI</b> for guidelines and pre-requisites for Proctored Examination)	70%

The examinations shall be conducted to assess the knowledge acquired during the study.

For theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment (CIA) by assignments preparation and quizzes. The internal assessment shall comprise of maximum of 30 marks for each course. Plagiarism for CIA will be accepted upto a maximum of 15% only for subjective content. The end semester examination shall be of two hours duration for each course at the end of each semester.

To ensure flexibility and convenience for the students, they may opt to book an Online Examination Slot for each course on each day of exam dates as declared by the COE of the University. The slot timings will be as follows:

1. 10 am to 12 Noon

2. 12.30 pm to 2.30 pm

3. 3 pm to 5 pm

**Guidelines issued by the Regulatory Bodies from time-to-time about conduct of examinations shall be considered and new guidelines if any will be implemented.**

#### **4.2 Question Paper Pattern**

**Online Exam Time: 2 Hours**

**Max. Marks: 70**

1. Part A comprising of 49 Multiple-Choice Questions (1 Mark Each) – 49 Marks

2. Part B comprising of 3 Essay Type Question Answers (7 Marks Each) – 21 Marks

#### **4.3 Distribution of Marks in Continuous Internal Assessments**

The following procedure shall be followed for internal marks for theory courses. Weightage for Assignment is provided below:

<b>Particular</b>	<b>A1 (Objective Type)</b>	<b>A2 (Subjective Type)</b>	<b>A3 (Discussion Forum)</b>
<b>Weightage %</b>	10%	15%	5%

Note: Refer to **Annexure VII** and **VIII** for reference to the question paper pattern and formats of documents accepted.

Students may re-appear for CIA up to next two semesters and has to follow the same procedure. For the last semester the academic rules shall apply.

#### **4.4 Statistical Method for the Award of Relative Grades**

As per UGC's recommendations for the 'Evaluation Reforms in the Higher Education System', CDOE-VGU will be adhering to Relative Grading System. In this system, grades are awarded to students according to their performance relative to their peers in the same class (class is defined as a unique combination of course-slot-faculty). The statistical method shall invariably be used with marginal adjustment for natural cut off. The mean and the standard deviation ( $\sigma$ ) shall be calculated as follows:

$$\text{Mean} = \frac{\Sigma \text{Total Marks obtained by students in a class}}{n}$$

Where n = total number of students in a class

$$\text{Standard Deviation} = \sqrt{\frac{\Sigma(X - \text{Mean})^2}{n}}$$

Where X = individual marks

The mean and the standard deviation ( $\sigma$ ) marks obtained of all the students in a course shall be calculated and the grades shall be awarded to a student depending upon the marks and the mean and the standard deviation as per table given below:

Lower Range of Marks	Grade Awarded, if marks falls in range		Upper Range of Marks
	UG	PG	
$\geq \text{Mean} + 1.5 \sigma$	AA	AA	---
$\geq \text{Mean} + 1.0 \sigma$	A	A	$< \text{Mean} + 1.5 \sigma$
$\geq \text{Mean} + 0.5 \sigma$	BB	BB	$< \text{Mean} + 1.0 \sigma$
$\geq \text{Mean}$	B	B	$< \text{Mean} + 0.5 \sigma$
$\geq \text{Mean} - 0.5 \sigma$	CC	CC	$< \text{Mean}$
$\geq \text{Mean} - 1.0 \sigma$	C	NC	$< \text{Mean} - 0.5 \sigma$
-	NC	-	$< \text{Mean} - 1.0 \sigma$
-	Ab (Absent)	Ab (Absent)	-
-	W(Withdrawal)	W(Withdrawal)	-
-	GA(Grade Awaited)	GA(Grade Awaited)	-
-	S(Satisfactory)	S(Satisfactory)	-
-	X(Not Satisfactory)	X(Not Satisfactory)	-

#### **4.4.1 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average**

The letter Grades awarded to a student in all the courses (except audit courses) shall be converted into a semester and cumulative performance index called the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The SGPA is an indicator of the overall academic performance of a student in all the courses he/she has registered during a given semester. Similarly, the CGPA indicates the overall academic performance of a student in all the courses registered up to and including the latest completed semester/summer term.

#### **4.4.2 Cumulative Grade Point Average (CGPA)**

CGPA will be used to describe the overall performance of a student in all courses in which letter grades are awarded since his entry into the University upto and including the latest semester as per the procedure provided in VGU Academic Regulations (v 2.2). It is the weighted average of the grade

points of all the letter grades received by the student from his entry into the University. Since multiple performance in a course in which the student has already received a grade is possible, whenever through such a process a new grade is obtained, it will replace the earlier one in the calculation of CGPA. On the other hand, if through this process merely a report emerges, this event by itself will not alter the CGPA.

A student's grades, reports, CGPA, etc. at the end of every semester/term will be recorded on a grade card, a copy of which will be issued to him. The grade card will be withheld if a student has not paid his dues or when there is a pending case of breach of discipline or a case of unfair means against him.

The faculty member is also responsible for maintaining the complete records of each student's attendance, performance in different components of evaluation. If a scrutiny or statistical analysis becomes necessary, the above records and any other pertinent information should be made available by the faculty member of the course.

#### **4.4.3 Conversion Factor**

Percentage (%) Marks = (CGPA -0.75) x 10

#### **4.5 Grade card**

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The various grades and reports would be appropriately used to tally the grade card with the original registration.

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is transcript which is issued at the time the student leaves the University or at an intermediate point on request.

##### **4.5.1 Grade cards and Certification – Student Communication**

- The student can get soft copy of grade cards through the University website, the hard copy grade card would be provided only after successfully completion of full program along with degree certificate.
- Once the student completes all the mandated assignments, examinations and projects (if applicable) the final mark sheet/grade card and certificate would be dispatched by the University to the student registered address.
- All pending payments/dues need to be cleared by the student, before the final certification.
- If required, the University may request the mandatory documents from student as submitted during admission time, the students may have to re-submit the same if required during final degree certification.

- Students need to apply for degree by filling the degree application form and submit all the required documents and the applicable degree processing application fees of Rs. 3000/- to the University.
- Students who wish to be member of alumni society need to pay Rs 3000/- as membership fee.

#### **4.5.2 Online Results, grade card and Degree Logistics–Internal Process**

- After verification of all data by the Deputy Controller of Examination, the online results would be published on the CDOE-VGU website.
- Students need to download and save the copy of online semester / year wise results.

CDOE-VGU would provide hard copy grade cards and degree certificate at the end of the program to students who have successfully completed the program. Students who successfully completed the program will receive hard copy mark sheet/grade cards and a degree certificate from the University at the end of the program.

## **5. Requirement of the Laboratory Support and Library Resources**

### **5.1 Laboratory Support**

To progress research and analytical skills among students, free statistical tools like R Programming and lab facilities with additional payment like SPSS will also be provided to the students.

### **5.2 Library Resources**

The Central Library has reference, circulation, audio-visual, periodical, book-bank, digital library, and reprographic sections. The library has more than 35000 books, e-journals, online-database such as Scopus and Web of Science and institutional repositories having rare book collection. All e-resources can be accessed through LAN on the campus and remotely through login Id and password. Besides, University library has membership of various consortia such as E-Shod Sindhu, Shodhganga, INFLIBNET, DELNET, ManuPatra etc. The details of accessing these platforms is provided in **Annexure X**.

## **6. Cost Estimate of the Program and the Provisions**

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

<b>Sl. No.</b>	<b>Expenditure Heads</b>	<b>Approx. Amount</b>
1	Program Development (Single Time Investment)	45,00,000 INR
2	Program Delivery (Per Year)	9,00,000 INR
3	Program Maintenance (Per Year)	30,00,000 INR

## 7. Quality assurance mechanism

Quality of a program depends on the course curriculum, syllabus and academic delivery which is designed to meet the gap between industry and academia. To achieve this Centre for Internal Quality Assurance (CIQA) and the Academic Council shall duly fulfil their duties.

The **Academic Council** is responsible to ratify the curriculum and changes as recommended by CIQA in order to maintain the quality and standard of online education at CDOE-VGU.

The **Centre for Internal Quality Assurance (CIQA)** shall be responsible to

- (i) to conduct periodic assessment of the online learning course material and audio-video tutorials and will assure that the quality of learning is maintained
- (ii) to ensure stakeholder's feedback is taken from time to time and recommended changes are executed as per the requirement of the course delivery and industry requirement
- (iii) to assess the quality of assignments, quizzes and end- term assessment and advice improvements to maintain the standard of the learning program
- (iv) to assure that the learning is truly a global experience for the student along with the possibility to inculcate skills as expected from the program outcomes and map with vision and mission of VGU

The **CoE** of the University shall oversee the examinations and the evaluation system.

The CDOE-VGU will work continuously for the betterment of processes, assessments, teaching methodology, e-learning material improvisation as per four quadrant approach and implementation of the same as per New Education Policy. The University is committed to deliver the best education in all the learning modes with adherence to NEP, UGC and other regulatory guidelines in true global sense.

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## Annexure I \_Detailed syllabus of MBA Program

### Program Outcomes

The MBA Program curriculum is designed with the aim to achieve the following outcome:

**PO1:-** Apply knowledge of management theories and practices to solve business problems.

**PO2:-** Foster Analytical and critical thinking abilities for data-based decision making.

**PO3:-** Ability to develop Value based Leadership.

**PO4:-** Analyze and communicate global, economic, legal, and ethical aspects of business.

**PO5:-** Develop leadership skills for business and industry.

**PO6:-** To develop a multifunctional perspective to problem solving.

**PO7:-** To develop the cognition, attitude and values for one's own growth while being sensitive to the ecologic impact of professional decisions.

**PO8:-** Synthesize cognitive abilities for professional conduct with empathic attitude towards the marginalized segments of society.

The detailed syllabus for the Program is as follows

### Semester 1

#### Managerial Economics

**Course code: MBM 102**

**4 credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

#### Course Outcome (CO)

At the end of course, the students will be able to

CO1 Define the roles of managers in firms and how the internal and external decisions are to be made by managers

CO2 Analyse the demand and utility function across industries.

CO3 Apply the tools of economic theory to explain optimal production and cost decision by the firm.

CO4 Design the competitive strategies according to the nature of products & the structure of the markets.

CO5 Analyze real –world business problem with a systematic theoretical framework and design the important terms/approaches/ practices related to national income.

**Module 1:** Managerial Economics- Meaning, nature and scope – managerial Economics and business decision making

**Module 2:** Fundamental concepts of Managerial Economics – Role of Managerial Economist

**Module 3:** Utility analysis – Measurement of utility, Law of diminishing marginal utility – Indifference curve – Consumer’s equilibrium – Budget line and Consumer surplus.

**Module 4:** Demand Analysis – Meaning, determinants and types of demand – Elasticity of demand.

**Module 5:** Supply Meaning and Determinants – Production decisions – production functions – Isoquants,

**Module 6:** Expansion Path – Cobb-Douglas function

**Module 7:** Cost concepts – Cost – output relationship – Economies and diseconomies of scale – cost functions.

**Module 8:** Market Structure and Characteristics

**Module 9:** Pricing and Output Decisions – Methods of Pricing – Differential Pricing – Government Intervention and Pricing.

**Module 10:** National Income

**Module 11:** Business Cycle

**Module 12:** Inflation and Deflation

**Module 13:** Balance of Payments

**Module 14:** Monetary and Fiscal Policies

Case studies according to the modules have to be discussed.

## Content Matrix

* It is mandatory as per UGC to meet the total hour requirements for e-tutorial (video based) content as prescribed, i.e., 10 hours (or more) for a 2 credit subject, and 20 hours (or more) for a 4 credit subject. It is imperative that the total hours of e-tutorial add up to exactly as mentioned and should not be less than this mandate.							
Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Managerial Economics MBM 102 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics – For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
120 Hours	12	20		20		24	44
Unit 1 - Managerial Economics- Meaning, Nature and scope	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Fundamental concepts of Managerial Economics	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Utility analysis - Measurement of utility	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Demand Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Supply Meaning and Determinants	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Expansion Path - Cobb-Douglas function	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Cost concepts - Cost - output relationship	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Market Structure and Characteristics,	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Pricing and Output Decisions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - National Income	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Business Cycle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Inflation and Deflation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Balance of Payments	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Monetary and Fiscal Policies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>	<b>20</b>	<b>24</b>	<b>44</b>

### References:

1. Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Students, OUP, 2003.
5. Chaturvedi, D.D. & Gupta S.L, Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers, 2003.
6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Markar Press. 2007

**Assignment types:** MCQ types-20Questions

### Quantitative Methods for Management

**Course code:** MAT153

**Maximum Marks:** 100

**4 credits**

**Objective:** to make the students familiar with the statistical and mathematical techniques and their Applications in business decision making.

## **Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Appreciate the rigor of the necessary theory required to build a suitable model to solve managerial decision making.

CO 2 Demonstrate a sound knowledge of statistical terms. Use of uni- bi variate analysis for business decision making.

CO 3 Translate real world problems into probability models.

CO 4 Compute the index numbers using various formulas.

CO 5 Knowledge about formulating and testing a hypothesis by using Z, test Chi-square test.

**Module 1:** Linear, Non-Linear Functions – Graphical representation of functions, Constants, Variables

**Module 2:** Notion of Mathematical Models and Concept of Interest

**Module 3:** Basic Concept of Differentiation – Integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

**Module 4:** Data Analysis – Uni- Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications).

**Module 5:** Bivariate – Correlation and regression – problems related to business applications

**Module 6:** Probability – Definitions – addition and multiplication Rules (only statements)

**Module 7:** Simple Business Application Problems – Probability distribution – Expected value concept – theoretical probability distributions

**Module 8:** Binomial, Poison and Normal – Simple problems applied to business.

**Module 9:** Index Numbers – Types of Index numbers, uses of index numbers, Construction of price,

**Module 10:** Quantity and volume indices

**Module 11:** Fixed base and Chain base methods

**Module 12:** Fisher ideal index number

**Module 13:** Proportion, Percentage, Interval and ratio.

**Module 14:** Hypothesis testing of Proportion and Mean – Single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

**Case studies according to the modules have to be discussed.**

**Content Matrix**

		* It is mandatory as per UGC to meet the total hour requirements for e-tutorial (video based) content as prescribed. i.e. 10 hours (or more) for a 2 credit subject, and 20 hours (or more) for a 4 credit subject. It is imperative that the total hours of e-tutorial add up to exactly as mentioned and should not be less than this mandate.					
Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Quantitative Methods for Management MAT153 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
120 Hours	12	20		20		24	44
Unit 1 - Linear, Non-Linear Functions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Notion of Mathematical Models and Concept of Interest	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Basic Concept of Differentiation - Integration.	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Data Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Bivariate - Correlation and regression	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Probability	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Simple Business Application Problems	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Binomial, Poisson and Normal	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Index Numbers	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Quantity and volume indices	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Fixed base and Chain base methods	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Fisher ideal index number	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Proportion, Percentage, Interval and ratio	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Hypothesis testing of Proportion and Mean	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)

**Readings:**

1. S.C. Gupta, Fundamentals of Statistics, Himalaya publishing house.
2. S P Gupta, Statistical Methods, Sultan Chand.
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. B L Agarwal, Basic Statistics, New age international publishers.
5. Richard Levin and David Rubin, Statistics For Management.

## Accounting for Managers

**Course code: MBM 103**

**Maximum Marks: 100**

**4 credits**

**Objective:** to develop an insight of theory, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

**Course Outcome (CO):**

CO1 Understand the fundamental concepts and principals of financial accounting and apply in business activities.

CO2 Analyze and compare the financial statements of an organization and interpret the contents.

CO3 Demonstrate the ability to prepare and interpret the cash flow statement.

CO4 Analyze and compare different ratios and depreciation techniques and how they will help in decision making.

CO5 Make various types of budgets at organizational level for cost control and efficiency.

**Module 1:** Fundamentals of Accounting – Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations, Journals, ledgers and trial balance.

**Module 2:** Final Accounts – Trading, Profit Loss account with adjustments, Balance sheet

**Module 3:** Financial Statement Analysis – Objectives – Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Fund Flow Statement –

**Module 4:** Statement of Changes in Working Capital

**Module 5:** Computation of Fund from Operations

**Module 6:** Computation of various sources and uses of funds

**Module 7:** Preparation of Fund Flow Statement.

**Module 8:** Cash Flow Statement Analysis – Computation of Cash from Operations, Problems

**Module 9:** Distinction between Fund Flow and Cash Flow Statement. Problems

**Module 10:** Accounting Ratios – Construction of balance sheet using ratios (problems)

**Module 11:** Depreciation Methods – Straight line method, written down value method, Sinking fund method.

**Module 12:** Budget, Budgeting, and Budgeting Control

**Module 13:** Types of Budgets – Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems

**Module 14:** Zero Base Budgeting.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment	
		Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF		Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
Accounting for Managers MBM 103 (4 Credits)	12 Live Sessions (1 session/week)	12 Hours	8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study	
120 Hours	12	20		20		24	44	
Unit 1 - Fundamentals of Accounting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 2 - Final Accounts	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 3 - Financial Statement Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 4 - Statement of Changes in Working Capital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 5 - Computation of Fund from Operations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 6 - Computation of various sources and uses of funds	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 7 - Preparation of Fund Flow Statement	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 8 - Cash Flow Statement Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 9 - Distinction between Fund Flow and Cash Flow Statement	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 10 - Accounting Ratios	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 11 - Depreciation Methods	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 12 - Budget, Budgeting, and Budgeting Control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 13 - Types of Budgets	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 14 - Zero Base Budgeting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	

### Readings:

1. R.L. Gupta and Radhaswamy Advanced Accountancy: Theory, Method and Application, Sultan Chand

2. & Sons.
3. Gupta and Gupta Management Accounting, Sahitya Bhawan Publication.
4. Khan and Jain, Management Accounting, Tata McGraw Hill.
5. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., Latest edition
6. S K Bhattacharyya, John Dearden & S Venkatesh, Accounting For Management: Text And Cases, Vikas Publishing House, 2016

### **Legal Aspects of Business**

**Course code: MBM 104**

**Maximum Marks: 100**

**4 credits**

**Objective:** The course is designed to assist students in understanding basic laws affecting a Business Enterprise.

#### **Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Student will be able to differentiate between an Agreement and Contract and explain Obligations and Rights & Duties of parties involved in Contract.

CO2 Provide insights into company proceedings under the Companies Act 2013 and their inferences thereof.

CO3 Be able to analyze the Sale of Goods Act and different negotiable instruments.

CO4 Develop an extensive understanding of GST and Income Tax Act.

CO5 Summarize the different latest provisions of the law and determine the legal issues in assigned cases.

**Module 1:** Contracts - Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract

**Module 2:** Performance of contracts, breach of contract and its remedies, Quasi contracts.

**Module 3:** Agency – Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agent’s torts, termination of agency.

**Module 4:** Major Principles

**Module 5:** Nature and Types of Companies – Formation, Memorandum and Articles of Association, Prospectus – Power, duties and liabilities of Directors – Winding up of companies – Corporate Governance.

**Module 6:** Sales contract – Transfer of title and risk of loss – Guarantees and Warranties in sales contract – performance of sales contracts – conditional sales and rights of an unpaid seller.

**Module 7:** Negotiable Instruments Act 1881 – Nature and requisites of negotiable instruments

**Module 8:** Transfer of Negotiable Instruments and Liability of Parties – Enforcement of secondary liability – holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**Module 9:** Income Tax and GST - Concepts, Scope, Methods of GST Calculation, Practical Implications of GST.

**Module 10:** Right to Information Act.

**Module 11:** Consumer Protection Act And Introduction Of Cyber Laws – Consumer Protection Act Consumer rights, Procedures for Consumer grievances redressal

**Module 12:** Types of consumer Redressal Machinerics and Forums

**Module 13:** Cybercrimes and Cyber Laws

**Module 14:** Introduction of IPR – Copy rights, Trademarks, Patent Act.

Case studies according to the modules have to be discussed.

Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Legal Aspects of Business MBM 104 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>120 Hours</b>	<b>12</b>	<b>20</b>		<b>20</b>		<b>24</b>	<b>44</b>
Unit 1 - Contracts	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Performance of contracts, breach of contract and its remedies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Agency	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Major Principles	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Nature and Types of Companies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Sales contract	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Negotiable Instruments Act 1881	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Transfer of Negotiable Instruments and Liability of Parties	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Income Tax and GST	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Right to Information Act	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Consumer Protection Act And Introduction Of Cyber Laws	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Types of consumer Redressal Mechanisms and Forums	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Cybercrimes and Cyber Laws	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Introduction of IPR	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>		<b>24</b>	<b>44</b>

## Content Matrix

### Readings:

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill.
5. Ravinder Kumar, Legal Aspects of Business, Cengage learning.

### Management Concepts

**Course code: MBM 108**

**Maximum Marks: 100**

**4 credits**

**Objective:** The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Understand the process of planning and decision making in organisation.

CO 2 Through knowledge of authority & responsibility and different organisation structure.

CO 3 Justify the complexities associated with management of human resources in the organization and integrate the learning in handling these complexities.

CO 4 Understand about the role of leadership motivation & communication in an organisation.

CO 5 Understand the process & all aspects of control system.

**Module 1:** Management & Decision Making – Concept & Nature of Management – Levels of Management; Managerial Roles, Essential Managerial Skills;

**Module 2:** Planning – Steps in Planning Process – Scope and Limitations – Short Range and Long-Range Planning – Flexibility in Planning –Characteristics of a sound Plan –

**Module 3:** Management by Objectives (MBO) – Policies and Strategies – Scope and Formulation – Decision Making – Techniques and Processes.

**Module 4:**Organizing – Organization Structure and Design – Formal and Informal Organization. Mechanistic v/s Adoptive Structures

**Module 5:** Authority and Responsibility Relationships – Delegation of Authority and Decentralization Organization structure Tall and flat organization structure, Interdepartmental Coordination –

**Module 6:** Emerging Trends in Corporate Structure – Impact of Technology on Organizational design

**Module 7:** Staffing – Concept and importance of staffing as a part of Human Resource Management Staffing process: Recruitment – sources; Selection – process

**Module 8:** Training and Development – Concept and importance. Methods of training- on the job and off the job- Induction training, vestibule training, apprenticeship training and internship training.

**Module 9:** Directing – Concept and importance; Elements of Directing: - Supervision – concept, functions of a supervisor; -

**Module 10:** Motivation – Concept, Maslow’s hierarchy of needs; Financial and non-financial incentives;

**Module 11:** Leadership – Concept, styles – authoritative, democratic and laissez faire; -

**Module 12:** Communication – Formal and informal communication; barriers to effective; communication, how to overcome the barriers.

**Module 13:** Controlling – Nature, Process and Aspect of Control, Types, Areas of exercising control, Major Control System, and their designing

**Module 14:** Control Tools and Techniques – Information Controls, Financial Controls, Operations Controls and Behavioral Controls.

Case studies according to the modules have to be discussed.

Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Management Concepts MBM 108 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>120 Hours</b>	<b>12</b>	<b>20</b>		<b>20</b>		<b>24</b>	<b>44</b>
Unit 1 - Management & Decision Making	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Planning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Management by Objectives (MBO)	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Organizing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Authority and Responsibility Relationships	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Emerging Trends in Corporate Structure	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Staffing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Training and Development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Directing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Motivation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Leadership	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Communication	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Controlling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Control Tools and Techniques	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>		<b>24</b>	<b>44</b>

### Content Matrix

**Readings:**

1. Harold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management" New Delhi, Tata McGraw Hill.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill.
3. Stephen Robbins "Management", New Delhi, Pearson, Latest edition
4. L M Prasad, Principles of management, Sultan Chand & Sons, Latest edition
5. V.S.P Rao / Bajaj, Management process and organization, Excel Books, Latest edition

**Organizational Behaviour****Course code: MBM 109****Maximum Marks: 100****4 credits**

**Objective:** To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

**Course Outcome (CO)**

CO1 Understand the development of OB and its importance in manage people at the workplace.

CO2 To understand the human behavior as an individual.

CO3 Able to assimilate the different approaches to motivation.

CO4 Learn the foundation of group dynamics and management of different types of conflicts at the workplace.

CO5 Understand different types of organizational structure and learn to deal with change and stress.

**Module 1:** Organization Behavior – Introduction, definition, concept, nature and scope of OB

**Module 2:** Need for studying organizational behavior, contributing disciplines to OB

**Module 3:** Models of OB, Evolution of OB –classical to postmodern theories.

**Module 4:** Perception and Attribution – Concept, Nature, Process and its application in OB

**Module 5:** Personality – Concept of Personality and theories of personality:

**Module 6:** Learning – Concept and Theories of Learning, Implications of learning on managerial performance, reinforcement

**Module 7:** Managing millennial at workplace and workplace diversity – Transactional Analysis, Johari Window. QWL in Indian context.

**Module 8:** Motivation – Need, Concepts and its application at workplace, Content theories, Process theories, Contemporary theories of motivation

**Module 9:** Leadership – Theories and functions, leadership styles in Indian context.

**Module 10:** Group Behaviour – Foundation of group 40ncubate40: definition and characteristics of Groups and Teams, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams

**Module 11:** Organizational Change and development – Kurt Lewin change cycle, OD models & interventions, Resistance to change, managing resistance to change

**Module 12:** Implementing Change

**Module 13:** Job stress and its management

**Module 14:** Importance of work life balance

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-I	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Organizational Behaviour MEM 109 (4 Credits)</b>	<b>12 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings – 12 Hours</b>	<b>Open Source Videos – 8 hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the Blanks, Short Answer Questions, Long Answer Questions - <b>Self Study</b>
<b>120 Hours</b>	<b>12</b>	<b>20</b>		<b>20</b>		<b>24</b>	<b>44</b>
Unit 1 - Organization Behavior	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Need for studying organizational behavior	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Models of OB, Evolution of OB	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Perception and Attribution	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Personality	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Learning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Managing millennial at workplace and workplace diversity	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Motivation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Leadership	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Group Behaviour	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Organizational Change and development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Implementing Change	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Job stress and its management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Importance of work life balance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>		<b>24</b>	<b>44</b>

**Readings:**

Gilbert: Principles of Management, McGraw Hill.

Kaul Vijay Kumar, Business Organisation & Management – Text and Cases, Pearson.

Kavita Singh: Organisational Behavior, Vikas Publication.

Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

Luthans Fred: Organisational Behavior, Tata McGraw Hill.

**Business Environment**

**Course code: MBM 107**

**Maximum Marks: 100**

**4 credits**

**Objective:** The objective of this course is to acquaint the students to the emerging trends in business environment. Also, to understand the government policies and current issues in Indian perspective.

**Course Outcome (CO)**

CO1 Define the various categories that are helpful to manage internal business environment.

CO2 Describe monetary and fiscal policies and pertinent legislation for industries.

CO3 Understanding of technological, social and cultural factors to evaluate the recent trends in the business environment.

CO4 Understand the recent developments in business environment in India.

CO5 Elaborate the current trends and challenges for Indian economy to become globally competitive.

**Module 1:** Nature of the Environment of Business

**Module 2:** Nature, Concept and Significance of Internal Environment

**Module 3:** Management of Organizational Resources – Developing Effective Internal Organizational Environment, Economic Structure.

**Module 4:** Economic Policies, Government and Business – Industrial, Monetary, Fiscal and Foreign Trade Policies,

**Module 5:** Role of RBI and Ministry Of Finance – Policy making, national and per capita income, economic reforms, consequences.

**Module 6:** Environmental Scanning and Socio-Cultural Environment

**Module 7:** Introduction of MSME, and its reforms

**Module 8:** Government Guidelines for Technological Up gradation (STPs)

**Module 9:** India’s performance in various business indexes

**Module 10:** Cross – Culture Management, Social Responsibility of Business – Business ethics, Analysis, forecasting and assessment of cultural environment – social audit..

**Module 11:** Recent Development in Business Environment of India

**Module 12:** Market Freedom, Privatization, Globalization – NITI Aayog, BRICS, Make in India Initiative, Trade corridors, Carbon Credits in India.

**Module 13:** Global environment – Routes of globalization, Recent FDI norms, WTO – Benefits and problems for India

**Module 14:** Analysis of Global Environment – Scanning, monitoring, forecasting, assessing global environment, PESTEL analysis.

Case studies according to the modules have to be discussed.

**Content Matrix**

Semester-1	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Business Environment MBM 107 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
120 Hours	12	20		20		24	44
Unit 1 - Nature of the Environment of Business	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Nature, Concept and Significance of Internal Environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Management of Organizational Resources	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Economic Policies, Government and Business	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Role of RBI and Ministry Of Finance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Environmental Scanning and Socio-Cultural Environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Introduction of MSME, and its reforms	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Government Guidelines for Technological Up gradation (STPs)	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - India's performance in various business indexes	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Cross - Culture Management, Social Responsibility of Business	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Recent Development in Business Environment of India	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Market Freedom, Privatization, Globalization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Global environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Analysis of Global Environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
120 Hours	12	12	8	20		24	44

### Readings:

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd
2. Francis Cherunillam, Business Environment, Himalaya Publishing House
3. K. Aswathapa, Essentials of Business Environment, Himalaya Publishing
4. M. Rubmand. J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications
5. V. Neelamegam, Business Environment, Vrinda Publications

### Business Ethics

**Course Code: MBM 105**

**Maximum Marks: 100**

**2 credits**

**Objective:** To make students realize the need and importance of ethical issues and how business should be led based on ethical principles and an ethical mindset.

### **Course Outcome (CO)**

CO1 Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2 Application of several important concepts and frameworks for moral reasoning to complex business issues..

CO3 The student will be able to analyze various ethical codes in corporate governance

CO4 Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

CO5 Understand the safe working conditions , health and environment in the organisation.

**Module 1:** Ethics and Corporate Governance: Definition, Concept of: Righteousness, Fairness, Honesty, Integrity, Human Dignity, Intellectual Honesty, Corporate governance principles, machinery, cases of Indian companies.

**Module 2:** Principles and Values: - Concept and Difference. Concept of Ordinary Justice, Distributive Justice. Principles for Managerial Ethics, Rights of a common citizen, Corruption in Business and Administration.

**Module 3:** Independent Directors on the Board, independent roles of Chairman and Managing Director, Transparent Managerial Appraisal System, Transparency in Audits, Audit Standards to be followed. Full compliance of regulations in Letter and Spirit. What is mindset and how principle driven Leadership should be followed for ethical running of business.

**Module 4:** Corporate Social Responsibility (CSR): Who is responsible? Conflict of Interest, Conduct of Individuals and organizations, Role of Corporation/Business vis-à-vis Society, Difference between charity & Philanthropy.

**Module 5:** Provide Safe Working Condition, Safety Standards in Organization, Safety Standard Implementation, and Implementation of proper grievance procedure for Safety Issues.

**Module 6 :** Ensuring clean environment and no discharge of unsafe effluents in atmosphere. Complete compliance with safety and effluent regulations. Provide education for safety, health and environment in the organization.

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-1	Live Sessions	Quadrant - I e Tutorial		Quadrant - II e Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Business Ethics MBM 105 (4 Credits)</b>	<b>6 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 6 Hours</b>	<b>Open Source Videos = 4 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>120 Hours</b>	<b>6</b>	<b>10</b>		<b>10</b>		<b>12</b>	<b>22</b>
Unit 1 - Ethics and Corporate Governance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Principles and Values	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Independent Directors on the Board	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Corporate Social Responsibility (CSR)	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Provide Safe Working Condition, Safety Standards in Organization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Ensuring clean environment and no discharge of unsafe effluents in atmosphere	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>60 Hours</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>10</b>		<b>12</b>	<b>22</b>

### Readings:

1. A.C. Fernando: Corporate Governance, Pearson Education.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing
3. Mathur, U C Corporate Governance and business ethics, MacMillan India Ltd, Latest Edition
4. Baxi, C V: Corporate Governance, Excel Books, Latest Edition
5. Sadri S, Sinha A K and Bonnerjee, P: Business Ethics: concepts and cases, TMH, Latest Edition.

## II Semester

### Human Resource Management

**Course Code: MBM 201**

**Maximum Marks: 100**

**3 credits**

**Objective:** To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skill set for application of various HR issues. To analyse the strategic issues and strategies required to select and develop manpower resources.

#### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Define the basic concept, functions and processes of human resource management

CO 2 Understand the role of recruitment and selection in relation to the organization business and HRM objective

CO 3 Design and formulate training and development programs and performance appraisal.

CO 4 Understand job based compensation management system.

CO 5 Understanding the labor laws and horizon of HRM.

**Module 1:** Human Resource Function Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers.

**Module 2:** Recruitment & Placement Job analysis: Methods – IT and computerized skill inventory – Writing job specification – HR and the responsive organization. Recruitment and selection process: Employment planning and forecasting – Building employee commitment: Promotion from within – Sources, Developing and using application forms – IT and recruiting on the internet.

**Module 3:** Employee Testing & selection: Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques.

**Module 4:** Training & Development Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development – The responsive managers – On-the-job and off-the-job Development techniques using HR to build a responsive organisation.

**Module 5:** Performance appraisal: Methods – Problem and solutions – MBO approach – The appraisal interviews – Performance appraisal in practice. Career planning and development, 720 degree Appraisal.

**Module 6:** Compensation & Managing Quality Establishing Pay plans: Basics of compensation – factors determining pay rate – Current trends in compensation – Job evaluation – pricing managerial and professional jobs – Computerized job evaluation.

**Module 7 :** Pay for performance and Financial incentives: Organisation wide incentive plans, Benefits and services: Statutory benefits – non-statutory (voluntary) benefits – Insurance benefits – retirement benefits and other welfare measures to build employee commitment.

**Module 8:** Labour relations and employee security Industrial relation and collective bargaining: Trade unions – Collective bargaining – future of trade unionism. Discipline administration – grievances handling – managing dismissals and separation.

**Module 9:** Labour Welfare: Importance & Implications of labour legislations – Employee health – Auditing HR functions, Future of HRM function.

Case studies according to the modules have to be discussed.

### **Content Matrix**

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Human Resource Management MBM 201 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Human Resource Function Human Resource Philosophy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Recruitment & Placement Job analysis: Methods	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Employee Testing & selection	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Training & Development Orientation & Training	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Performance appraisal	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Compensation & Managing Quality Establishing Pay plans	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Pay for performance and Financial incentives	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Labour relations and employee security Industrial relation and collective bargaining	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Labour Welfare	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. D.K. Bhattacharya, Human Resource Planning, Excels Publications.
2. Ramaswamy, Managing Human Resources, Oxford University Press, Latest Edition.
3. Aswathappa, Human Resource Management, Tat McGraw Hill.
4. Edwin Flipppo, Personnel management, McGraw Hill.
5. Jyotsana Singh, Personnel Management, Centrum Press

### Financial Management

**Course Code: MBM 202**

**Maximum Marks: 100**

**4 credits**

**Objective:** The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1: Understand the foundation of financial management, financial decision and role of finance managers

CO 2: Analyze and evaluate capital projects under different situation using appropriate capital budgeting techniques.

CO3: Analyze the ways of raising capital and their respective advantage and disadvantage in different circumstances.

CO 4: To critically examine various theories and policies of dividend and determine optimal payout policy.

CO5: select and apply techniques in assessing and managing working capital.

**Module 1:** Objectives and functions of Financial Management

**Module 2:** Role of Financial Management in the organisation

**Module 3:** Risk-Return relationship- Time value of money concepts

**Module 4:** Indian Financial system – Legal, Regulatory and tax framework.

**Module 5:** Sources of Long term finance – Features of Capital market development in India – Role of SEBI in Capital Issues.

**Module 6:** Capital budgeting – methods of appraisal – Conflict in criteria for evaluation –

**Module 7:** Capital Rationing- Problems – Risk analysis in Capital Budgeting.

**Module 8:** Cost of Capital – Computation for each source of finance

**Module 9:** Cost of Capital and weighted average cost of capital – EBIT –EPS Analysis – Operating Leverage – Financial Leverage – problems.

**Module 10:** Capital Structure Theory – Net Income Approach – Net Operating Income Approach – MM Approach

**Module 11:** Dividend Policy – Types of Divided Policy – Dividend Policy and share valuation – CAPM.

**Module 12:** Working Capital Management – Definition and Objectives – Working Capital Policies – Factors affecting Working Capital requirements –

**Module 13:** Working Capital Forecasting Working Capital requirements (problems)- Cash Management – Receivables Management and – Inventory Management –

**Module 14:** Working Capital Financing – Sources of Working Capital and Implications of various Committee Reports.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Financial Management M8M 202 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings= 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>120 Hours</b>	<b>12</b>	<b>20</b>		<b>20</b>		<b>24</b>	<b>44</b>
Unit 1 -Objectives and functions of Financial Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Role of Financial Management in the organisation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Risk-Return relationship	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Indian Financial system	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Sources of Long term finance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Capital budgeting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Capital Rationing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Cost of Capital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Cost of Capital and weighted average cost of capital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Capital Structure Theory	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Dividend Policy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Working Capital Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Working Capital Forecasting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Working Capital Financing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>		<b>24</b>	<b>44</b>

### Readings:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. M.R. Agarwal, Financial Management, Garima Publications Jaipur.
3. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
4. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
5. Chandra, P Financial Management, Tata McGraw-Hill.

**Course Code: MBM 203**

**Maximum Marks: 100**

**3 credits**

**Objective:** The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1: Understand the fundamental of marketing to enable them to take better marketing decision.

CO 2: Observe & understand the nuance & complexities involved in various product & pricing decision.

CO 3: Design wholesaling, retailing, Franchising, direct marketing, E commerce marketing practices.

CO 4: Understand the promotion mix & design advertising campaigns.

CO 5: Understand the concept of marketing research & explore the emerging marketing trends.

**Module 1:** Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions;

**Module 2:** Market segmentation and positioning; Buyer 51ncubate51; Consumer decision making process, Co-Creation and Customer engagement.

**Module 3:** Product Decisions: Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies;

**Module 4:** Product life cycle – strategic implications; new product development. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies

**Module 5:** Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

**Module 6:** Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations;

**Module 7 :** Determining advertising budget; Media selection, Integrated Marketing communication.

**Module 8:** Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing;

**Module 9 :** Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing, Competitive strategies.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Marketing Management MBM 203 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Market segmentation and positioning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Product Decisions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Product life cycle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Distribution Channels and Physical Distribution Decisions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Promotion Decisions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Determining advertising budget	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Marketing Research	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Marketing of services	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective – Indian Context, Macmillan Publishers India Limited.
3. Saxena, R. Marketing Management, 6<sup>th</sup> Edition, Tata McGraw Hill Education
4. Stanton, Fundamentals of Marketing, Tata McGraw Hill
5. Marketing Management – R Saxena – Tata McGraw Hill

## **Research Methodology**

**Course Code: MBM 204**

**Maximum Marks: 100**

**4 credits**

**Objective:** To Read, interpret, and critically evaluate social research and identify, explain, and apply the basic concepts of research, such as variables, sampling, reliability, and validity.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Get an overview of research scope and approach.

CO 2 Formulate the research problem and understand the major research design.

CO 3 Determine data collection sources and learn the descriptive statistic.

CO 4 Acquire with various data analysis tools and techniques.

CO 5 Understand the good research report writing.

**Module 1:** Meaning and Importance of Research – Types of Research-

**Module 2:** Exploratory Research- Descriptive Research – Casual Research –

**Module 3:** Research Approaches – Research Process – Defining Research Problem – Selection and necessity of defining the problem.

**Module 4:** Research Design –meaning, need and features of good research design, important concepts related to research design.

**Module 5 :** Experimental research designs Sampling and Sampling

**Module 6:** Design Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling–

**Module 7 :** Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgment Sampling – Quota Sampling- Snowball sampling.

**Module 8:** Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling –

**Module 9 :** Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale –Guttman Scale – Likert Scale– Schematic Differential Scale.

**Module 10 :** Descriptive statistics- Measures of central tendency- Dispersion- Skewness – Correlation and Regression Analysis.

**Module 11:** Editing – Coding – Classification of Data – Tables and Graphic Presentation –

**Module 12:** Basics of inferential statistics- Types of Errors- Hypothesis testing –Parametric test – T-test, Z test, Chi Square test- ANOVA Test. Non Parametric tests.

**Module 13:** Preparation and Presentation of Research Report- Types of reports-

**Module 14:** Layout of Research Report- Bibliography-References writing- Precautions for writing Research Report.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Research Methodology MBM 204 (4 Credits)	12 Live Sessions (1 session/week)	Lecture Video Recordings = 12 Hours	Open Source Videos = 8 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>120 Hours</b>	<b>12</b>	<b>20</b>		<b>20</b>		<b>24</b>	<b>44</b>
Unit 1 - Meaning and Importance of Research	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Exploratory Research	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Research Approaches	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Research Design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Experimental research designs Sampling and Sampling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 -Design Sampling Methods	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Cluster Sampling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Data Collection	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Nominal Scale	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 10 - Descriptive statistics	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 11 - Editing – Coding – Classification of Data	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 12 - Basics of inferential statistics	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 13 - Preparation and Presentation of Research Report	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 14 - Layout of Research Report	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>120 Hours</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>20</b>		<b>24</b>	<b>44</b>

### Readings:

1. C.R. Kothari, Research Methodology, Vikas Publications
2. Naresh Malhotra – Marketing Research, Pearson.
3. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand& Sons.
4. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd.
5. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P) Ltd.

### **Introduction to Agri-Business**

**Course Code: MBM 207**

**Maximum Marks: 100**

**3 credits**

**Objective:** To introduce some of the basic concepts of agribusiness in order to: improve farm management and post-harvest skills, strengthening the capacity and internal management of farmers' organizations to support the development of agribusiness and improve marketing and production.

#### **Course Outcomes(CO)**

At the end of course, the students will be able to

- CO1 Understand the fundamental of management with reference to Agri-business .
- CO2 Gain knowledge about production and distribution process.
- CO3 Gain skills and knowledge to manage agro industry.
- CO4 Understand the functions of farm business management to make effective and profitable decision-making
- CO5 Analyze the current events and issues that are occurring in agriculture and how they affect the future of agriculture.

**Module 1:** Nature of Agri- Business, Evolution of Changing Dimensions of Agri- Business in India. Application of management principles in agri-business. Type, pattern and scope of Agri-Business.

**Module 2:** Characteristics of Production, consumption and Marketable surplus of Agri Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs,

**Module 3:** Marketing by the Govt., functioning of selected procurement agencies. Location factors and other problems in processing of Agricultural products.

**Module 4:** Management of Agro industries. Locational Factors and other problems faced by Agri. Industries and other industries related to Agri-business,

**Module 5:** Management of water shed and development projects, management of irrigation system, farm power and machinery mgt., food technology mgt., environmental mgt.

**Module 6:** Nature, scope and functions of farm business management, working out existing and alternative farm plans.

**Module 7 :** Farm labour, farm capital and farm machinery. Decision making process in farm management

**Module 8:** Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management,

**Module 9:** Vegetable seeds production management, Crop seed production management, Fertilizer management, Management of veterinary hospitals.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Introduction to Agri-Business MBM 207 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Nature & Evolution of Agri-Business in India	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Characteristics of Production, consumption and Marketable surplus of Agri Business	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Marketing by the Govt.	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Management of Agro industries	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Management of water shed and development projects	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Nature, scope and functions of farm business management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Farm labour, farm capital and farm machinery	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Advanced concepts in Agricultural production	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Vegetable seeds production management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

1. Koontz, H. And Welhrich, Horticulture Management, McGraw-Hill.
2. Stoner, J.etc. Horticulture Management, N. Delhi, Prentice Hall Of India.
3. J.D. Drilon Jr., Introduction to Agribusiness Management.
4. John, N. David and Ray, Concept of Agribusiness Management.
5. Kenneth D. Dull, Principles of Management in Agri- Business, Western Publication

## Management Information System

**Course code: MBM 209**

**Maximum Marks: 100**

**3 credits**

**Objective:** Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Describe the role of information tech & info system in business with respect to various management levels

CO2 Explore the use of some common information system for decision making in various domain.

CO3 Understand the DSS & AI models for decision-making process.

CO4 Manage information technology & supply chain management.

CO5 Learn the concept, types and security issues of e-commerce.

**Module 1:** Foundations of Information Systems: A framework for business users – Roles of Information systems – System concepts – Organization as a system – Components of Information Systems – IS Activities – Types of IS.

**Module 2:** IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS –

**Module 3:** Transaction Processing Systems- Information Reporting System – Information for Strategic Advantage.

**Module 4:** DSS and AI: DSS models and software: The decision making process – Structured, Semi Structured and Unstructured problems;

**Module 5:** What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms – Expert Systems.

**Module 6:** Managing Information Technology: Managing Information Resources and technologies – IS architecture and management – Centralised, Decentralised and Distributed – EDI,

**Module 7:** Supply chain management & Global Information technology Management.

**Module 8:** Introduction to e-commerce: Meaning and concept of e-commerce, e-commerce vs e-business, advantages and disadvantages of e-commerce, Porter’s value chain model, competitive advantage and competitive strategy,

**Module 9 :** different types of e-commerce like Business –to- Business (B2B), Business-to- customer (B2C), Customer-to-customer (C2C), customer- to- business (C2B),G2C. E-commerce: Business Models and Concepts. Security and Ethical Issues of E-Commerce.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Management Information System MBM 209 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Foundations of Information System	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - IS for operations and decision making	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Transaction Processing Systems	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - DSS and AI	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - What if analysis, Sensitivity analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Managing Information Technology	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Supply chain management & Global Information technology Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Introduction to ecommerce	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Different types of ecommerce	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
90 Hours	9	9	6	15		18	33

### Readings:

1. James A O ‘Brien, “Management Information Systems”, Tata McGraw Hill.
2. Effy Oz, “Management Information Systems”, Vikas Publishing House.
3. Kenneth C Laudon and Jane P Laudon, —Management Information System, PHI.

4. Waman S Jawadekar , “Management Information System Text and cases”, Tata McGraw – Hill.
5. James A O’Brien, George M Marakas, Ramesh Behl Management Information Systems TMH.

## **International Business Management**

**Course Code: MBM 210**

**Maximum Marks: 100**

**3 credits**

**Objective:** It aims to provide students with practical tools and theoretical knowledge related to international trade and the exploration of practical issues faced by business managers in international business situations. Students will study international business at the nation-state level and at the level of the company.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Understand basic concept and theories of international business.

CO 2 Gain understanding of international business environment and culture.

CO 3 Identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization’s integrative trade initiatives.

CO 4 Apply knowledge to support all organizations regional integrative trade initiative.

CO 5 Analyze Global sourcing and challenges faced by Indian

**Module 1:** Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business, Globalization International Trade theories and their application: Introduction,

**Module 2:** Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter’s diamond model.

**Module 3:** International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment; Culture and International Business:

**Module 4:** Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization

**Module 5:** Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, Foreign Trade of India- Recent Trends in India’s Foreign Trade, MNCs and FDI: Trends and Issues,

**Module 6:** Exchange control in India: Objectives & methods Motives; Global trade institutions: Introduction, World trade organization (WTO), International Labor Organisation (ILO), UNCTAD, and IMF

**Module 7:** Regional integration: Introduction, Overview of Regional Integration,

**Module 8:** Types of Integration, Regional Trading Arrangements, India and Trade Agreements, BOP: Concept, Components, Disequilibrium

**Module 9:** Global Sourcing and Indian Industries structure: Introduction, What is global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
International Business Management MBM 210 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 5 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 -Introduction to International Business	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Nations trade, Theories of International trade	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - International Business Environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Country Culture & Culture in International Business Organization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Foreign Investments	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Exchange control in India	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Regional integration	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- India and Trade Agreements, BOP	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Global Sourcing and Indian Industries structure	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

1. Dr. Aswathappa, International Business, Tata McGraw Hill.
2. P. Subba Rao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. Mahua Dutta, International Business, I.K. Intl

**Total Quality Management****Course Code: MBM 214****Maximum Marks: 100****3 credits**

**Objective:** The primary objective of this course is to make the students acquainted with the Quality Management as a system that serves to control Quality in the critical activities of an organization by bringing together resources, equipment, people and procedures.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Define the basic principles of TQM in manufacturing and service based organization with context of Export and Import.

CO2 Gain insights of various theories and principle given by TQM thinkers.

CO3 Discuss the key aspects of the quality of export goods with appropriate tools and techniques for controlling, improving and measuring quality.

CO4 Analyze and implement six sigma for quality control.

CO5 Evaluate the need of quality in terms of ISO 9000.

**Module 1:** Introduction – Evolution of quality, Definition,

**Module 2:** Concept and Features of TQM, Eight building blocks of TQM.

**Module 3:** TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby’s theory on Quality Management,

**Module 4:** Quality Performance Excellence Award- Deming Application Award, European Quality Award, and Malcolm Baldrige National Quality Award.

**Module 5:** TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA,

**Module 6:** Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

**Module 7:** Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.

**Module 8:** Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts,

**Module 9 :** Process Capability; Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Total Quality Management MBM 214 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Evolution of quality, Definition	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Concept and Features of TQM	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - TQM thinkers and Thought	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Quality Performance Excellence Award	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - TQM tools	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Quality Function Deployment (QFD)	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Six Sigma	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8 - Statistical Process Control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Process Capability, Quality Systems	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
90 Hours	9	9	6	15		18	33

### Readings:

1. Total Quality Management by N.V.R Naidu, G. Rajendra New Age international.
2. Total Quality Management by R.S Naagarazan, New Age international.
3. Dale H. Besterfield et al, Total Quality Management, Pearson Education.
4. ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House.
5. Bester field, Total Quality Management, Pearson Education India.

## Digital Marketing

**Course Code: MBM 215**

**Maximum Marks: 100**

**2 credits**

**Objective:** To make the students understand the major digital marketing channels – online advertising: Digital display, video, mobile, search engine, and social media and to provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

### Course Outcome (CO)

At the end of course, the students will be able to

CO1 Introduce the concept of digital marketing

- CO2 Understand the concept and gain insight on digital marketing mix.
- CO3 Learn about social media marketing. Strategy and tools – Facebook & LinkedIn
- CO4 Strategy and tools – Twitter, Snapchat & Insta
- CO5 Elaborate digital analytics and demonstrating SEO/SMOs

**Module 1:** Introduction to Digital Marketing: Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.

**Module 2:** Internet Marketing and Digital Marketing Mix – Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation Display marketing: - Types of Display Ads – Buying Models – Programmable Digital Marketing – Analytical Tools – YouTube marketing

**Module 3:** Social Media Marketing – Role of Influencer Marketing, Tools & Plan– Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy Facebook Marketing: - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools LinkedIn Marketing: - Introduction and Importance of LinkedIn Marketing, Framing LinkedIn Strategy, Lead Generation through LinkedIn, Content Strategy,

**Module 4:** Analytics and Targeting Twitter Marketing: - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns Instagram and Snapchat: - Digital Marketing Strategies through Instagram and Snapchat Mobile Marketing: - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics Introduction to social media metrics

**Module 5:** Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising– - Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics –

**Module 6 :** Introduction to SEM Web Analytics: - Google Analytics & Google AdWords; data collection for web analytics, multichannel attribution, Universal analytics, Tracking code Trends in digital advertising.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e- Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment	
Digital Marketing MBM 215 (2 Credits)	6 Live Sessions (1 session/week)	Lecture Video Recordings = 6 Hours	Open Source Videos = 4 Hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>	
60 Hours	6	10		10		12	22	
Unit 1 - Introduction to Digital Marketing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 2 - Internet Marketing and Digital Marketing Mix	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 3 - Social Media Marketing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 4 - Analytics and Targeting Twitter Marketing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 5 - Introduction to SEO, SEM, Web Analytics, Mobile Marketing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
Unit 6 - Introduction to SEM Web Analytics	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)	
60 Hours	6	6	4	10		12	22	

### Readings:

1. Seema Gupta, Digital Marketing, Mc-Graw Hill.
2. Ian Dodson, The Art of Digital Marketing, Wiley, Latest Edition
3. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson.
4. Vandana Ahuja, Digital Marketing, Oxford University Press, Latest Edition
5. Philip Kotler Marketing 4.0: – Moving from Traditional to Digital, Wiley

### Innovation & Design Thinking

**Course Code: MBM 216**

**Maximum Marks: 100**

**2 credits**

**Objective:** It gives an in-depth Understanding on Various aspects of Innovation, Creativity, evolving business models, incubation and design thinking.

## Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Introduce the elements and principles of design thinking.
- CO2 Gain insight on design thinking tools and process
- CO3 Analysis about creativity and innovation in product design.
- CO4 Develop design thinking and its process for various industries start-ups.
- CO5 Develop Design Thinking in various sectors.

**Module 1:** Introduction to Design Thinking: Introduction to elements and principles of Design, basics of design-dot, line, shape, form as fundamental design components. Principles of design. Introduction to design thinking, history of Design Thinking, New materials in Industry

**Module 2:** Design thinking: Design thinking process (empathize, analyze, idea & prototype), implementing the process in driving inventions, design thinking in social innovations. Tools of design thinking – person, costumer, journey map, brain storming, product development.

**Module 3:** Innovation: Art of innovation, Difference between innovation and creativity, role of creativity and innovation in organizations. Creativity to Innovation. Teams for innovation, Measuring the impact and value of creativity.

**Module 4:** Product Design: problem formation, introduction to product design, Product strategies, Product value, Product planning, product specifications

**Module 5:** Design thinking for strategic Innovation: An exercise in design thinking – implementing design thinking for better process. Implement design thinking process in various Industries. Design thinking for Startups.

**Module 6:** Design thinking in various sectors: Case studies in Information Technology, Finance, Education, Management and Retail sector. Analyze and Prototyping, Usability testing, Organizing and interpreting results

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Innovation &amp; Design Thinking</b> MBM 216 (2 Credits)	6 Live Sessions (1 session/week)	Lecture Video Recordings = 6 Hours	Open Source Videos = 4 Hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>60 Hours</b>	<b>6</b>	<b>10</b>		<b>10</b>		<b>12</b>	<b>22</b>
Unit 1 - Introduction to Design Thinking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Design thinking process & Implementation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Innovation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Product Design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Design thinking for strategic Innovation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Design thinking in various sectors	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>60 Hours</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>10</b>		<b>12</b>	<b>22</b>

### Readings:

1. Roger, M. (2013). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Boston: Harvard Business Review Press.
2. Product Design and Manufacturing by A.K. Chitale and R.C. Gupta, Prentice Hall.
3. Change by design, Tim Brown, Harper Bollins
4. Design the Future , by Shrrutin N Shetty , Norton Press
5. Yousef Haik and Tamer M.Shahin, "Engineering Design Process", Cengage Learning,

### Business Communication

**Course Code: SE 201**

**Marks: 100**

**2 credits**

**Objective:** Students will be able to understand the importance of Communication in Business, to develop writing skills and presentation, writing business proposals and letters, application of business communication in the self-development process.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Define the role of communication in Business Scenario.

CO2 Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.

CO3 Develop professional business writing skills.

CO4 Develop skills related with personality development as per the requirement of the corporate world

CO5 Demonstrate the use of basic and advanced proper writing techniques that today's technology demands, including anticipating audience reaction

**Module 1:** Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis

**Module 2:** What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

**Module 3:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos. Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, Behavioral, decision, strategy) – analyzing the case – dos and don'ts for case preparation

**Module 4:** Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid. Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation –stages of negotiation process – negotiation strategies.

**Module 5:** Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication. Communication networks – Intranet – Internet – e mails – SMS– teleconferencing – videoconferencing. Meetings – Planning meetings – objectives – participants – timing – venue of meetings– leading meetings.

**Module 6:** Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Business Communication SE201 (2 Credits)	6 Live Sessions (1 session/week)	Lecture Video Recordings = 6 Hours	Open Source Videos = 4 Hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>60 Hours</b>	<b>6</b>	<b>10</b>		<b>10</b>		<b>12</b>	<b>22</b>
Unit 1 -Role of communication	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Oral Communication, Non Verbal Communication	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Business letters & case method of learning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Presentation skills	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Business Communication	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Media management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>60 Hours</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>10</b>		<b>12</b>	<b>22</b>

### Readings:

1. Ober Newman, Communicating in Business, Cengage Learning.
2. P. Subba Rao, B.Anita Kumar, C.HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd.
3. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand and Sons, New Delhi.

5. Sailesh Sen Gupta, Business and Managerial Communication, PHI.

### III SEMESTER

#### Project Management

**Course Code MBM- 301**

**Maximum Marks-100**

**3 credits**

**Objective:** The successful development of the project's procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team's operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards.

#### **Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Define the main principles, concepts, theories, techniques, processes and activities involved in project management.

CO2 Analysis the economic, technical, marketing, financial and social aspects of projects.

CO3 Design project planning scheduling, rescheduling, project financing, venture capital and private equity and there role in project financing. Design project planning scheduling, rescheduling, project financing, venture capital and private equity and there role in project financing.

CO4 Develop critical- thinking and risk managing capabilities to investigate complex business problems to propose project- based solutions.

CO 5 Evaluate the project and gain knowledge of project financing.

**Module 1:** Introduction to Project: Project management: concepts & types of projects, characteristics,

**Module 2:** Project life cycle, Project identification, Project formulation, Project organizations

**Module 3:** Project Feasibility and Appraisal: Market, Technical, Financial, Economical Feasibility  
Project appraisal:

**Module 4:** Concept, Types of appraisal: Financial, Social appraisal of the Industrial Projects-SCBA  
Numerical on financial appraisals.

**Module 5:** Work break down structure and Responsibility Matrix, Project scheduling-Gantt's Chart and rescheduling, Project Management Information System (PMIS)

**Module 6:** Managing risks in Project: Types and measures of project risk, methods-Risk adjusted

**Module 7:** Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, Decision Tree Analysis

**Module 8:** Project Evaluation and Control Project Evaluation, Post Audit, Project Control approaches, Project final closure,

**Module 9:** Project Financing- Means of Finance, Financial Institutions-IDBI, ICICI, SIDBI, NABARD

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e- Tutorial		Quadrant - II e- Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Project Management MBM 301 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to Project management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Project life cycle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Project Feasibility and Appraisal	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Types of appraisal, SCBA Numerical on financial appraisals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Work break down structure and Responsibility Matrix	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Managing risks in Project	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, Decision Tree Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Project Evaluation and Control Project Evaluation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Project Financing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Project Management – M R Agrawal, Garima publication.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill.
3. Project Management- Vasant Desai, Himalaya Publishing House.
4. S.Choudury, Project Management, Tata McGraw Hill Publications.

5. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers

## **Supply Chain Management**

**Course Code: MBM 302**

**Maximum Marks: 100**

**3 credits**

**Objective:** The Course is designed to acquaint the students with a set of skills and tools to improve Productivity to get competitive advantage.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Define the main principles, concepts, theories, techniques, processes and activities involved in Supply Chain Management. .

CO 2 Understand the break even analysis and supply chain decision related to facility/ plant location.

CO 3 Gain knowledge of supply chain design and strategies.

CO 4 Analysis the planning & controlling supply chain.

CO 5 Apply various techniques of inventory management & their practical solutions.

**Module 1:** Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity. Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix.

**Module 2:** Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement

**Module 3:** Break even analysis, Facility Planning, Quality control: Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, and Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi-facility location Techniques. Facility layout.

**Module 4:** Supply Chain Design: Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, and Design for Logistics, Value Density,

**Module 5:** Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization. Lean Manufacturing: Lean logic, The Toyota Production System, Lean Implementation Requirements.

**Module 6:** Planning and Controlling Supply Chain: Enterprise Resource Planning: SAP, SAP Application Modules, Implementing ERP Systems.

**Module 7:** Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, Web Based Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR). Aggregate Sales and Operative planning.

**Module 8:** Inventory, Maintenance Management and Scheduling: Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance),

**Module 9:** Basic concept of Reliability, Work Centres, Priority Rules and Techniques, Shop-Floor Control, Personal Scheduling in Services. Constraint Management: Goal of the Firm, Performance Measurements, Unbalanced Capacity, Bottlenecks and Capacity-constrained Resources, Basic Manufacturing Building Blocks, Methods of Control, Comparing Synchronous Manufacturing to MRP and JIT.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Supply Chain Management MBM 302 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Introduction of Operations and Supply Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Process planning and Process analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Break even analysis, Facility Planning, Quality control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Supply Chain Design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Global Sourcing, Sourcing/Purchasing -System Design matrix	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Planning and Controlling Supply Chain	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Demand Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Inventory, Maintenance Management and Scheduling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Basic concept of Reliability, Work Centres	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

**Readings:**

1. Chase, R. B. Et al., Operations and Supply Management, Tata McGraw-Hill.
2. Aswathappa&ShridharaBhatt – Production Operations Management, Himalaya.
3. Govil. M. And Proth, J., Supply Chain Design and Management, Academic Press.
4. Shah, J, “Supply Chain Management”, Pearson.
5. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”,Jaico.

**Strategic Management****Course Code: MBM 304****Maximum Marks: 100****3 credits**

**Objective:** The course is designed to cover fundamental issues with regard to corporate and business strategy and the implementation and process aspect of strategic management.

**Course Outcome (CO)**

At the end of course, the students will be able to

- CO1 Describe the key environment factors that impact strategy
- CO2 Distinguish between the scope and skills of strategy formulation and implementation.
- CO3 Differentiate between corporate, business and functional levels of strategy.
- CO4 Apply Balance scorecard approach to strategy implementation.

**Module 1:** Introduction to strategic management- need, process and relevance, strategy formulation and implementation,

**Module 2:** SWOT analysis, ETOP analysis (with special reference to Indian scenario), concept of competitive advantage,

**Module 3:** Resource Based view of the firm, Mapping strengths and weakness, Porter’s concept of value chain.

**Module 4:** Different levels of strategy- corporate, business and functional strategies (with example), interrelationship among different level of strategy,

**Module 5:** Corporate strategy- merger, acquisition, diversification, divestment., competitive and business level strategies.

**Module 6:** Functional strategies- marketing, human relation, production and operation and information technology strategy.

**Module 7:** McKinsey 7s Framework.

**Module 8:** Implementation of strategies- resources, leadership, structural and cultural implementation, use of Balance Scorecard for integration and measurement in strategy implementation (with basic strategy map)

**Module 9:** Tools and Techniques used in strategic management- BCG matrix, experience curve, economic value addition of strategy, brief introduction to Global strategy.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Strategic Management MBM 304 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos - 6 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>10</b>	<b>33</b>
Unit 1 - Introduction to strategic management	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - SWOT analysis, ETOP analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Resource Based view of the firm, Porter's concept	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Different levels of strategy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Corporate strategy- merger, acquisition, diversification, divestment	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Functional strategies	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - McKinsey 7s Framework	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Implementation of strategies	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Tools and Techniques used in strategic management	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>10</b>	<b>33</b>

### Readings:

1. Kazmi , Azhar and Adela Kazmi; Strategic Management Mc Graw Hill, New Delhi
2. Porter, M. E. (2004). Competitive strategy. New York: Simon &Schuster.
3. Grant, R. M. (2015). Contemporary Strategy Analysis: Text and Cases, (8<sup>th</sup> ed.). Wiley created value through global networks. New York: McGraw Hill
4. Wheelan, Thomas and J David Hunger; Strategic Management and Business Policy, Pearson Marketing Management

### Elective – Marketing

### Consumer Behaviour

**Course Code: MBM 311**

**Maximum Marks: 100**

**3 credits**

**Objective:** To familiarize the students with the various aspects of consumer decision making process.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Explain the concept and significance of consumer 77ncubate77 apply the same in marketing decisions.

CO 2 Distinguish between different consumer 77ncubate77 influences and their relationships.

CO 3 Establish the relevance of consumer 77ncubate77 theories and concepts to marketing decisions.

CO 4 Gain an understand of the consumer decisions making process.

CO 5 Understand the core concept of consumer satisfaction & consumer.

**MODULE 1 INTRODUCTION:** Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.

**MODULE 2 CONSUMER BEHAVIOR MODELS:** Industrial and individual consumer 77ncubate77 models – Howard- Sheth, Engel – Kollat, Webstar and wind

**MODULE 3:** Consumer Behavior Models – Implications of the models on marketing decisions.

**MODULE 4 INFLUENCES:** Internal: Psychological Influences on consumer 77ncubate77 – motivation – perception – personality Learning and Attitude- Self Image and Life styles

**MODULE 5 :** Consumer expectation and satisfaction. External: Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer 77ncubate77

**MODULE 6 CONSUMER BEHAVIOUR DECISION:** Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision.

**MODULE 7:** Post-purchase 77ncubate77, Customer action and disposal of products, Diffusion of Innovation.

**MODULE 8 CONSUMER SATISFACTION AND CONSUMERISM:** Concept of Consumer

Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint.

**MODULE 9 :** Concept of consumerism; consumerism in India; the Indian consumer; Reasons for growth of consumerism in India; Consumer protection act.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e- Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Consumer Behaviour MEM 311 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 -Consumer Behaviour Models	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Implications of the models on marketing decisions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Influences	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Consumer expectation and satisfaction	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Consumer Behaviour Decision	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Post-purchase behavior	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Consumer satisfaction & Consumerism	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Concept of consumerism	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Consumer Behavior – Text and cases- by Satish K Batra and S H Kazmi, Excel Books.
2. Consumer Behavior- Suja Nair, Himalaya Publishing House.
3. S. Ramesh Kumar, Consumer Behavior: The Indian Context (Concepts and Cases), Pearson Education.
4. J. Paul Peter and Jerry Olson, Consumer Behavior& Marketing Strategy, McGraw Hill Education, Latest Edition.
5. Schiffman; Consumer Behavior, Pearson Education.

### Marketing of Services

**Course Code: MBM 314**

**Maximum Marks: 100**

**3 credits**

**Objective:** This course aims at enabling students to apply service marketing concepts and principles to the unique challenges and opportunities of services to create customer value.

## **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Define and classify services and knowledge of services sector growth .

CO 2 Gain in depth knowledge of services marketing mix.

CO 3 Analyze the STP in services consumption models, consumer decision process designing & managing service process.

CO 4 Identify the service quality gap & the ways to eliminate the gaps.

CO 5 Have insight on marketing of services of various service sector

**Module 1:** Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

**Module 2:** The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services.

**Module 3:** Additional dimension in services marketing – People, physical evidence and process.

**Module 4:** Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behavior in Services context:

**Module 5:** The three stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in service delivery.

**Module 6:** Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management.

**Module 7:** Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

**Module 8:** Marketing of Service with Special Reference to Financial Services – Health Service – Hospitality Services including travel, hotels and tourism –

**Module 9:** Professional Service – Public Utility Services – Educational Services.

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Marketing of Services MBM 314 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings – 9 Hours</b>	<b>Open Source Videos – 6 hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction Growth of the service sector	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 -The Seven Ps	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Additional dimension in services marketing	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Service Market Segmentation, Targeting & Positioning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - The three stage model of service consumption	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Causes of Service – Quality gaps	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 -Gaps in Services	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Marketing of Service with Special Reference to Financial Services	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Professional Service	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House.
2. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books.
3. Dutta: Service Management, I.K. International.
4. K. Venkataramana, Service Management, SHBP.
5. S.M. Jha: Services Marketing HPH

## Integrated Marketing Communication

**Course Code: MBM 315**

**Maximum Marks: 100**

**3 credits**

**Objective:** To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Understand the role of IMC and advertising in marketing process.

CO 2 Elaborate the advertising budgeting methods and functions types of advertising agency.

CO 3 Showcase creativity in advertising and understand the media planning & scheduling process

CO 4 To understand the the scope and role of sales promotion and Personal selling in IMC.

CO 5 Understand the ways & importance to monitor, evaluate and control the promotional programs

**Module 1:** Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools,

**Module 2:** Models of consumer responses. Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.

**Module 3:** Advertising budgeting methods Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client- agency relationship.

**Module 4:** Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, Layout-Functions and Types.

**Module 5 :** Media planning & Scheduling: Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix –print, Broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Media Scheduling.

**Module 6:** Sales-promotion objectives, Tools of sales promotion, designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process. Event, Key elements of Events and Sponsorship.

**Module 7:** Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing –Meaning, Components.

**Module 8:** Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program

**Module 9 :** Evaluating the social, ethical and economic aspects of advertising and promotion.

Case studies according to the modules have to be discussed.

**Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Integrated Marketing Communication MEM 315 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 Hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>10</b>	<b>33</b>
Unit 1 - Overview of marketing communication	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 -Models of consumer responses	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Advertising budgeting methods	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Creativity in advertising	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Media planning & Scheduling	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Sales-promotion objectives & Tools	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Public relations	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Monitoring, Evaluation and control	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Evaluating the social, ethical and economic aspects of advertising	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>10</b>	<b>33</b>

### Readings:

1. JaishriJethwaney& Shruti Jain, Advertising Management, Oxford University Press, New Delhi.
2. Rajeev Batra, John H. Myers and David A. Aaker, Advertising Management, Pearson Education.
3. K. C. Sethia& S. A. Chunawala , Foundations of Advertising Theory & Practice, Himalaya Publishing House, Mumbai, Latest Edition.
4. George E. Belch & Michael A. Belch, Advertising and Promotion, Tata McGraw Hill Publishing Ltd, Latest Edition
5. Sonatakki, Advertising, Kalyani Publishers

### Sales Distribution and Logistics Management

**Course Code: MBM 316**

**Maximum marks: 100**

**3 credits**

**Objective:** to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

#### Course Outcome (CO)

At the end of course, the students will be able to

CO1 Understand the role of IMC and advertising in marketing

CO 2 Elaborate the advertising budgeting methods and

CO 3 Design the strategies to the managers sales force effectively.

CO 4 Understand the fundamental of distribution management

CO 5 Gain and understanding of physical distribution & logistics management

**Module 1:** Introduction: Sales Management, Process, Role of Sales Manager, Qualities of a Successful Salesman. Concept of Personal Selling:

**Module 2:** Sales Management and Salesmanship, Process of Personal Selling. Buyer Seller Dyad

**Module 3** Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential,

**Module 4:** Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

**Module 5:** Sales Force Management: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force.

**Module 6:** Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluating the sales force performance.

**Module 7** Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels.

**Module 8:** Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.

**Module 9:** Physical Distribution Management: Components of Physical Distribution – Transportation, Warehousing and Inventory Control System, IT and Logistics Management

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Sales Distribution and Logistics Management MBM 316 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Sales Management and Salesmanship	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Goals in Sales Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Preparation of Sales Budget	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Sales Force Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Leading and Motivating the Sales Force	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Introduction to Distribution Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Channel Design and Planning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Physical Distribution Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Still, Richard R.; Cundiff, Edward W.; Govoni, Norman A. P, Sales Management: Decisions, Strategies, and Cases, Prentice Hall.
2. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.
3. Aftab Alam, Sales and Distribution Management, Wisdom Publication
4. S.L. Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
5. Panda – Sales & Distribution Management, Oxford University Press.

### **Elective- Human Resource Management**

#### **Employee Legislation & Compensation**

**Course code: MBM 321**

**Maximum Marks: 100**

**3 credits**

**Objective:** To familiarize the students with the understanding and provisions of employee laws and basic concepts of compensations.

#### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Gain a broad intellectual understanding of labor law & role of ILO.

CO 2 Understand the industrial and compensation legislation

CO 3 Learn the legal factors that do–and ought to–justify statutory, contractual, and common law interference with employment.

CO 4 Gain an understanding of labor legislation & policies.

CO 5 Learn the compensation system and wags policy

**Module 1** Evolution of Labor Legislation: History of labor movement in India, Indian Constitution and Labor Law, Approaches to enforcement of Labor Law, Labor Commissions and their recommendations, International Labor Organization (ILO) and its role.

**Module 2** Industrial Legislations: Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute act, 1947.

**Module 3:** Compensation Legislations: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Workmen’s Compensation Act, 1923.

**Module 4** Social Security Legislations: Employee’s State Insurance Act, 1948, Employees Provident Fund (and Miscellaneous Provisions) Act, 1952,

**Module 5:** Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Child Labor (Prohibition & Regulation) Act, 1986.

**Module 6** Labor Legislations and Policies: The Factories Act, 1948 – Objective of the Act, Inspecting staff, health, safety, and welfare measures, working hours and employment of adults, annual leave with wages, special provisions, penalties and procedures,

**Module 7 ;** Contract Labor (Regulation and Abolition) Act, 1970, Shop and Establishment Act, Emerging issues and future trends in labor policies.

**Module 8** Introduction to Compensation: Meaning, components, types – Job based and Skill based approaches, Characteristics of an ideal compensation system, factors affecting compensation, designing a compensation plan, equity in compensation management,

Module 9 : job evaluation process and its methods, concept of wages, wage policy in India, compensation of special groups. Economic theories of wages; Benefits and Incentive plans; Executive compensation

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Employee Legislation &amp; Compensation MEM 321 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the Blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Evolution of Labor Legislation	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Industrial Legislations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Compensation Legislations	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Social Security Legislations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Payment of Gratuity Act	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Labor Legislations and Policies	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Contract Labor (Regulation and Abolition) Act	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Introduction to Compensation	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Job evaluation process and its methods	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
3. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi
4. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
5. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi

## Strategic Human Resource Management

**Course code: MBM 325**

**Maximum Marks: 100**

**3 credits**

**Objective:** To give an overall idea about different strategic options available with an organisation and how strategic human resource management plays a key role in decision making.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Understand concept of strategic Human Resource Management with respect to global environment.

CO 2 Learn about recruitment and retention strategies adopted by an organization.

CO 3 Understand about framing of good compensation and reward strategies for an organization.

CO 4 Understand all kind of retirement & retrenchment strategies.

CO 5 Learn about the human aspects of strategies implementation in organization.

**Module 1** Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity,

**Module 2:** Demographic Changes, Temporary and Contract Labor, Global Environment, International Labor Standards, Changed Role of HR in Organizations

**Module 3** Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting & Performance Management Strategies:

**Module 4 :** Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance.

**Module 5:** Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation,

**Module 6 :** Training & Development Strategies: Cross- cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

**Module 7:** Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g. VRS/CRS

**Module 8:** Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict,

**Module 9 :** Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

Case studies according to the modules have to be discussed.

## Content Matrix

### Readings:

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Strategic Human Resource Management MBM 325 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos – 6 hours</b>	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to SHRM	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Demographic Changes, Temporary and Contract Labor	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Recruitment & Retention Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Key Result Areas	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Compensation & Reward Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Training & Development Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Retirement & Retrenchment Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Human Aspects of Strategies Implementation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Stress Management, Work-life Balance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

1. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press
2. Personnel Management – Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
3. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books
4. HRD Audit by TVR Rao, Response Books Publishers
5. Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House

## Training and Development

**Course code: MBM 323**

**Maximum Marks: 100**

**3 credits**

**Objective:** To familiarize the students with the function of training and development and create understanding of the need, importance and implementation of training for the effectiveness of the training,

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Analyze the role of training & development in HRM

CO 2 Design the training program as per the need

CO 3 Understand the various training methods & techniques for conducting effective training programs.

CO 4 Evaluate the training program and understand the emerging trends and new perspective on training.

CO 5 Understand the concept & strategies barriers, framework of HRD.

**Module 1** Introduction to Training: concept, and rationale; training process: role of stakeholders in training program; Organization and Management of training function;

**Module 2:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

**Module 3:** Designing the training program: process of learning in training program – attributes and factors influencing; learning process; learning styles;

**Module 4:** training climate and pedagogy; developing training modules; Training aids

**Module 5:** Training methods and techniques: role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programd instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

**Module 6** Evaluation of training: need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

**Module 7 :** emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

**Module 8** Human Resource Development: Conceptual Framework, Issues in HRD, HRD Multidimensional and New Concept, Objects of HRD, HRD and HRM, Agents of HRD, Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers, Frame-work of HRD.

**Module 9:** Executive – Development. Career Advancement, Career Planning, Succession Planning and Counselling, Feedback. HRD in India-Recent Scenario, HRD in Different Sectors.

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Training and Development MBM 323 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to Training	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Training needs assessment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Designing the training programme	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Training climate and pedagogy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Training methods and techniques	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Evaluation of training	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Emerging trends in training and development	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Human Resource Development	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Executive – Development. Career Advancement	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

## Readings:

1. Sahu, R.K., Training for Development, Excel Books, New Delhi
2. Pareekh ,U. & Rao, T.V. Designing and managing Human Resource Systems, Oxford.
3. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, Latest Edition.
4. Mathews, Designing and Managing a Training and Development Strategy, Pearson, Latest Edition
5. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, Latest Edition.

## Performance Management and Talent Retention

**Course code: MBM 324**

**Maximum Marks: 100**

**3 credits**

**Objective:** The Main objective of the course is to offer an understanding of various approaches to measure performance and facilitates studying different methods of performance appraisal.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO1 Define the concept of performance management and outline its role in contemporary organizations.

CO2. Explain the importance of the performance management system in enhancing employee performance

CO3 Design and implemented the performance management project.

CO4 Compare and contest the different performance management techniques.

CO5 Design the talent retention strategies.

**Module 1** Fundamentals of Performance Management: Concept, essence, scope, need for performance management as a system, principles, Performance Management vs. Performance Appraisal,

**Module 2:** performance management process, performance management and strategic planning linkages, performance and potential management

**Module 3** Performance Measurement: Managing for results, managing behaviour, managing competencies, conducting performance reviews

**Module 4** Designing and Implementing Performance Management Process: Performance Planning, defining objectives and performance standards,

**Module 5:** defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

**Module 6:** Key Issues: 360o feedback, feedback, counselling and coaching, strategy maps and balance score card, management team performance,

**Module 7:** managing organizational performance, performance management and pay, performance management training, evaluating performance management

**Module 8:** Talent Retention: Cost and consequences of talent departure, diagnosing causes of talent departure,

**Module 9:** measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Performance Management and Talent Retention MBM 324 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Fundamentals of Performance Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Performance management process	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Performance Measurement	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Designing and Implementing Performance Management Process	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Performance management system implementation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Key Issues: 360o feedback	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Managing organizational performance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Talent Retention	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Measuring , monitoring turnover and retention data	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Michael. Armstrong, Performance Management, Kogan Page, Latest Edition.
2. Chadha. P., Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd. , Latest Edition
3. Robert Bacal, Performance Management, McGraw-Hill Education, T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, Response Books, Latest Edition.
4. Adrian Thornhill, Phil Lewis, et. All, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, Latest Edition
5. Trivedi, Human Resource Development, Oxford & IBM Publishing.

**Elective – Financial Management**  
**Principal and Practices of Banking**

**Course Code: MBM 331**

**Maximum Marks: 100**

**3 credits**

**Objective:** The objective of the course is to develop the skills required for understanding India's most challenging and important financial sector. Principles and practices of banking subject will enable the management student to have an insight to the core service sector and how it works.

**Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Understand the evolution banking system
- CO 2 Gain knowledge of regulatory framework of banking.
- CO 3 Understand the operation in banks
- CO 4 Gain insight about the customer relationship management in banking industry.
- CO5 Analyze the role of rural banking and micro-finance institution in india.

**Module 1:** Principles and Practices of Banking: An introduction to Indian Banking System: overview and its segmentation, Financial System: Overview and Recent developments in Indian Financial System.

**Module 2:** Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, and Foreign banks, Introduction and Features of Co-operative Banks, Source of funds and use of funds.

**Module 3:** Regulatory Framework of Banking: RBI Act 1934: Functions of RBI, Tools for Monetary Control-CRR, SLR, Bank Rate, REPO rate, Reverse REPO Rate. Monetary Policy. Basel Norms: Basel I, Principles of Capital Adequacy, Drawbacks of Basel I, Basel II, Objective of Basel II, Three pillars of Basel II, Basel III. SEBI: Introduction and Functions of the Board.

**Module 4:** Retail banking products – Accounts: Types of Customer Accounts, Procedure for opening an account. Loans and Advances: Principles of lending, Different types of loans.

**Module 5 :** Introduction to e-Banking: Origin of e- Banking, Significance. Products and services in E-Banking: Internet banking, Mobile banking. Electronic payment systems in Banks: Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS and IMPS. Latest trends in e-banking and Constraints

**Module 6:** Customer Relationship Management in Banking Perspective: Customer relationship management: Concept and Objectives,

**Module 7:** Importance and Need of Customer Relationship Management, CRM Success Factors, Models of CRM, Relevance in banking.

**Module 8:** Rural Banking: An introduction, Rural Banking System in India, Financial Inclusion and RBI Policy. Microfinance: Trends, Issues & Challenges,

## Module 9: Microfinance Institutions in India and Small Finance banks.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Principal and Practices of Banking MBM 331 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Principles and Practices of Banking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Structure of Commercial Banks	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Regulatory Framework of Banking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Retail banking products	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Introduction to e-Banking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Customer Relationship Management in Banking Perspective	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Importance and Need of Customer Relationship Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Rural Banking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Microfinance Institutions in India	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. M.N. Gopinath: Banking Principles and Operations, Snowwhite Publications.
2. J.N. Jain & R.K. Jain: Modern Banking and Insurance, Regal Publications
3. K.P.M. Sundaram and P.N. Varshney: Banking Theory Law and Practice, Sultan Chand and Sons.
4. Vasanth Desai: Indian Banking, Nature and Problems, Himalaya Publications House.
5. U.C. Patnaik: Rural Banking in India, Anmol Publications.

### Management of Financial Services

**Course code: MBM- 332**

**Max Marks: 100**

**3 credits**

**Objective:** The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.

#### Course Outcome (CO)

At the end of course, the students will be able to

CO 1 Understand the various types of financial services

CO 2 Demonstrate the function of merchant banking.

CO 3 Know the role of venture capital.

CO 4 Get aware of credit rating agencies.

CO 5 Gain the knowledge of mutual funds & insurance

**Module 1:** Financial Services: Concept, Nature and Scope of Financial Services. Financial Markets: Capital Markets and Money Markets and Financial Instruments.

**Module 2:** Issue Management: Concept, Categories of securities issue: Right Issue, Public Issue: Private Placement and it's features, Prospectus, IPOs / Offer for sales,

**Module 3:** Pricing of issue, Book Building, Allotment Procedure, Green shoe Option. Underwriting and concept of Merchant Banking.

**Module 4:** Venture Capital –Concepts and Types, Growth of Venture Capital in India – Financing Pattern under Venture Capital.

**Module 5:** Lease financing: Concepts and Type, Advantages and Limitations, Financial Lease Evaluation. Hire purchasing,

**Module 6:** Factoring, Forfeiting and Bill Discounting, Credit Rating: Meaning,

**Module 7 :**Functions – Debt Rating System of CRISIL, ICRA and CARE.

**Module 8** Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Role of AMFI.

**Module 9:** Debt Securitisation – Concept and Application, Loans offering by Non-Banking financial Institutions, Insurance: Concept, Purpose and need of insurance, insurance contracts. Type of Insurance: Life Insurance and General Insurance.

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Management of Financial Services MBM 332 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings - 9 Hours	Open Source Videos - 6 hours	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Financial Services	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Issue Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 -Pricing of issue,Underwriting and concept of Merchant Banking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Venture Capital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Lease financing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Factoring, Forfeiting and Bill Discounting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Functions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Mutual Funds	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Debt Securitisation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

1. Gordon & Natarajan, Financial Markets and Services, Himalaya publishing.
2. Khan M.Y, Financial services, McGraw Hill.
3. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
4. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
5. S. Gurusamy, Merchant Banking and Financial Services Vijay Nicole Imprints Pvt. Ltd.

**Financial Innovations and Risk Management****Course Code: MBM 333****Maximum Marks: 100****3 credits**

**Objective:** At the end of the course, students are expected to have learnt the risk faced by 95ncubate95 and how derivatives are applied to manage risk.

**Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Student will understand the tools of financial engineering
- CO 2 Gain the knowledge of various forms of corporate structuring.
- CO 3 Understand the basic concept of concept of derivative and types of derivative instrument.
- CO 4 To know the basic technique for the valuation of derivative instruments.
- CO 5 Demonstrate the various techniques of heading risk.

**Module 1** Introduction to Financial Engineering: Factors, tools-conceptual-Risk and return analysis,

**Module 2:** interest rates, speculation, arbitrage; physical, Zero coupon securities, CMOs, Asset backed securities, Hybrid securities

**Module 3** Corporate restructuring: Expansion, selloffs, changes in ownership and control-Mergers, takeover, divestitures, spinoff and split-ups, going public, LBO, Buyback, joint ventures.

**Module 4** Introduction to Derivative: Types, Participants in a Derivative market, Understanding Index and Beta, Forward – contract and their limitations,

**Module 5:** Introduction to Futures, distinction between futures and forwards, Future terminology, Future payoffs,

**Module 6** Options and Swaps: concept, terminology, types-put & call, covered & uncovered, interest rate options,

**Module 7 :** Currency options, option Greeks-Beta, Gamma, Vega, Theta, Rho, comparison between options and futures, Concept, Features, types- interest rate swap, currency swap, swap options.

**Module 8** Corporate risk management: components of corporate risk, Hedging risk- Classes of hedging techniques-natural, synthetic,

**Module 9:** application of derivatives-hedging through index futures, hedging through options, Trading mechanism, clearing and settlement.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Financial Innovations and Risk Management MEM 333 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to Financial Engineering	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Interest rates, speculation, arbitrage	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Corporate restructuring	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Introduction to Derivative	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Introduction to Futures	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 -Options and Swaps	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Currency options	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Corporate risk management	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Application of derivatives	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
2. Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
3. John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition
4. Vohra&Bagri Futures and Options, Tata McGraw hill, Latest Edition
5. Robert Kosowski, Salih N. Neftci, Principles of Financial Engineering, Academic Press Advanced Finance.

## Security Market and Portfolio Management

**Course Code: MBM 334**

**Max Marks: 100**

**3 credits**

**Objective:** The aim of this course is to understand the securities market mechanism, and to analyze various investment products. It tries to equip students with various financial innovation-taking place in the market and their implications.

### **Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Describe the basics of different investment avenues.
- CO 2 Classify various financial market and in functions.
- CO 3 Practice the tools and technique of security analysis.
- CO 4 Analyze the securities performance using various valuation model.
- CO 5 Gain the insight of selection and evaluation of portfolio.

**Module 1:** Overview of Securities market: Concept of Savings and Investments, Investment alternatives, security market in India-primary and secondary market, participants in securities market.

**Module 2** Primary and Secondary Market – Public issue, right issue, Private placement; Basic of Stocks; Different Types of Stocks; National Stock Exchange;

**Module 3:** Trading and settlement; Development of Securities Market in India; SEBI and its Role in Primary and Secondary Market; SEBI and its Functions; a Case Study on OTCBB Analysis and Valuation of Debt and Equity.

**Module 4** Security analysis- Security Analysis and Valuation: Fundamental and Technical Analysis Stock Prices Change; its Causes; Effect of Macroeconomics

**Module 5:** Variable on Stock Market; Basics and usefulness of Technical Analysis and Fundamental Analysis; Industry and Company Analysis; Difference between Technical and Fundamental Analysis.

**Module 6** Portfolio Management: Concept; Relation between Risk and Return Portfolio return and risk, CAPM, Calculation of Portfolio risk, Diversification of Portfolio risk, Efficient Frontier,

**Module 7 :** Optimal Portfolio Pricing Model; its Valuation and Validity; Markowitz Portfolio Selection Model. Case Study: Nations Bank- Valuation: Stock Valuation: the Gordon Growth Model; Portfolio Evaluation; Case Study: Vanguard – Mutual Funds and Taxes.

**Module 8** Implementation and review-selection of securities, portfolio execution, revision and performance evaluation, Treynor, Sharpe, Jensen and Information Ratio Performance Measures.

**Module 9:**Application of Portfolio Performance Measures. Factors affecting the use of Performance Measures

Case studies according to the modules have to be discussed.

## Content Matrix

### Readings:

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Security Market and Portfolio Management MBM 334 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Overview of Securities market	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Primary and Secondary Market	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 -Trading and settlement	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Security analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Variable on Stock Market	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 -Portfolio Management	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Optimal Portfolio Pricing Model	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Implementation and review-selection of securities	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Application of Portfolio Performance Measures	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

1. Prasanna Chandra Investment Analysis And Portfolio Management, Tata McGraw Hill.
2. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition
3. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House
4. John . F. Marshall, Vipul K. Bansal, Financial Engineering, PHI
5. Vohra&Bagri Futures and Options, Tata McGraw hill, Latest Edition

## **Elective – Agri Business Management**

### **Livestock Production & Management**

**Course Code: MBM 341**

**Maximum Marks: 100**

**3 credits**

**Objective:** The objective of the course is to make students understand the different livestock and their management.

#### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Analyze the various aspects of livestock in national economy.

CO 2 Explain the application of general livestock management principles in the production and management of major domestic animals.

CO 3 Understand the management of farm animals and poultry.

CO 4 Learn about the ingredients, classification of nutrients for livestock & poultry.

CO 5 Design specialized training in animal treatment to the extent of highest expertise

**MODULE I** Role of livestock in the national economy. Reproduction in farm animals and poultry.

**MODULE 2:** Housing principles, space requirements for different species of livestock and poultry, Management of calves, growing heifers and milch animals.

**MODULE 3:** Management of sheep, goat and swine. Incubation, hatching and brooding.

**MODULE 4:** Management of growers and layers. Important Indian and exotic breeds of cattle, buffalo, sheep, goat, swine and poultry.

**MODULE 5:** Improvement of farm animals and poultry.

**MODULE 6** Digestion in livestock and poultry. Classification of feedstuffs.

**MODULE 7:** Proximate principles of feed. Nutrients and their functions. Feed ingredients for ration for livestock and poultry.

**MODULE 8:** Feed supplements and feed additives. Feeding of livestock and poultry.

**MODULE 9:** Introduction of livestock and poultry diseases. Prevention (including vaccination schedule) and control of important diseases of livestock and poultry.

Case studies according to the modules have to be discussed.

#### **Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Livestock Production &amp; Management MEM 341 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions; Fill in the blanks; Short Answer Questions; Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>10</b>	<b>33</b>
Unit 1 - Role of livestock in the national economy	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Housing principles, space requirements	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Management of sheep, goat and swine	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Management of growers and layers	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Improvement of farm animals and poultry	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Digestion in livestock and poultry	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Proximate principles of feed	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Feed supplements and feed additives	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Introduction of livestock and poultry diseases	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>10</b>	<b>33</b>

### Readings:

1. Ghosh, Nilotpal, Livestock Production Management, PHI Learning Pvt. Ltd.
2. Victor Roy Squires, Wayne L. Bryden, Livestock Production, Management Strategies and Challenges, Nova Science Publishers.
3. Sunil Kumar, Livestock Production and Management Recent Trends and Future Prospects, NIPA.
4. N. S. R. Sastry, C. K. Thomas, R. A. Pearson, Livestock Production Management, Kalyani Publishers.
5. Richard A. Battaglia, Handbook of Livestock Management, Prentice Hall.

### Farm Management

**Course code: MBM 342**

**Max Marks: 100**

**3 credits**

**Objective:** This introduces students to the essentials of farm management.

#### Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the concept scope of farm management.
- CO 2 Gain insight on the various principles applied to farm management
- CO 3 Prepare the planning & budgeting of farm
- CO 4 Understand the various system of farming
- CO 5 Demonstrate the various practices of farming.

**Module 1:** Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science,

**Module 2:** what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

**Module 3:** Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns,

**Module 4:** Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

**Module 5:** Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

**Module 6:** Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming,

**Module 7:** Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

**Module 8 :** Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings,

**Module 9:** Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Farm Management MBM 342 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings – 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Farm Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Successful farm management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Economic Principles applied to Farm management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Opportunity cost principle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Farm Planning, Budgeting and Programming	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Systems of Farm Organization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Co-operative, Collective farming	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Farm Size and Practices	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Farm size practices	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

- a. Ronald D. Kay, William M. Edwards, Patricia Ann Duffy, Farm Management, McGraw-Hill.
- b. A. S. Kahlon, Karam Singh, Economics of Farm Management in India Theory and Practice, AlliedPublishers.
- c. Kent Olson, Farm Management Principles and Strategies, Wiley.
- d. Reji D. Nair, Farm Management, Concept Publishing Company
- e. Roop Kishore Tandon, Sheo Prasad Dhondyal, Principles & Methods of Farm Management, AchalPrakashan Mandir.

## Fertilizer Technology & Management

**Course Code: MBM 343**

**Max Marks: 100**

**3 credits**

**Objective:** To acquaint the students to latest advance in fertilizer technology management.

### **Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Identify the concept, scope, types & role of fertilizer in agriculture industry.

CO 2 Know the material requirements in agriculture.

CO 3 Identify engineering problems in fertilizer manufacturing.

CO 4 Evaluate the testing method & current trends of fertilizers.

CO 5 Analyze the various pricing policy, scope & environment consequences.

**MODULE 1:** Fertilizer development concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers,

**MODULE 2:** Grading and chemical constitutions, role of fertilizers in agriculture production, production and consumption of fertilizer in India.

**MODULE 3:** Raw material needed and principles of manufacturing of nitrogenous, phosphoric and potassic fertilizers, secondary nutrient sources and micro-nutrient formulations.

**MODULE 4:** Production efficiency and capacity utilization;

**MODULE 5 :** Quality control and legal aspects-fertilizer control order.

**MODULE 6:** Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use;

**MODULE 7 :** assessment of demand and supply of different fertilizers, fertilizer distribution, and fertilizer storage.

**MODULE 8:** Field trails and demonstration, fertilizer pricing policy;

**MODULE 9 :** scope of bio-fertilizer; environmental pollution due to fertilizer use.

Case studies according to the modules have to be discussed.

### **Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Fertilizer Technology &amp; Management MBM 343 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Fertilizer development	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Grading and chemical constitutions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Raw material & principles of manufacturing	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Production efficiency and capacity utilization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Quality control and legal aspects	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Testing facilities & constraints	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Assessment of demand and supply	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Field trails and demonstration	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Scope of bio-fertilizer	1 Live Session	1 recorded video	1 open source video	1PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Brady NC & Weil RR. 2002. The Nature and Properties of Soils.13<sup>th</sup> Ed. Pearson Edu.
2. Fertilizer Control Order (different years). Fertilizer Association of India, New Delhi.
3. Indian Journal of Fertilizers (different years). Fertilizer Association of India, New Delhi.
4. San Chilli V. 1950. Chemistry and Technology of Fertilizers. American Chemical Soc. Monograph
5. Tisdale SL, Nelson WL, Beaton JD & Havlin JL.2002. Soil Fertility ondFertilizers. 5<sup>th</sup> Ed. Prentice Hall.

### Agricultural Marketing Trade and Prices

**Course Code: AGD 408**

**Maximum Marks: 100**

**3 credits**

**Objective:** The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

## Course Outcome (CO)

At the end of course, the students will be able to

CO 1 Explain the fundamentals of management with reference to agribusiness.

CO 2 Acquaint with various functional areas of agribusiness

CO 3 Understand the policies & practices of agribusiness.

CO 4 Explain the advertising & promotional activities of agriculture.

CO 5 Analyze the various management strategies related to agri business

**Module 1:** Meaning and scope, agricultural marketing and economic development;

**Module 2:** Agricultural market structure-meaning, components and dynamics of market structure; marketing strategy-meaning & significance,

**Module 3:** Formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's 105ncubate105.

**Module 4:** Agri product management (Fibre, grains, cash crops) – Agri product management process and decisions,

**Module 5:** New agri product development – significance and classification of new product, stages and estimation of demand of new agri product; product life cycle.

**Module 6:** Pricing policies and practice for agribusiness- determinants of price, objectives of pricing policies and pricing methods.

**Module 7:** Promotional management – advertising planning and execution; sales promotion; grading and standardization.

**Module 8:** Distribution Management- storage and warehousing and transportation management for agricultural products;

**Module 9:** marketing agencies/ intermediaries – roles and functions; distribution channels involved in agribusiness.

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Agricultural Marketing Trade and Prices AGD 408 (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	<b>PPT</b>	<b>E-book/ PDF</b>	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Agricultural marketing & economic development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Agricultural market structure	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Formulation of marketing strategy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Agri product management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - New agri product development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Pricing policies and practice for agribusiness	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Promotional management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8 - Distribution Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Marketing agencies/ intermediaries	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

1. Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India, Oxford.
2. Kohls RL & Uhj JN, Marketing of Agricultural Products, Prentice Hall.
3. S. S. Acharya, Agricultural Marketing In India, Oxford & IBH Publishing Company Pvt. Limited
4. S. S. Raut, Prema J. Borkar, S. R. Ed Ghadekar, Agricultural Marketing Trade & Prices, AgromentPublishers.
5. Sawalia Bihari Verma, Agricultural Marketing, Scientific Publisher (India)

**Elective – International Business Management**  
**International Trade Procedure and Documentation**

**Course Code: MBM 351**

**Maximum Marks: 100**

**3 credits**

**Objective:** This course will help student to get with the process of international and domestic trade procedures. The course will help in forming a knowledge base of policy framework in International Trading with special emphasis on India. The course will also apprise them of the documentation procedures and its sanctity in International Market.

**Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Explain the concepts in trade documentation in international business with respect to foreign trade
- CO 2 Understand the terms of payment regulatory and financing practices in exim.
- CO 3 Prepare the exim trade document & procedures.
- CO 4 Understand the goot assistance & support to promote export.
- CO 5 Learn the current trends of india's exim policy

**Module 1:** Export Import Documentation and Policies: EXIM- Regulatory Framework, Export Sales Contract,

**Module 2:** EXIM Documents-An Overview, Electronic Data Interchange System, Processing of an Export Order.

**Module 3:** Terms of Payment and Financing Practices: Term of Payment, Exchange Control Regulation and Facilities Concerning Exports,

**Module 4:** Export Finance, Export Credit Insurance, Import Finance.

**Module 5:** Export Import Trade Operations: Preparing for Shipment, Cargo Insurance, Shipment of Export Cargo, Customer Clearance of Import Cargo

**Module 6** Export Assistance and Support Measures: Institutional Setup for Export promotions of India,

**Module 7:** Export Assistance in India, Procedures for claiming Export Assistance.

**Module 8:** EXIM in INDIA: Current Trends of EXIM in India, Trade Agreements of India with other Countries,

**Module 9:** Latest Developments in EXIM policies.

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment	
International Trade Procedure and Documentation MBM 351 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>	
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>	
Unit 1 - Export Import Documentation and Policies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 2 - EXIM Documents	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 3 - Terms of Payment and Financing Practices	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 4 - Export & Import Finance, Export Credit Insurance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 5 - Export Import Trade Operations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 6 - Export Assistance and Support Measures	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 7 - Export Assistance in India	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 8- EXIM in INDIA	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
Unit 9 - Latest Developments in EXIM policies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)	
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>	

### Readings:

1. Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publishers, New Delhi.
2. M. D. Jitendra, Export Procedures and Documentation, Rajat Publications.
3. PervinWadia, Export Markets and Foreign Trade Management, Manishka Publications.
4. Paras Ram, Export: What, Where and How, Anupam, Publications.
5. Government of India, Handbook of Import – Export Procedures.

## International Marketing Management

**Course Code: MBM 352**

**Maximum Marks: 100**

**3 credits**

**Objective:** This course will present various concepts and tools for analyzing international strategies, and evaluating the marketplace. Specifically, the focus will be on developing, evaluating and implementing international marketing strategy at the corporate, regional and local levels. By learning about both theory and practice, the student will obtain a good conceptual understanding of the field of international marketing as well as become firmly grounded in the realities of the global marketplace.

Course Outcome (CO)

At the end of course, the students will be able to

CO1 Understand the basics concepts scope principles benefits & environment of international marketing.

CO2 Gain knowledge about marketing research, scope & process.

CO3 Gain knowledge about the product planning strategies and policy in the international market.

CO4 Understand the various channels involved in the distribution channels in international market.

CO5 Gain insight on the promotional & pricing strategies in international market.

**Module 1:** Introduction to International Marketing: Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing,

**Module 2:** Customer value and the value equation, Competitive or differential advantage, Management Orientations, , Benefits of international marketing, Marketing Environment

**Module 3:** International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

**Module 4:** International Product Policy and Planning: Introduction, Products: National and International, the new Product Development,

**Module 5:** International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

**Module 6:** Product and Distribution Strategies: Introduction, International Logistics Planning, Distribution – Definition and Importance,

**Module 7:** Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging.

**Module 8:** International Promotional & Price Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing.

**Module 9:** Introduction of Price Strategies, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Case studies according to the modules have to be discussed.

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
International Marketing Management MBM 352 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to International Marketing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Customer value and the value equation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - International Marketing Research	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - International Product Policy and Planning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - International Product Planning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Product and Distribution Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Direct and Indirect Channels	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - International Promotional & Price Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Introduction of Price Strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Rakesh Mohan Joshi, International Marketing, Oxford University Press
2. P. K. Vasudeva, International Marketing, Excel Books
3. Justin Paul, International Marketing Text and Cases, Tata McGraw-Hill
4. U C Mathur, International Marketing Management Text and Cases, SAGE Publications
5. Gautam Dutta, Global Marketing, Pearson Education India

### Global HRM

**Course Code: MBM 353**

**Maximum Marks: 100**

**3 credits**

**Objective:** On completion of this course, student will be able to take decisions regarding recruiting methods, selection procedures and staffing decisions for expatriate employees, Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results, Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.

### Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Explain the key terms, theories/concepts and practices within the field of GHRM
- CO 2 Develop the recruitment processes
- CO 3 Evaluate the HR practice & the management of people in the workplace.
- CO 4 Understand the multinational performance management and HR practices
- CO 5. Gain knowledge of human incubation global prospective

**MODULE-I:** Introduction to global HRM drivers of globalization, variables that moderate differences between HRM and GHRM. Global HRM trends and future challenges:

**MODULE 2:** Ethics in international business, strategies. The organization context: The path of global status and control mechanism.

**MODULE 3:** Sustaining international business operations, Globalization emerging global economy, globalization of market, production investment and technology.

**MODULE 4:** Recruiting and selecting staff for international assignment: issues in staff selection. Factors Moderating performance, selection criteria, dual – career couples, re-entry and career issues:

**MODULE 5:** the repatriation process, multinational responses, designing a repatriation program. Training and development: role of expatriate training, pre-departure training, developing staff through international assignment.

**MODULE-6:** International compensation: approaches of international compensation, key components of an International compensation program, executive compensation. Global HR issues in the host context: standardization and adaption of work practices, retaining, developing and retrenching staff, language standardization, monitoring HR practices.

**MODULE 7:** International industrial relations: issues, responses of trade unions to multinational, regional Integration. Multinational performance management: Challenge, performance management and performance appraisal of international employees, appraisal of HCN employees.

**MODULE 8:** HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions.

**MODULE-9:** Understanding human incubate in global perspective – issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi-cultural teams. Comparison of Indian HRM with those of UK, USA, Japan and China. Case studies according to the modules have to be discussed.

**Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Global HRM MBM 353 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
90 Hours	9	15		15		18	33
Unit 1 - Introduction to global HRM drivers of globalization	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Ethics in international business, strategies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Sustaining international business operations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Recruiting and selecting staff for international assignment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - The repatriation process	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - International compensation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - International industrial relations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- HRM in cross border mergers and acquisitions	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Understanding human behavior in global perspective	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

**Readings:**

1. Amitabh DeoKodwani, Global Human Resource Management Concepts and Cases, SBS Publishers & Distributors.
2. Hilary Harris, Chris Brewster, Paul Sparrow, International Human Resource Management, Chartered Institute of Personnel and Development
3. Nilanjan Sengupta, International Human Resource Management, Excel Books
4. Edward Lawler, Effective Human Resource Management, Stanford University Press

**International Financial Management****Course Code: MBM 354****Maximum Marks: 100****3 credits**

**Objective:** The course provides an analytical framework for understanding how cross-border financing, valuation, risk management and investment decisions are influenced by exchange rates, tax and legal issues and country risk.

**Course Outcome (CO)**

At the end of course, the students will be able to

CO 1 Know about the concept of international financial management and world monetary system.

CO 2 Define international capital and foreign exchange market and Identify and appraise investment opportunities in the international environment

CO 3 Identify risk relating to exchange rate fluctuations and develop strategies to deal with them

CO 4 Develop strategies to deal with other types of country risks associated with foreign operations  
Express well considered opinion on issues relating to international financial management

CO 5 Gain knowledge of taxation system in international corporations.

**MODULE 1:** Core Concept of International Finance Management: Significance of International Financial Management; World Monetary System; Challenges in Global Financial Market; Multinational Finance System; International and Multinational Banking.

**MODULE 2:** International Banking and Finance: Exchange Rate Regime: A historical Perspective; International Monetary Fund: Modus Operandi; Fundamental of Monetary and Economic Unit; The Global Financial Market; Domestic and Offshore Market. Structure of Foreign Market; Forward Quotation and Contracts;

**MODULE 3:** Exchange Rate Regime and the status of Foreign Exchange Market; International Trade in Foreign Market International Trade in Banking Service; Monetization of Banking Operation. Structuring International Trade Transaction; Fundamental Equivalence Relationship; Structural Model for Foreign Exchange and Exposure Rates;

**MODULE 4:** Central Banking Intervention and Equivalence Approach; Issues in the Internalization Process of Foreign Investment and International Business .

**MODULE 5:** Foreign Exchange Risk Management: Classification of Foreign Exchange and Exposure Unit; Management of Exchange Rate Risk Exposure, Balance of Payment: Component of Balance Payment; Collection Reporting and Presentation of Statistics;

**MODULE 6:** International Flow of Goods, Service and Capital; Alternate Concept of “BOP Surplus” and “Deficits”, Currency and Interest Rates: Currency and Interest Rates Futures; Currency Options; Financial Swap; Theories of Exchange rates, Movement: Arbitrage and Law of One price’

**MODULE 7:** Inflation Risk and Currency Forecasting. International Capital Budgeting: Basics of Capital Budgeting; Issues in Financial Investment Analysis;

**MODULE 8:** International Project Appraisal; International Banking crises of 1982; Country Risk Analysis in International Banking.

**MODULE 9:** Taxation: Objective of Taxation on International Investment; U.S. Taxation of Multinational Investment Corporation; Tax, Incentives for Foreign Trade

Case studies according to the modules have to be discussed.

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
International Financial Management MBM 354 (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Core Concept of International Finance Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - International Banking and Finance: Exchange Rate Regime	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Exchange Rate Regime and the status of Foreign Exchange Market	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Central Banking Intervention and Equivalence Approach	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Foreign Exchange Risk Management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - International Flow of Goods	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Inflation Risk and Currency Forecasting	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- International Project Appraisal	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Taxation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

### Readings:

- 1 P. G. Apte, International Financial Management, McGraw-Hill Education
- 2 Alan C. Shapiro, Peter Moles, International Financial Management, John Wiley & Sons, Limited
- 3 V. K. BHALLA, International Financial Management (Text and Cases), S CHAND & Company Limited
- 4 V. S. Somanath, International Financial Management, I.K. International Publishing House Pvt. Limited
- 5 Siddaiah, International Financial Management, Pearson Education India.

### Elective- Healthcare Management

## **Hospital Management I**

**Course Code: MBM 361**

**Maximum Marks: 100**

**3 Credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

### **Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Evaluate and define strategic and operational planning in healthcare management.
- CO2 Define role of individual, group, community stakeholders in planning and management process of hospital.
- CO3 Determine quality, application and implementation benchmarks for modern hospital planning and management techniques.
- CO4 Formulate corrective and preventive measure protocol for effective hospital management and vision attainment.
- CO5 Formulate strategies for day-to-day hospital management

### **Module 1: The foundation of hospital management**

Hospital and hospital management – Evolution of hospitals – History of Hospitals in India – Changing concept of hospital – Role of hospital administrator – Functions of hospital management – Hospital services

### **Module 2: System view of hospital**

Changing concept of hospital – Hospital Viewed as System – Community health: - PHC, CHC & Tertiary Health care – National Health Policy 2017

### **Module 3: Hospital planning objective**

Introduction to hospital planning – Ten Ideas Driving New Hospital Planning (Concept) – Key Hospital Design Goals – Types of Hospital Space – Steps in Hospital Planning – Need for Hospital – Feasibility Report – Architecture's Brief – Request for proposal – Appointment of consultant – Role of Project Management Team – Budgeting – Construction and Installation Stage – Equipment Planning – Services Planning – Manpower Planning – Hospital Operational Planning Policy – Green Hospital

### **Module 4: Health organisation**

Introduction to concept of Organization – Meaning and Characteristics of Organization – Nature of Organization – Steps in the process of Organizing – Objectives of Organizing – Principles of Organization – Advantages of Organization – Hospital organization – Organization profile of the Hospitals – The Importance of Good Organization Structure – Organizational Structure of a Hospital

### **Module 5: Departmentalisation**

Departmentation – Grouping of Hospital Departments within the Structure – Clinical & Support Services – Out Patient Department – In Patient Department – Emergency Department – Intensive care unit (ICU) Department – Nursing Department – Diagnostic Services – Radiology and Image Services – laboratory Services – Hospital Infection Department – OT Services ( Operation Theatre) – Pharmacy – Central Sterile Supply Department ( CSSD) – Pharmacy Department – Non Clinical & Support Services (Administrative Services)

### Module 6: Management of behaviour in hospitals

What is Organizational Behavior – Shifting paradigms of Organizational behavior – Organizational Behavior and Management – The nature of Managerial Work – Managerial Roles and Networks – Managerial skills and Competencies – Historical development of Organizational behavioral theories – Healthcare Organizations

### Module 7: Organisational behaviour in healthcare

Organizational behavior in healthcare: - Impact on healthcare managers – Managing Disruptive 114ncubate114 in the Healthcare Setting (Within the Organization) – Managing Disruptive 114ncubate114 of patient, the Healthcare – Supportive Case Law

### Module 8: Management of hospital services

Introduction – Hospital Services – Perception – The Nature of Patients Perception on Quality of Hospital Services – Five Surprising Factors that Affect Patients’ Perceived Quality of Care – Management of Hospital Services – The various Areas of effective Hospital Management

### Module 9: Staff management

Staff management – Essential services and facilities management – Utilities – Facility and utility maintenance services – Human resource issues – Education & Training Department – Medical Clinical Research

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Hospital Management I (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - The foundation of hospital management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 -System view of hospital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Hospital planning objective	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Health organisation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Departmentalisation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Management of behaviour in hospitals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Organisational behaviour in healthcare	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Management of hospital services	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Staff management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

1. Introduction to Health Care Management by Sharon B. Buchbinder, Nancy H. Shanks, Bobbie J Kite
2. Hospital Administration and Management: A Comprehensive Guide by Gupta Joydeep Das
3. Hospital Emergency Management: A Bible for Hospital Emergency Managers by Dr. Robert J. Muller
4. Hospital Human Resource: Hospital Administration and Human Resource Management by Sharma and Goyal
5. Hospital Quality Management: Quality Management in Hospitals by SK joshi

**Hospital Services and Quality Management****Course Code: MBM 362**

Maximum Marks: 100

3 Credits

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.**Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Analyze and design quality management approach for hospital service.
- CO2 Assess and benchmark quality attributes for health care services.
- CO3 Develop and establish accountability through costs, quality and outcome management in health care.
- CO4 Design strategic operating procedures for attainment of quality parameters in health care.
- CO5 Practice hospital services for total quality management.

**Module 1: Introduction to health care sector and Services**

Trends in Health care sector-Concept of Services –Importance of Hospital services Marketing-Service characteristics- Service Triangle-Challenges in Practicing Marketing in Healthcare Industry – Marketing Intelligence, Information and Research.

**Module 2: Market analysis and design of health care service products**

Defining Market- Forecasting Demand –Market Segmentation and Targeting – Target Marketing- Positioning-Designing health care service products –New service development process-PLC-Physical evidence-Marketing Organization for Hospitals. Consumer Analysis –Consumer Buying Process- Buyer Behaviour-Consumer Adoption Process Service Quality Management–GAP model, SERVQUAL model – Service recovery strategies

**Module 3: Fundamentals**

History, Need and Importance of Quality Management- Core Values, Concepts and Model – Dimensions of Quality –Principles of Quality Management : Structure, Process and Outcome Quality Vs Productivity Vs Profitability- Cost of conformance and non-conformance to Quality –Major Components in Quality Setting- Objectives –Quality Investment –Activity Monitoring –Performance Assessment- Quality Management Process –Leadership Commitment –Corporate Framework on Quality- Transformation of Corporate Culture- Customer Focus –Process Focus –Collaborative

Approach –Education, Training and Development –Learning by Practice and Teaching-Benchmarking –Quality Measurement

#### Module 4: Total Quality Management in Hospitals

Structure: Introduction – Quality-the-Perception – Total Quality Management – TQM in Hospitals – Quality Circle – Framework Requirements for Quality Health Services – Developing a vision for health service delivery

#### Module 5: Organisation and Roles in Quality

Quality Policy: Commitment to Patients and Staff- Code of Conduct for Health Professionals –Job Description of Quality Manager- Quality Steering Committee Quality Council- Quality Teams: Task Force, Quality Circle- Obstacles to Practice Quality

#### Module 6: Management of Hospital Materials and Stores

Structure: Introduction – Materials Management- The Perception – Assessment of Existing Equipment – How to create inventory

#### Module 7: Management of Hospital Records

Structure: Introduction – Management of Hospital Records: The perception – Summary – Self-Assessment Questions – References

#### Module 8: Management of Control in Hospital

Structure: Introduction – Management of Controls: The perception – Quality Health-care Management – Types of Quality Measures – Health-care Services in India – Capitol Budgetary controls

#### Module 9: Strategic Management of Hospitals

Structure: Introduction – Strategic: The perception – Strategic Management: The perception – Strategic Management short question and answers – Strategic Leadership in Health-care – Levels of strategic Management

#### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Hospital services and Quality Management (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
90 Hours	9	15		15		18	33
Unit 1 - The foundation of hospital management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 -Market analysis and design of health care service products	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Fundamentals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Total Quality Management in Hospitals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Organisation and Roles in Quality	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Management of Hospital Materials and Stores	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Management of Hospital Records	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Management of Control in Hospital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Strategic Management of Hospitals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

**Readings:**

1. Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)
2. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Aino, London) ISBN 0-340-55273-5
3. Sanjay Mohapatra, K. Ganesh et al., 'Service quality in Indian hospitals-perspectives from an emerging Market' Springer, 2018
4. Vora, 'Hospital management from service sector perspective' Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2016.

**Hospital Management II****Course Code: MBM 363**

Maximum Marks: 100

**3 Credits****Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.**Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Systematic and critical evaluation of current theories and practice of strategic management.
- CO2 Critically analyze the various components of financial management in health care.
- CO3 Explore customized marketing strategies to meet social, geographical and economic diversities.
- CO4 Demonstrate and analyze importance of human resource in strategic hospital management.
- CO5 Develop and practice futuristic marketing strategies for quality hospital management.

**Module 1: Management of human resources in hospital**

Perception of Human and Humane – Leadership – Categories of Personnel needed for hospitals – Dimensions of human resource management – Basic principles governing recruitment – Developing human personnel: Education and Training – Employee development program (EDP)

**Module 2: Human capital formulation**

Human capital formulation and productivity acceleration – Compensation and Motivation – Wage and salary administration-wage administration – An ideal appraisal plans – Health Manpower planning in India

**Module 3: Management of finance in hospitals**

Introduction – Financial Management in Hospitals – Financial Planning – Financial Organization – Budgeting – Managing the Financial Information – Break-Even Analysis – Project Planning – Public Interest: Criteria to Evaluate the Project

#### Module 4: Management of financial books

Management of Books and Accounts – Capital and Revenue Expenditure – Revenue Centers and Cost Centres – Financial Statements and Reports – Budgetary Controls – Standard Costing – Internal Audit – Computer Driven Accounting System – Removing Financial Constraints in Health Care

#### Module 5: Marketing hospital services

Introduction – Hospital Marketing: Perception – Rights and duties of healthcare users – Behavior and Communication Problems in Patients – Market Segmentation – Marketing Information System – Marketing Mix – Strategic Marketing

#### Module 6: Medical tourism

Medical Tourism – Dimensions of Public Relations – Public relations and image projection

#### Module 7: Rural healthcare management

Rural Healthcare Services – The Genesis – Rural Healthcare Planning – Rural Healthcare Infrastructure. – Tribal Healthcare – Preventive Services

#### Module 8: Rural healthcare personnel

Rural Healthcare Personnel – Managing Finance for Rural Healthcare Personnel – Marketing of Rural Healthcare services – Rural Healthcare Management control – Thrust areas of rural healthcare Management

#### Module 9: Strategic management of hospitals

Introduction – Hospital strategic management: Perception – Strategic Marketing Hospital Management – Levels of strategic Management – Steps in implementation of a strategy – Steps in Strategy formulation process – Strategy Formulation Vs Strategy implementation – Strategy Vs Policy – Reasons for strategic planning failure – Strategic Decisions – SWOT Analysis for strategic planning- Effective Implementation strategy – Strategic Issues in the Hospital management

#### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Hospital Management II (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
90 Hours	9	15		15		18	33
Unit 1 - Management of human resources in hospital	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 -Human capital formulation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Management of finance in hospitals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Management of financial books	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Marketing hospital services	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Medical tourism	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Rural healthcare management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8 - Rural healthcare personnel	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Strategic management of hospitals	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
90 Hours	9	9	6	15		18	33

**Readings:**

1. Hospital Information System (H.I.S.): Hospital Information Systems: A Concise Study by kelkar
2. Hospital Operations Management: Hospital Management and Hospital Operations by Dr. Shalini Suri
3. Standard Operating Procedures: For Hospital in India by Arun Agarwal
4. Hospital Administration Principles & Practice by Sharma Yashpal
5. Hospital Administration And Management: A Comprehensive Guide, J.D.Gupta
6. Hospital Management: Vol. 1 and 2 by ManishaSaxena

**Industrial Health & Safety Management****Course Code: MBM 364**

Maximum Marks: 100

3 Credits

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

**Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Recognize and analyze hazards at workplace that pose a threat to safety or health.
- CO2 Develop scientific understanding and practice of industrial health and safety competencies.
- CO3 Evaluate financial and human impact of industrial injuries and illnesses.
- CO4 Design programs to control, eliminate and prevent disease or injury caused by chemical, physical, radiological and biological agents or ergonomic factors as well as prepare an emergency response plan.
- CO5 Modify strategies improving health and safety management through standardized models.

**Module 1: Accidents**

What is Accident? – How Accidents are caused? – Approaches to Reducing the Accidents – Classification of Industrial Accident

**Module 2: Prevention of accidents**

Principles of Accident Prevention – Techniques of accident prevention – Safe Environment at workplace – Housekeeping – Job Safety Analysis – Investigation of Accident – Ergonomics – Promotion of Health and safety – Personal Protective Equipment's – Basic Safety Programming

**Module 3: Evolution of industrial safety**

Developments in Occupational Health – Occupational health and safety in Britain – Occupational health and safety in USA – Occupational health and safety in India

#### Module 4: Health and safety

Safety organization – Conventional Safety Programming – Safety Planning – Safety Policies – Safety promotion – Safety Committee – Safety Department

#### Module 5: Health and safety: organisation and administration

Health Promotion – Occupational Nurse – Health and Safety Process – Risk Management and Loss control

#### Module 6: Fire hazards

Fire Hazards – Fire Explosion – Means of Escape in case of fire – Fire Inspection – Record Keeping – Value of Accident records – Safety Rules – Safety Training – Safety communication

#### Module 7: Occupational health at workplace

Occupational Health – Occupational Health services at the place of employment – Occupational Physician – Stress and adverse psychological factors at work – Occupational health in special areas – Communication skills in health education

#### Module 8: Biological hazards

Introduction to biological hazard – Biological hazards – Levels – Prevention and control of biological hazards – Occupational Hygiene – Biological hazards risk assessment

#### Module 9: Radiological hazards

Introduction to radiological hazards – radiological hazards – levels- prevention and control of radiological hazards

#### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Industrial Health & Safety Management (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
90 Hours	9	15		15		18	33
Unit 1 - Accidents	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Prevention of accidents	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Evolution of industrial safety	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Health and safety	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Health and safety: organisation and administration	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Fire hazards	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Occupational health at workplace	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Biological hazards	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Radiological hazards	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

#### Readings:

1. Fundamental of Industrial Safety by KU Mistry

2. Handbook of Occupational Safety and Health, Third Edition by S. Z. Mansdorf
3. Occupational Health and Hygiene in Industries by Raja SekharMamillapalli, Visweswara Rao
4. Industrial And Occupational Health by S. K. Haldar

### **Elective- Operations Management**

#### **Operations Planning and Control**

**Course Code: MBM 371**

Maximum Marks: 100

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

#### **Course Outcomes (CO)**

At the end of the course, students will be able to

CO1 Critically evaluate and measure Production Processes, Manufacturing and Service Operations.

CO2 Assemble applied approach for Design of Production System.

CO3 Collaborate and create Floor Planning and Service Operation models.

CO4 Develop participative and collaborative operations planning and control systems.

CO5 Practice Principles of Operations Planning and Control in professional life.

#### **Module 1: Production processes, manufacturing and service operations**

Production processes – Manufacturing operations and service operations – Selection of a process – non-manufacturing or service operations – Difference between manufacturing and service operations

#### **Module 2: Classification of manufacturing processes**

Surface treatment of metals – Manufacturing operations as conversion processes – Modern manufacturing – Characteristics of modern manufacturing – Operations in the service sector – Challenges facing operations manager

#### **Module 3: Design of production system**

Factors influencing product design – Approaches to product design – Legal, ethical and environmental issues of product design – Concept of process planning and process design – Process planning – Process selection – Process strategy – Process management – Major process decisions: make or buy decisions, make or buy analysis

#### **Module 4: Production/operations planning**

Production planning/ operations planning – Job shop Production process – Factors determining production planning procedures – Production planning system – Role of production planning and control in operations management – Scope of production planning – Functions of production planning – Levels of production planning – Benefits of production planning

#### **Module 5: Production/operations control**

Production control system – Factors determining production control procedures – Scope of production control – Functions of production control – Benefits of production control – Production planning and control in different Production systems – Organization of PPC department

## Module 6: Aggregate planning and master production scheduling

Aggregate planning – Aggregate capacity planning – Costs associated with Aggregate planning – Approaches to Aggregate planning – Rough-cut capacity planning – Capacity planning – Capacity requirement planning – Master production scheduling

## Module 7: Shop floor planning and control

The production environment – Production activity control or shop floor activity control – Scheduling product focused system – Economic batch quantity or economic run length – Scheduling and controlling production for delivery schedules – Line of balance method – Scheduling for high volume continuous production system – Line balancing – Line balancing methods

## Module 8: Service operations: planning and scheduling

Operations strategies for services – Types of service operations – Scheduling for services – Scheduling strategies for services – Scheduling quasi-manufacturing operations – Scheduling customer as participant service operations – Scheduling customer as product service operations – Scheduling multiple resources – Cyclical schedule or rotating schedule

## Module 9: Maintenance management

Concept of maintenance – Areas of maintenance – Types of maintenance – Planning and scheduling of maintenance – Control of maintenance – Total productive maintenance

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
<b>Operations Planning and Control (3 Credits)</b>	<b>9 Live Sessions (1 session/week)</b>	<b>Lecture Video Recordings = 9 Hours</b>	<b>Open Source Videos = 6 hours</b>	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Production processes, manufacturing and service operations	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - Classification of manufacturing processes	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - Design of production system	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Production/operations planning	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Production/operations control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Aggregate planning and master production scheduling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Shop floor planning and control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Service operations: planning and scheduling	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Maintenance management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

## Readings:

1. Chatterjee Biswajit, Operations Management and Control, S. Chand.
2. Mukherjee P. N. And Kachwala Operations Management and Productivity Techniques
3. Slack Nigel/ Chambers Stuart/ Johnston R, Operations Management
4. Jay Heizer, Barry Render, Chuck Munson, Operations Management: Sustainability and Supply Chain Management
5. S. Foster, Scott Sampson, Cynthia Wallin, Scott Webb, Managing Supply Chain and Operations: An Integrative Approach

## World Class Manufacturing

**Course Code: MBM 372**

Maximum Marks: 100

### 3 Credits

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

### Course Outcomes (CO)

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

- CO1 Explore concept of world class manufacturing, dynamics of material flow, OPT and Lean manufacturing.
- CO2 Compare the existing industry with WCM companies.
- CO3 Adapt and practice factors of competitiveness and performance measures based on which, global manufacturing success is bench marked for quality purpose.
- CO4 Develop familiarity with different decision-making tools for evaluation and selection of best practices for world class manufacturing.
- CO5 Formulate futuristic strategies of World Class Manufacturing

### Module 1: Traditional Manufacturing

Concept of traditional manufacturing – Traditional batch manufacturing environment – Need of fundamental changes in manufacturing and service – Business strategy and global competitiveness – Competitive priorities

### Module 2: World class manufacturing

New manufacturing era – Business challenges of new manufacturing era – Competing in new manufacturing era – Operating environment of the new manufacturing era business – Generic manufacturing – Strategies for new manufacturing era – Strategic planning methodology for world class manufacturing – Implementing the world class manufacturing plan

### Module 3: WCM Overview

Introduction to WCM – WCM criteria – Pillars of WCM – WCM implementation – Quality in world class manufacturing – Facilitating factors of WCM – Road to world class performance – World class delivery – World class new age companies – Attributes of excellent companies – Obstacle to world class manufacturing implementation

### Module 4: Quality and Global competitiveness

Introduction to Quality Management and Competitiveness – Quality and Global Competitiveness – Global Quality Improvement Methods – Global Economic Integration

### Module 5: Continuous Improvement

Introduction to Continuous Improvement – Application Of 7Qc Tools – Concept of Six Sigma – 7Qc Tools in Lean Six Sigma – Implementing Continuous Improvement in The Team Kaizen

### Module 6: Elements of Lean Production

Introduction to Lean Manufacturing – Laying out a Lean Production Facility – Setup reduction – Controlling a Lean Production Facility – The Five Steps of Lean Implementation – Case Study FORD Motors

**Module 7: Just in Time**

Introduction to JIT as an Environment – JIT As a Control Technique – Major Tools and Techniques of JIT – Benefits of JIT – Toyota Production System

**Module 8: benchmarking**

Introduction to Bench marking – Levels of Bench marking – Bench marking History – Bench marking Types – Approaches to Bench marking – Bench marking Process Steps – A Case Study of Competitive Bench marking Cycle – Xerox Process – Advantages& Disadvantages of benchmarking

**Module 9: Tools for process improvement**

Who Owns Processes – What Is Process Improvement? – How Does Process Improvement Benefit the Organization? – How Does an Organization Get Started on Process Improvement? – Business Process Improvement Examples – What Is in The Basic Process Improvement Model? – Approaches to Bench marking – Need for Performance Measurement – A Case Study of Competitive Bench marking Cycle – Pareto Analysis and Examples – Advantages& Disadvantages of process improvement

**Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
World Class Manufacturing (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Traditional Manufacturing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - World class manufacturing	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - WCM Overview	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - Quality and Global competitiveness	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - Continuous Improvement	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - Elements of Lean Production	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Just in Time	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Benchmarking	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Tools for process improvement	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

**Readings:**

- 1.Richard Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied
- 2.KAR A.B., Modern Manufacturing and Management Practices
- 3.Schonberger Richard J., World Class Manufacturing Casebook
- 4.ParasharNagendra. Elements of Manufacturing Processes

### **Project Formulation and Analysis**

**Course Code: MBM 373**

Maximum Marks: 100

#### **3 Credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

#### **Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Draft the project planning and implement it.
- CO2 Develop project life cycle, and map each stage in the cycle.
- CO3 Execute the project formulation
- CO4 Evaluate the implications of different types of funding and investments in social ventures.
- CO5 Carry out feasibility analysis of Project formulation and analysis.

#### **Module 1: Introduction to project management**

Objectives of Project Management – Importance of Project Management – Types of Projects – Project Management Life Cycle – Project Selection – Feasibility study: Types of feasibility – Steps in feasibility study

#### **Module 2: Project planning and implementation**

Project Scope – Estimation of Project cost – Cost of Capital – Project Representation and Preliminary Manipulations – Basic Scheduling Concepts – Resource Levelling – Resource Allocation.

#### **Module 3: Introduction and parameters of project formulation**

concept of project formulation – need for project formulation – significance of project formulation – elements of project formulation – project formulation and planning – project formulation and the entrepreneur – project formulation and the government

#### **Module 4: Feasibility analysis and techno-economic analysis**

Feasibility Analysis – Project Identification- Internal Constraints- External Constraints – Evaluation of Project Feasibility – Evaluation of Feasibility Prospects of Project idea – Feasibility Appraisal – Introduction to techno economic analysis – Determination of project demand potential – Volume of output – Cost of production – Project technology – Selection of optimal project – Techno-economic appraisal

#### **Module 5: Project designing and network analysis**

Concept of Project Designing & Network Analysis – Techniques of Project Formulation – Applications of project designing and network analysis – Basic steps in project designing and network analysis – PERT/ CPM- GANTT Chart – Critical Path Method

### Module 6: Input analysis and financial analysis

introduction to input analysis – identification of resources to be consumed in project – estimation of resource requirement – concept of financial analysis – net present value – internal rate of return – payback period – break-even analysis – sensitivity analysis

### Module 7: Social cost benefit analysis

Introduction to Cost Concepts – Types of Cost – Direct Cost – Indirect Cost – Cost-Benefit Analysis – Redistribution of Income

### Module 8: Environmental impact analysis

Introduction to EIA – Concept of EIA – Definition of EIA – Methods of EIA

### Module 9: Project performance and closure

Performance indicators – performance improvement – project management and environment – project evaluation – project auditing – phases of project audit – project closure reports – guidelines for closeout reports

### Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Project Formulation and Analysis (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Introduction to project management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Project planning and implementation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Introduction and parameters of project formulation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Feasibility analysis and techno-economic analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Project designing and network analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Input analysis and financial analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Social cost benefit analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Environmental impact analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Project performance and closure	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

### Readings:

1. David Potts, Project Planning and Analysis for Development
2. Prasanna Chandra, PROJECTS: Planning, Analysis, Selection, Financing, Implementation, and Review, McGraw Hill Education (India) Private Limited
3. Scott Berkun, The Art of Project management
4. Terry Schmidt, Strategic Project Management Made Simple: Practical Tools for Leaders and Teams
5. Greg Horine, Project Management: Absolute Beginner's Guide

## **Inventory and Purchase Management**

**Course Code: MBM 374**

Maximum Marks: 100

### **3 Credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

### **Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Exploring concepts, goals and objectives of inventory and purchase protocol.
- CO2 Evaluate the role of inventory in an organizational supply chain.
- CO3 Optimize inventory levels to support customer expectations.
- CO4 Develop an advanced and applied purchase management systems to improve the efficiency and productivity of purchase procedure.
- CO5 Formulate Inventory and Purchase Management strategies.

### **Module 1: Introduction to materials management**

Introduction of Materials in Manufacturing Organization – Importance of Materials Management – Definition of Materials Management – Objectives of Materials Management – Functions of Materials Management – Scope of Materials Management – Challenges of Materials Management – Materials Management Organization – System Approach to Materials Management – Modern Trends in Materials Management

### **Module 2: Materials planning and control**

What is Material Planning – Significance of Materials Planning – Benefits of Materials Planning – Factors Influencing Materials Planning – Problems Encountered in Materials Planning – Guideline to be Used for Effective and Reliable Materials Planning – Relationship of Materials Planning with Production Programs and Sales Forecast – Materials Budgeting – Benefits of Materials Budgets – Materials Control – Organizing for Materials Control – Establishing the Base for Materials Control – Record and Procedures for Materials Control

### **Module 3: Organising materials management with computer applications**

Organizational Variation within Materials Management – Scope of Materials Management Organization – Limitations of Materials Management – Integrated management information systems for materials management – Integrated management information system

### **Module 4: Purchasing management**

Functions of Purchasing Department – Importance of Purchasing – Objectives of Purchasing – Purchasing Parameters – Purchasing Management – The Transition to Supply Management – Major Development in Supply Management – Supply Chain – Supplier Partnership – Importance of Supply Management in Business – Classification of Purchasing Goods – Purchasing Cycle – Purchasing Methods and Techniques – Purchasing Organizations – Forms of Purchasing Organization – Centralized and Decentralized Purchasing – Personal Duties of Purchasing Manager – Purchasing Policy and Procedure – Basis for Purchasing Policies – Purchasing Procedure – Purchasing

Management Process – Make or Buy Decisions – Factors Influencing Make or Buy Decision – The Volatile Nature of the Make or Buy Situations

### **Module 5: Vendor development**

Need for Vendor Development – Levels of Vendor Assessment – Vendor Evaluation and Selection Process – Key Supplier Evaluation and Selection Process – Choosing the Supplier – Vendor Evaluation and Vendor Rating – Vendor Evaluation – Vendor Rating (or Supplier – Evaluation) Plan – Problems in Developing Supplier Relationship – Vendor Motivatio

### **Module 6: Value analysis**

Meaning of Term Value – Characteristics of Value – What Value is Not – Value and Value Equation – Importance of Value Equation – Approach to Value – driven Competition – Dynamic Nature of Value – Kinds of Value – Value Analysis (or Value Engineering) – Objectives of Value Analysis – Who are Involved in Value Analysis – Test for Determining Value in a Product or Services – Barriers or Road Block for Value Analysis – Selecting Items for Value Analysis – Difference between Value Analysis and Value Engineering – Areas of Application of Value Analysis – Considerations in Value Analysis – Steps in Carrying out a Value Analysis Exercise – Value Test – Value Analysis Process (or Value Engineering Process) – Benefits to be achieved by Value Analysis – Guiding Principles for Value Analysis – Techniques of Value Analysis

### **Module 7: International purchasing and stores management**

Role of international purchasing in supply chain – Documents used in international purchasing – Concept of store management – Objectives of store management – Functions of store keeping – Planning for store keeping – Locations of stores – Store organising – Layout of stores – Storage system – Store management functions – Supplier partnerships

### **Module 8: Inventory management**

Nature and Importance of Inventory – Classification of Inventory – Functions of Inventory – Inventory Costs – Inventory Decisions – Importance of Inventory Management – Inventory Control Systems – Inventory Control Systems for Independent Demand Items – Inventory Control of Dependent Demand Items

### **Module 9: Spares part management**

Need for Scientific Management of Spare Parts – Major Factors Influencing Spare Part Inventories – Classification of Spare Parts – Salient Features of Spare Parts – Spare Parts Planning and Control – Methods of Planning Spare Parts Inventory – Planning for Spares Required for Overhauling – Obsolete Spares

### **Readings:**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Inventory and Purchase Management (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + Self Study
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Introduction to materials management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Materials planning and control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Organising materials management with computer applications	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Purchasing management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Vendor development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Value analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - International purchasing and stores management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Inventory management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Spares part management	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

- 1.Max Muller, Essentials of Inventory Management
- 2.John Schreibfeder, Achieving Effective Inventory Management
- 3.David J, Inventory Management Explained
- 4.Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse
- 5.David J. Piasecki, Inventory Accuracy: People, Processes, & Technology

### Elective- Information Technology Management Enterprise Resource Management

**Course Code: MBM 381**

Maximum Marks: 100

**3 Credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

**Course Outcomes (CO)**

At the end of the course, students will be able to

- CO1 Explore evolution and dimensions of ERP and Related Technologies.
- CO2 Analyze steps and activities in the ERP modules and life cycle.
- CO3 Explore and apply contemporary Trends in ERP.
- CO4 Create reengineered business processes for successful ERP implementation.
- CO5 Develop Enterprise Resource Management systems.

**Module 1: Overview of ERP**

Introduction – Evolution of ERP – Various Modules of ERP – Definition of ERP – ERP Characteristics – Need of ERP – Advantages of ERP – Disadvantages of ERP – Benefit of ERP – ERP Architecture

### **Module 2: ERP and related technologies – I**

Introduction to ERP related technologies – Business Process Re-Engineering (BPR) – Management Information System (MIS) – Decision Support System (DSS) – Executive Support System (ESS) – Data Warehouse – Data Mining

### **Module 3: ERP and related technologies – II**

On-Line Analytical Processing (OLAP) – Supply Chain Management (SCM) – Customer Relationship Management (CRM) – Extended ERP (ERP-II) – BI and ER

### **Module 4: ERP modules**

ERP Modules – Operating Systems for ERP – ERP Financial Module – ERP Module for Production Planning, Control and Management – ERP Module for Sales and Distribution – ERP Module for Human Resource Management – ERP Module for Inventory Control System – ERP Modules for Materials Management – ERP-Quality Management

### **Module 5: ERP Vendors**

ERP Market – SAP AG – BAAN COMPANY – ORACLE CORPORATION – PEOPLESOFT – J.D. Edwards – WORLD SOLUTIONS COMPANY – SYSTEM SOFTWARE ASSOCIATES, INC. (SSA) – QAD – A COMPARATIVE ASSESSMENT AND SELECTION OF ERP PACKAGES AND MODULES – VENDOR APPROACHES TO OWNERSHIP EXPERIENCE – Comparison of current ERP Vendors – Comparison of current ERP Packages – Disadvantages of Non-ERP system

### **Module 6: ERP Implementation life cycle**

Introduction to ERP Implementation Life Cycle – Successful Project Implementation factors – The Project Life Cycle – ERP Implementation Life Cycle – Issues in Implementing ERP Packages – Implementation is not satisfactory reasons – Pre-Evaluation Screening – Package Evaluation – The selection criteria – Finally, selection

### **Module 7: Project Planning phase in ERP**

Project Planning Phase – Software Selection Process – GAP ANALYSIS – CONFIGURATION – Significance of ERP Implementation – Team Training – TESTING – Fitting – Tooling – END-USER TRAINING – In-House Implementation – Pros and Cons of in-house implementation – Risk / Failure factors in ERP Implementation – Performing a Security Risk Assessment – Pitfalls/Lessons Learned

### **Module 8: Contemporary trends in ERP**

Salient Features of ERP – E-Procurement – E-Logistics – Internet Auctions – Web Enabling – E-Commerce – Wireless ERP – Cloud ERP – Service-Oriented Architecture (SOA)

### **Module 9: Case studies in ERP**

ERP Post-Implementation Activities – Case Studies of ERP – ERP customization

### **Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Enterprise Resource Management (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Overview of ERP	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 2 - ERP and related technologies - I	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 3 - ERP and related technologies - II	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 4 - ERP modules	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 5 - ERP Vendors	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 6 - ERP Implementation life cycle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 7 - Project Planning phase in ERP	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 8- Contemporary trends in ERP	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
Unit 9 - Case studies in ERP	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment ( Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. ERP Demystified by Alexis Leon
2. Modern ERP by Marianne Bradford
3. Enterprise Resource Planning by Mary Sumner
4. How to Select Your ERP Without Losing Your Mind by Andy Pratico
5. Concepts in Enterprise Resource Planning Concepts by Bret Wagne

## Database Management Systems

**Course Code: MBM 382**

Maximum Marks: 100

**3 Credits**

**Objective:** To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

### Course Outcomes (CO)

At the end of the course, students will be able to

- CO1 Understand database concepts and structures, query language and ER model.
- CO2 Apply various Normalization techniques.
- CO3 Execute various advance SQL queries related to Transaction Processing & Locking.
- CO4 Adapt the principles of storage structure and recovery management.
- CO5 Design industry required Database Management Systems.

### **Module 1: Basic concepts**

Database and Database Users – Database Designer – Application Programr – End users – Conventional File system vs DBMS – Characteristics of DBMS – DBMS Utilities – Limitations of DBMS – Database schemas and instances: - DBMS Architecture – Query Processor Components – Storage Manager Components – Data Structures – Data Independence

### **Module 2: Database design using ER model and relational model**

Data Models – ER model for conceptual Design – Relationships, Relationship sets – Mapping Cardinalities – Types of keys – ER –Diagram

Relational Data Model – Relational Algebra – SQL- A Relational Database Language – Indexing – Views – Security in SQL – Triggers

### **Module 3: Conventional database design**

Network Data Models and IDMS Systems – Hierarchical Data model

### **Module 4: Relational database design**

Introduction – Functional Dependency – Undesirable Properties of a Bad Database Design – E.F. Codd's rules – Steps followed by Application Developer – Normalization process – Denormalization – Lossless Joins – Decompositions

### **Module 5: Storage and file structure**

Introduction – Overview of physical storage media – Magnetic Disks – RAID – Tertiary Storage – Storage Access – File Organization – Organization of records in Files – Data Dictionary Storage – Factors Used for Evaluation of the Above Techniques

### **Module 6: Transaction and concurrency control**

Concept of transaction – Properties of transaction – State of transaction – Implementation of atomicity and durability – Concurrent execution – Concurrency control technique – Concurrency control

### **Module 7: Crash recovery and backup**

Why recovery is needed – Storage structure – Recovery and atomicity – Failure with loss of non-volatile storage – Recovery from catastrophic failure – Remote backup system

### **Module 8: Security and privacy**

Introduction – Discretionary access control method – Mandatory access control method – Uses of views in security enforcement – Overview of encryption technique for database – Statistical database security

### **Module 9: No-SQL databases**

A relational Database Management System – NoSQL Emerged from a need – What is NoSQL?

### **Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Database Management Systems (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - Basic concepts	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Database design using ER model and relational model	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Conventional database design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Relational database design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Storage and file structure	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Transaction and concurrency control	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Crash recovery and backup	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8 - Security and privacy	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - No-SQL databases	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings:

1. Database System Concepts, by Silberschatz, Sudarshan, and Korth
2. Database Management Systems by Raghu Ramakrishnan, and Johannes Gehrke
3. Concepts of Database Management System by Shaifali Naik
4. Database Management Systems: Complete Practical Approach by Sharad Maheshwari
5. Database Management Systems (DBMS) by Chopra Rajiv

## System Analysis & Design

**Course Code: MBM 383**

**Maximum Marks: 100**

**3 Credits**

### Course Outcomes

- CO 1. A firm basis for understanding the life cycle of a systems development project;
- CO 2. An understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project;
- CO 3. An understanding of the ways in which an analyst's interaction with system sponsors and users play a part in information systems development;
- CO 4. Experience in developing information systems models;

### Module 1: System Concepts and Information Systems Environment

Structure: Introduction – System analysis – System design – System – Delineating Systems – Products and Tools – Analytical Representation of a System – Types of Systems – Characteristics of system – System models – Categories of information – Transaction processing system – Management information system – Decision support systems – Systems that require Engineering – System Engineering

### Module 2: System Development Life Cycle

Structure: Introduction – Phases of SDLC – Life cycle of System analysis and design – Determination of System's Requirements – System/Software Design Phase In SDLC: - Development of Software: Coding Stage/Phase In SDLC: - System testing – SDLC: Implementation and Maintenance in Software Life Cycle – Error Distribution with Phases in Software Development Life Cycles – System analyst – Different types of SDLC – Summary – Self-Assessment Questions

**Module 3:** System Planning and Initial Investigation

Structure: Requirements determination – Structured analysis – Structured analysis tools – Summary – Self-Assessment Questions

**Module 4:** Information Gathering Techniques

Structure: Introduction – Interviewing – Questionnaires – Review of Records – Procedures and Forms – Observation – Joint Application Development – Secondary research or background reading – Summary – Self-Assessment Questions

**Module 5:** Tools of Structured Analysis

Structure: Data flow diagrams – Context diagram – Data Dictionary – Decision Trees – Decision Tables – Structured English – Pseudo code – Guidelines for selecting appropriate tools – Summary – Self-Assessment Questions

**Module 6:** System Design

Structure: System Design – Types of system Design – File organization – File access – Types of files used in an Organizational system – Documentation control – Types of documentation – Design strategies – Structured design – Modularization – Structured charts – Factors affecting system complexity – Summary – Self-Assessment Questions

**Module 7:** Forms and Report Design

Structure: Input Design – Output design – Forms design – Testing and quality assurance – Quality assurance – Summary – Self-Assessment Questions , Structure: Introduction – Training – Training methods – Conversation – Post Implementation Evaluation Review – System Maintenance / Enhancement – Summary – Self-Assessment Questions

**Module 8:** CASE Tools for System Development

Structure: Introduction – CASE Tools – Components of CASE tool – Scope of CASE tools – CASE Tool Types – Summary – Self-Assessment Questions , Audit and Security of Computer System Structure: System audit – Security – Computer security – Summary – Self-Assessment Questions

**Module 9:** Management Information System

Structure: Introduction – Objectives of MIS – Characteristics of MIS – Characteristics of Computer MIS – Nature and scope of MIS – Transaction processing system – Management Information system – Decision support system – Summary – Self-Assessment Questions

## Content Matrix

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
System Analysis & Design (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
<b>90 Hours</b>	<b>9</b>	<b>15</b>		<b>15</b>		<b>18</b>	<b>33</b>
Unit 1 - System Concepts and Information Systems Environment	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - System Development Life Cycle	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - System Planning and Initial Investigation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Information Gathering Techniques	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Tools of Structured Analysis	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - System Design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Forms and Report Design	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- CASE Tools for System Development	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Management Information System	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
<b>90 Hours</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>15</b>		<b>18</b>	<b>33</b>

### Readings

Essentials of Systems Analysis and Design. Author: Valacich; Edition: 6<sup>th</sup>; ISBN: 9780133546231

## Networking Concepts

**Course Code: MBM 384**

**Maximum Marks: 100**

**3 Credits**

### Course Outcomes

- CO1 Recognize computer networks.
- CO2 List computer network topologies.
- CO3 Explain each computer network topology physically or logically.
- CO4 List required hardware to constitute computer network.

### Module 1: Basic Concepts

Structure: Introduction – Data Processing – Data Communication – Computer Network – Network Architecture – Network Application – Internetwork – Protocol Standard – Network – Distributed Processing – Network Criteria

**Module 2:** Performance – Reliability – Security – Properties of Good Network – Physical Structure – Type of Connection – Topology – Bus Topology – Ring Topology – Star Topology – Tree Topology – Mesh Topology – Hybrid Topology – Transmission Modes – Simplex Mode – Half Duplex Mode – Full Duplex Mode – Computer Network Types – Personal Area Network (PAN) – Local Area Network (LAN) – Metropolitan Area Network (MAN) – Wide Area Network (WAN) – Summary – Self-Assessment Questions

**Module3:** The OSI Reference Model

Structure: Introduction – Layered Tasks – OSI Reference Model – Functions of Each Layer – Devices used at different levels – Features of OSI Model – Merits and Demerits of OSI Reference Model – ISO/OSI Model in Communication Networks – TCP/ IP Reference Model

**Module 4:** Similarities between OSI Reference and TCP/IP Reference Model – Comparison of OSI Reference Model and TCP/IP Reference Model – Summary – Self-Assessment Questions

**Module5:** Networking and Internet Working Devices

Structure: Network Repeater – Bridge – Network Router – Brouter – Gateway – Routing – Summary – Self-Assessment Questions

**Module6:** Transport Layer

Structure: Introduction – Functions – Services – End to End Communication – Transmission Control Protocol - User Datagram Protocol – Requirements of UDP – Features – UDP Header – UDP Application – Summary – Self-Assessment Questions -

**Module7:**Upper OSI Layer

Structure: Session Layer – Presentation Layer – Application Layer – Summary – Self-Assessment Questions

**Module8:** Transmission Control Protocol / Internet Protocol (TCP / IP)

Structure: Introduction – How does TCP/IP work? – Development of TCP/IP – Why TCP/IP? – TCP/IP as an Open Standard – Request for Comment (RFC) – Internet Network Information Center – IP Address – Ipv4 vs Ipv6 – IP Address Classes and Their Formats – Relationship of the IP Address to the Physical Address – Domain Name – The TCP/IP Protocol Suite – Network Interface – Summary – Self-Assessment Questions

**Module9:** Emerging Technologies

Structure: Internet Telephony – IP Telephony – Computer Telephony Integration (CTI) – Call Center – Virtual Call Center – Call Logging – Chatting – Summary – Self-Assessment Questions

**Content Matrix**

Semester-3	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Networking Concepts (3 Credits)	9 Live Sessions (1 session/week)	Lecture Video Recordings = 9 Hours	Open Source Videos = 6 hours	PPT	E-book/ PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions - <b>Self Study</b>
90 Hours	9	15		15		18	33
Unit 1 - Basic Concepts	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Performance	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - The OSI Reference Model	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Similarities between OSI Reference and TCP/IP Reference Model	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Networking and Internet Working Devices	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Transport Layer	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 7 - Upper OSI Layer	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 8- Transmission Control Protocol / Internet Protocol (TCP / IP)	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 9 - Emerging Technologies	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
90 Hours	9	9	6	15		18	33

## Readings

- 1-Computer Networks, Tanenbaum
- 2- Communication networks, SharamHekmat
- 3- Computer Networks, a system approach, L. Peterson

## Entrepreneurship & Innovation Management

**Course Code: MBM**

**Maximum Marks: 100**

**2 credits**

**Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Know about the concept of Entrepreneurship management with start up inputs.
- CO 2 Understand important role of Women as Entrepreneur
- CO 3 Understand the Support Systems available for Entrepreneurs in the country
- CO 4 Develop strategies to ideate Innovation which is key for Entrepreneur success
- CO 5 Gain knowledge of taxation benefits and Business Incubation

**Module 1: Introduction**

Structure: Explain, define and understand entrepreneurship – Explain, define and understand entrepreneur – Describe the nature of entrepreneurship – Explain the need of entrepreneurship – Discuss the relationship between Entrepreneurship and Management – Describe the role and functions of entrepreneurship – Discuss the various types of entrepreneurs – Summary – Self-Assessment Questions

**Module 2: Women Entrepreneurship**

Structure: Understand women entrepreneurship and its importance – To understand the contribution of women entrepreneurs in economic empowerment – Understand the concept of women entrepreneurs – To learn the various categories of women entrepreneurs in India – Explain the emergence of women entrepreneurs and its development in different decades – Describe the functions of women entrepreneur – Discuss the growth of women entrepreneurs at the national and global level – Challenges faced by women entrepreneurs – Role of government to develop Women Entrepreneurs in India – Summary – Self-Assessment Questions

### **Module 3: Creating and Starting the Venture**

Structure: Understand the checkpoints before starting a venture – To describe the stages in starting a new venture – Defining the business opportunity – Makeup of a business opportunity – How to identify business opportunities? – Great sources of idea generation for new product development – Idea assessment and business development process – Process of setting up a business enterprise – Understand the criteria to select the best idea. Study the role of SSI in Indian economy – Describe the major industries in small scale sector – Understand the importance of small- scale industries micro small and medium enterprises – Discuss MSMES contribution to the economy – Understand the registration procedure of MSMES – Describe forms of business organization – Explain value-added tax – Summary – Self-Assessment Questions

### **Module 4: Entrepreneurial Support and Taxation Benefits**

Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India – Government Support for entrepreneurship via Programs & Schemes – Skills Development & Training for Entrepreneurship Education – Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC – The role of National Bank for Agriculture and Rural Development in rural entrepreneurship – Schemes and Programs of Khadi and Village Industries Commission – Goa Handicraft Rural and Small- Scale Industries Development Corporation (GHRSSIDC) – Goa- Industrial Development Corporation its functions and powers – Summary – Self-Assessment Questions To describe the Government taxation support for the SSI – To understand the Taxation and its Benefits to Small Scale Entrepreneurs – To describe the concessions/exemptions available for SSI – To understand the conditions which are not eligible for SSI concessions? – Provisions related to Brand Name under SSI exemption scheme – Income Tax Benefits under Income Tax Act 1961 for SSI – The rules for claiming the deduction of investment allowance by an entrepreneur – An overview of MSME BUDGET and benefits to entrepreneurship and MSMEs in particular – Preparedness for GST (Goods and Services Tax) in the Ministry of MSME – Summary – Self-Assessment Questions

### **Module 5: Innovation in Entrepreneurship**

Structure: To describe the role of innovation in entrepreneurship – To understand between the difference of purposeful innovation and systematic innovation – Explain how entrepreneurs innovate – Understand the concept of social innovation and economic innovation – The seven sources for innovative opportunity – Knowledge-based innovation – The characteristics of knowledge-based innovation – What knowledge-based innovation requires – Principles of innovation – The conservative innovator – Summary – Self-Assessment Questions

### **Module 6: Business Incubation**

Structure: Learn about business incubation: Definition and objectives of business incubation – Understand the services provided by incubator – Describe who can be 139ncubate139 and what 139ncubate needs – Understand how incubators can improve the start-up ecosystem in India – Know whom incubators incubate – Discuss the indicators to best assess the businesses to be incubated – Know the possible investors who would encourage support of new technology – Describe history of business incubation – Illustrate the benefits of business incubation – Provide an overview of global and Indian business incubation – Describe the process designing of business incubation programs – Explain the stages of business incubation development: - Describe formation of a business incubator – Discuss the barriers of incubation in India – Summary – Self-Assessment Questions

## Content Matrix

Semester-2	Live Sessions	Quadrant - I e-Tutorial		Quadrant - II e-Content		Quadrant - III Discussion Forum	Quadrant - IV Assessment
Entrepreneurship & Innovation Management (2 Credits)	6 Live Sessions (1 session/week)	Lecture Video Recordings = 6 Hours	Open Source Videos = 4 Hours	PPT	E-book/PDF	Forum Topics - For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Short Answer Questions, Long Answer Questions + <b>Self Study</b>
60 Hours	6	10		10		12	22
Unit 1 - Introduction	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 2 - Women Entrepreneurship	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 3 - Creating and Starting the Venture	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 4 - Entrepreneurial Support and Taxation Benefits	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 5 - Innovation in Entrepreneurship	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
Unit 6 - Business Incubation	1 Live Session	1 recorded video	1 open source video	1 PPT	1 E-book/PDF	Discussion Forum	1 Assessment (Practice Questions)
60 Hours	6	6	4	10		12	22

### Readings:

1. Innovation and Entrepreneurship; Peter F. Drucker
2. Innovation and Entrepreneurship, Arvind Kumar Bhatt
3. Management and Entrepreneurship, Ramamurthy, New Age International Publishers
4. Innovation Management, Himalaya Publication

## IV SEMESTER

### Practical training in Industry

#### Course Code: MBM 400

- The purpose of the practical training is primarily to demonstrate the application of knowledge and skills acquired during the Program, by studying and analysing the selected program in the work situation in a systematic manner while suggesting solutions to the management.
- The topic selected for the Practical Training in Industry should be appropriate to justify MBA project. It should be genuine and your original work and from the area of MBA specialization.
- Students of MBA (Healthcare) must undergo practical training in reputed Government General Hospitals / Corporate Hospitals with all specialities and facilities. In case of in-service candidates, the training project report should relate to the candidates' organisation. It should be approved by the CDOE-VGU.

Practical Training in Industry could be in the following areas:

1. Inter-organizational study
2. Application of optimization techniques for business decisions.
3. Computer systems development for business operations.
4. Choose any organization of your choice, preferably a medium sized or a large enterprise and approach its HR manager /PRO for necessary permission.
5. Description of Objectives of the Study, Methodology, Statistical data analysis and Report preparation should conform to the standard research norms.
6. Visit the selected organization & collect information either through structured questionnaire / interview schedule. Collection of information/ data needs to be done in consultation with your Project Guide.

## Annexure II- Mandatory Documents for Admission

To be uploaded on the Online Admission Portal by the Prospective students

Admission Documents	Format (Jpeg/PNG/PDF)	Documents Size
Duly filled online application form with student signature	Digital signature/Student signature JPEG/PNG	20 KB
Colour scan copy of all year/semester mark sheet/grade cards (for PG programs only) or consolidated mark sheet/grade cards also accepted.	PDF/JPEG	500 KB
Colour scan copy of 10th std. Mark sheet/grade card	PDF/JPEG	
Colour scan copy of 12th std./ Three-Year Polytechnic Diploma Mark sheet/grade card	PDF/JPEG	
Colour scan copy of passport size photograph	JPEG or PNG Format	50 KB
Colour scan copy of Govt. Photo id proof, Aadhar card is mandatory. (Other options: Voter's id, Driving License, Passport etc.)	PDF/JPEG	100 KB
In case of name change, Gazette notification documents for name changes  For married women – marriage certificate would be accepted – provided previous maiden name is clearly mentioned in the same.  In case of deferred Father name or mother name in such cases without a Gazette notification document.	PDF	500 KB
If foreign student: colour scan copy of passport	PDF/JPEG	500 KB
Fees submission transaction details or receipt as per University policy for respective online programs	PDF/JPEG	500 KB
Digitally Signed undertaking as per the process	PDF	500 KB

Students can also visit the University website for the said information.

### **Annexure III- Content uploading protocol: Internal Process**

1. All academic content [pdfs, ppt and video] is to be mapped for each module of a subject and stored in a separate sub- folder and ultimately compiled under a Course Folder named after the Course Code. Along with this please provide a combined pdf for all modules of the study material of each subject for plagiarism check by VGU. For website links for open content, please share the links in a doc file.

Example: For MBM 101, there should be a folder named MBM 101. There are 14 modules, so there should be 14 sub-folders each folder containing pdfs (e-books, practical assignments, plagiarism reports etc), 1 ppt and 1 recorded lecture video. And 1 compiled study material pdf for MBM 101.

2. A Google drive link is to be created and provided for content sharing by the Program Coordinator. These folders are to be uploaded on drive and the drive link is to be shared with the following members for reviewing:

Deputy Director [dydirector@onlinevgu.com]

Program Coordinator [pcmgmt@onlinvgu.com]

3. Suggestions and reviews will be shared by the Program Coordinator.
4. The revised contents are to be shared similarly following Step 1 and Step 2 by renaming the files as MBM101\_corrected etc.
5. Final approval shall be communicated by the Deputy Director to upload the contents on LMS to the Technical Manager.
6. Once uploaded on LMS, Program Coordinator will ensure they are uploaded under the correct subject name and program.
7. Students are to be notified for availability of approved content on LMS

### **Annexure IV – Branding Guidelines for E-Learning Material**

Refer to the Branding Guidelines pdf

### **Annexure V- Academic Bank of Credit Id Creation Process**

All students must be registered with ABC (Academic Bank of Credits) a central scheme for depositing credit formulated by the Ministry of Education, Govt. of India. ABC Id creation is mandatory for all the enrolled students especially students of Indian nationality.

The ABC Id can be created by students themselves using Digi-locker, UMANG application, ABC portal or Academic Institution Portal. The process for which is provided below.

Process	<ul style="list-style-type: none"> <li>• Students can register by logging in at <a href="http://www.abc.digilocker.gov.in">www.abc.digilocker.gov.in</a></li> <li>• Click on My Account → Login as Student</li> <li>• Click on “Sign up with DigiLocker” → Enter valid mobile number → An OTP is sent at the phone number via SMS → Enter the OTP and click on “Continue” button → Enter Security PIN set created during Sign Up and click “Submit” Button</li> <li>• You will be prompted with ABC student account creation window</li> </ul>
Documents and proofs required	<ul style="list-style-type: none"> <li>• Aadhaar Card is mandatory for ABC Id creation</li> <li>• Learners Name</li> <li>• Date of Birth</li> <li>• Gender</li> <li>• Enrolment Number</li> <li>• Requirements by Academic Institution:</li> <li>• Mobile Number</li> </ul>

The University shall also extend support to the students to create ABC Id. The same documents shall be required by the University as stated above.

### **Annexure VI - Guidelines and Pre-requisites for Proctored Examination**

The minimum hardware, software and connectivity requirements for taking Exams through Online Proctored Examination Platform is provided below. Students should review the following requirements for your camera, operating system, upload/download speeds, RAM, ports, microphones and browsers. Also included is a list of technology not currently supported.

TYPE	MINIMUM	RECOMMENDED
Internet Connection	Wifi Connection	Wired Connection
PC Users	Windows 8 (Windows 10 S mode is not supported)	Windows 10 (10 S mode is not supported)
Mac Users	MacOS 10.13 (Oldest Still Maintained Version)	MacOS 10.15
CPU	more than 2 core CPU less than 85% CPU Usage	more than 4 core CPU less than 50% CPU Usage
Webcam	640x480 resolution	1280x720 resolution
Internet Download Speed	1 Mbps	12 Mbps
Internet Upload Speed	1 Mbps	3 Mbps
RAM	4 GB less than 90% Ram Usage	16 GB less than 70% Usage
Connectivity Ports	1935, 843, 80, 443, 61613, UDP/TCP	1935, 843, 80, 443, 61613, UDP/TCP
Screen Resolution	1366 x 768	1920 x 1080 and above
Chromebook Users (Only for Automated Proctoring. Is not Supported for Live Proctoring)	Chrome device is running the latest version of Chrome OS.	Chrome device is running the latest version of Chrome OS.

### 1.1 Additional Requirements:

- A functioning microphone (some web cameras have them built-in); microphone should not be part of headphones
- Headphones are generally not permitted, check with your testing organization to determine if headphones are permitted
- A compatible browser: Google Chrome (preferred) or Mozilla Firefox
- Webcam and microphone (built-in or external) – test your webcam at <https://webcamtests.com/>
- Connection to network with sufficient internet speed: at least 1 Mbps download speed and 1 Mbps upload – test internet speed at [www.speedtest.net](http://www.speedtest.net)

### 1.2 Not Supported:

- Microsoft Edge browser
- Google Chromebooks (for Live Proctoring only)
- Tablets (Nexus, iPad, Tab, Note, etc.)
- Smartphones
- Linux operating systems
- Windows 10 in S mode or Surface RT
- Connecting from within a virtual machine. You will be asked to reconnect using your host operating system to take your exam
- Apple Boot Camp
- Remote Access Software
- Inactive Version of Windows and Test Builds/Test Mode

### **1.3 Pop-up blocker**

Pop-up blockers must be either off or disabled. Disable your pop-up blocker like this:

- Open Chrome on your computer.
- Click on the icon with three vertical dots.
- Click More, then Settings on the top right.
- Go to Privacy and security and click Site settings.
- Click Pop-ups and re-directs.
- Turn the setting to Allowed at the top.

*Important : The Institute regularly takes actions to optimize its examination system and hence please note that the above mentioned Hardware, software, equipment and connectivity requirements might change at institute's discretion. All students will need to 100% comply with any such changed specifications announced by the Institute.*

### **General Instructions**

The timing for the Proctored Online Examinations will strictly be as per the time table schedule (Indian standard Time) communicated. This is also applicable to the candidates appearing for the examination from OUTSIDE India.

- Exams can be taken on devices such as Laptop/ Desktop. Charge the Laptop /Tablet well in advance to last for at least 2 hours.
- The device should have continuous internet connectivity. Do not share the phone's hotspot with any other device while writing the examination.
- For the smooth attempt of the online examination, students are advised to:

- a) Sit in a closed room having enough light for the Camera to detect himself/herself. Make sure that you sit, facing the light during the examination. Do not sit against or near the window.
- b) Please make sure that there is no noise around you during the examination, otherwise it may be detected and captured as deviation.
- c) Position the device in such a way that the front camera captures your face properly and you can sit for one hour to take up the examination conveniently without moving the device.
- d) If your device is using a Wi-Fi router, make sure to sit near the Wi-Fi Router/Modem to avoid any signal related issues.
- The student should compulsorily login into the portal 30 minutes before the commencement of the examination.
  - The following activities are not permitted during the conduct of the online examination:
    - a) Presence of any other person in the room where the student is taking the examination.
    - b) Movement from one place to another during the examination.
  - You are Not Allowed to refer to any textbook(s) or any other material during the notified examination time.
  - You are permitted to use Rough paper and pen /pencil for solving only analytical questions appearing in the question paper and also you can make use of permitted scientific calculators. Before using rough papers and calculator kindly show it in your PC/Mobile camera and then start using it.
  - Once a user logs into the system with Username and Password and Please allow camera, location access, and audio device access when prompted. If you do not give access to any of these, you will not be able to appear for the examination or the remote proctor can disable your examination in due course of time.
  - In case of disconnection of network/power failure during the examination, First wait for internet connectivity (do it as fast and resume test within 2 minutes) and click on “Resume “ button, If not able to reconnect after 2 minutes, call concern administration for providing appropriate solutions to further proceed with test.
  - It is advised to use the same Laptop/ Desktop to appear for the mock examination and for the final online examination.
  - A helpdesk number will be provided to troubleshoot technical issues during the examination process. The student can reach out to this number in such cases.

## 2. Examination Rules

- Every student will be required to login through the secure ID and password on the online examination taking platform on the day of the examination (the time schedule, URL, User ID and password will be provided in the LMS portal and will also be sent to the registered e-mail ID / SMS will be sent to the registered mobile phone).
- At the beginning of each session, the student undergoes an identity verification at 2 levels,
  - Level 1: Capture of facial photo. During the examination, the AI tool constantly monitors the picture of the student taking the examination with the facial photo captured initially for any mismatch. In case of any mismatch, the system will capture the anomaly and a notification to the student / live proctor is also instantly displayed.
  - Level 2: Student must display College ID / Government authorized ID Proof at the beginning of the examination.
- Only 2 attempts will be allowed for every students for every session of the day for a test. After two attempts test student will not be able to take test again for the respective session of the day
- The student should ensure that he/she Clicks on “Finish“ button available on right top position of the screen before logging out of the exam.
- The Online Examination system will issue regular warnings for any deviations of the norms specified, on the screen of your device. The maximum number of warning will be 10 after which the test gets terminated.
- If a student is violating any rules during the examination or trying to adopt any unfair means, the system will automatically collect data based on the following deviations and alert the student and will immediately alert the online live-proctor.
  - o Focus changed to a different window: student tabs out of the examination taking window.
  - o Browser not supported: Student is using an older browser version or a non-compatible browser.
  - o Webcam is disabled: Students webcam is disabled.
  - o Face is not visible in the camera: Student is not looking into the camera.
  - o Several faces in front of the camera: There are other people along with the examination taker.
  - o Face does not match the profile: Student taking the examination is not the same person whose photo was captured before starting the examination and the photo of the student as available in the University database.

- o Microphone muted or its volume is low: Student has muted the microphone.
- o Conversation or noise in the background: System has captured background noise.
- o Screen activities are not shared: student has stopped screen share activity. Sharing of screen is not necessary for the users of smartphones.
- o Second display is used: Additional display like extended monitor has been connected.
- o Full-screen mode is disabled: student has disabled full screen mode.

### 3. Examination code of conduct and Malpractices

- Students are not allowed to leave their seat during the examination.
- Students are not allowed to consult other people for any information during the time of the examination.
- The system uses Artificial Intelligence to detect and record face emotions, eyeball movement, and all other activities.
- If a student indulges in suspicious and objectionable activities as detected and recorded by the system, he/she will be booked under malpractice and action will be taken as per the rules and regulations of the University.
- The Online Examination system will issue regular warnings on the screen of your device. The number of warnings issued to each student will be duly recorded in the online examination system and this will affect the overall credibility score of the student, which may lead to cancellation of your examination.
- Taking photos or recording videos and sharing it with others or indulging in suspicious and objectionable activities during the examination will be automatically recorded and will be treated as malpractice.
- Do not use headphones, noise cancellation devices, Bluetooth devices during the examination. If used, it will be considered as malpractice.
- In addition to auto proctoring by the online examination system, Manual Proctors (Invigilators) will continuously watch and monitor the students during the entire duration of the examination
- Students are not allowed to refer to any textbook(s) in the notified examination time and they should appear for the examination without moving out from their seat during the examination.

- Students are not allowed to consult other people for any information during the time of the examination.
- You are NOT allowed to take photos, take screen shots, hear audio, or record videos of the examination and then share it with others during the online examination, a remote proctor would watch such unwanted activities. If found doing such activities, it will be treated as malpractice.
- If a student indulges in suspicious and objectionable activities as detected and recorded by the system, he/she will be booked under malpractice and action will be taken as per the rules and regulations of the Institution
- Do not use headphones, noise cancellation devices, Bluetooth devices during the examination. If used, it will be considered as malpractice.
- Do not try to navigate from the main screen. Doing so will automatically terminate your examination.
- While using laptop or desktop, you are advised not to use the keyboard while you are attempting the examination other than chatting with the proctor; you are only allowed to scroll the cursor with the mouse to answer the question.
- You are not allowed to start the examination from multiple devices at a time. However, you may change the device, if there is a fault during the examination and login again in the new device.
- Do not leave your place for any reason during the examination.
- Do not have any light source behind your face.
- Do not cover your face with Hair, clothing (mask), hands or anything else.
- Do not use headphones, ear-buds, or any other type of listening equipment.
- Do not have any background noise/ voices / music or Television.
- Do not wear sunglasses during the examination.
- Do not entertain any other people in the room near you.
- Do not communicate with any person by any means during the examination.
- Do not have any programs or applications like MS Teams, Zoom, Google Meet etc. that use the webcam, microphone & screen-share during the examination.

- Do NOT take photos, screen shots, hear audio, or record videos of the examination and then share it with others during the online examination, a remote proctor would watch such unwanted activities. If found doing such activities, it will be treated as malpractice.

### **Annexure VII – Continuous Internal Assessment Pattern for PG Courses**

<b>Particular</b>	<b>A1 (Objective Type)</b>	<b>A2 (Subjective Type)</b>	<b>A3 (Discussion Forum)</b>
<b>Weightage %</b>	10%	15%	5%

#### Question Pattern for the three CIA Components

##### **A-1**

1. There will be 10 Objective type Multiple Choice Questions (MCQs), each carrying mark 1 mark
2. The time for the A-1 assignment will be 10 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

##### **A-2**

1. The examination will comprise of 3 Subjective Type Questions each carrying 5 marks
2. The assignment will have to be submitted within a specified deadline
3. The assignment questions will be uploaded on the LMS platform
4. The Subjects or topics covered in the examination will be as per the Syllabus.
5. The questions will be analytical and case study based.

[For assignment submission, student can submit their answers in following mode.

1. Type the answer in the format bar
2. Drag & drop the Answer Word file
3. Upload the Math table and Diagram from upload options. (jpeg and pdf format)]

**A-3**

1. Students have to attend a separate Graded Discussion Forum for each course
2. The students will be graded out of a maximum of 5 marks

**Annexure VIII – End-term Examination Pattern for PG Courses**

**Vivekananda Global University**

**Centre for Distance and Online Education**

**End Term Examination**

**[PROGRAM NAME]**

**[COURSE NAME][COURSE CODE]**

Time : 2 Hours	Max. Marks : 70
Note for students: The paper is divided into 2 sections. Section A comprises of 49 compulsory objective questions of 1 mark each and Section B of 3 essay type subjective questions carrying 7 marks with internal choices.	
<b>SECTION – A (49 X 1 = 49 Marks)</b>	
Answer all the questions. Each question carries one mark.	
Q. No. 1 to Q. No. 49 - Objective questions with four multiple choices.	
<b>SECTION – B (3 X 7 = 21 Marks)</b>	

Q. No. 50 to Q. No. 52 - 3 Essay Type Question with internal choices

(either (a) or (b) type)

**In proctoring exam mode, student can submit their answer in following mode**

1. Type the answer in the format bar provided in the examination window
2. Upload the typed answer in the word document format from the upload options.
3. Upload the Math table and Diagram from upload options. (jpeg and pdf format)

### **Annexure IX –Guidelines for Practical Training in Industry – MBM400**

Name of the Course and Code	Credits	External Assessment (Presentation & Viva)	Continuous Internal Assessment	Interactive session with Faculty Supervisor
Major Project MBM 400	20	70%	30%	5
TOTAL	20	70%	30%	5

#### **Detailed Bifurcation of Internal and External Marks**

<b>Project Proposal/ Synopsis (30%)</b> <ul style="list-style-type: none"><li>• Choice and Relevance of the topic</li><li>• Clarity about Objectives, proposed Methodology and Scope</li></ul>	5% 25%
<b>Project Report (50%)</b> <ul style="list-style-type: none"><li>• Design of the study and methodology, Review of earlier work/literature available for the subject, data collection primary, secondary, questionnaire used</li></ul>	10%

	<p>where applicable, field work</p> <ul style="list-style-type: none"> <li>• Analysis and Interpretation of data, Data Processing technique (manual/computer) quantitative OR other tools. 10%</li> <li>• Made use of Innovative technique/approach to problem solving 10%</li> <li>• Finding of Research Study; recommendations, suggestions, policy issues 5%</li> <li>• Report writing and presentation; languages, composition &amp; chapter scheme 5%</li> <li>• Usefulness of the Study; applicability in business/industry, in decision making/system development 10%</li> </ul>	
	<p><b>Viva-Voce (20%)</b></p> <p><b>4 questions</b> based on the following criteria should be framed:</p> <ul style="list-style-type: none"> <li>• Identification of the problem. Clarity about objectives, scope and coverage of the study 5%</li> <li>• Ability to discuss the report design, methodology instruments used literature connected with the report, data quality analysis and interpretation findings and recommendations 5%</li> <li>• Depth of the subject and conceptualization of the key areas after completing the project work 5%</li> <li>• Linking the Report Recommendations with project objectives and how far these have been achieved 5%</li> </ul>	

**Note: Project reports with plagiarism above 15% will not be accepted.**

If the student is unsuccessful in the project, she/he should re-do the whole cycle, right from the submission of the project synopsis. Students are advised to select a new topic for the project and should prepare and submit the project synopsis on the LMS as per the project guidelines. There are no separate slots for the submission of the project synopsis / project reports for the failed students. It should be done strictly as per the academic calendar of the next session for the BCA project. Along with the resubmission of the project report the student is required to remit the pro-rata fee (subject to change as per university rule)

## **I. Practical Training in Industry (Project Work)**

- The topics for project may be taken from any one of the following sources:
  - (i) Comprehensive case study, covering single organisation with multifunctional area problem formulation, analysis and recommendations.
  - (ii) Inter organisational comparison of performances in different functional areas including management practices.
  - (iii) (iii) Field study / Empirical study

**II Considering the importance of Project Work for an MBA program, the department has drawn the following guidelines:**

**A. Submission of Project Proposal and Synopsis**

- The Project should be carried out under a Guide/ Project supervisor. Note: It is recommended that students choose supervisors who are active professionals in fields related to the chosen topic. For example, if the selected topic is from the area of finance, the supervisor should preferably be a financial expert, so on and so forth. Ensure that you include the following while submitting the Project Proposal:

- a. Performa for Approval of Project Proposal duly filled and signed by both the student and the Project Guide with date-**Annexure I**.
- b. Profile of the company and Bio-data of the project guide with her/his signature and date.
- c. Synopsis of the project proposal (12-15 pages).

Students should submit the synopsis, duly signed by the supervisor and the learner and uploaded in the soft copy format (pdf.) to the University's online portal using their respective login credentials.

7. **Content of Project Work/ Practical Training in Industry Synopsis:** The project synopsis needs to be prepared keeping in mind the following points.

- a) Title of the project
- b) Introduction and Objectives of the Study - Maximum 200 words
- c) Problem Statement
- d) Research Methodology and References

A project's synopsis should be prepared in consultation with the 'project supervisor' and submitted to the Course Coordinator by using respective login credentials.

- **The Certificate issued by the Organization/Hospital** where the candidate completed his project work must also be included in the report.
- **Communication of approval / non-approval of the project proposal will be sent to the candidate within one month of the receipt of the proposal.**

## **B. Submission of Project Report:**

Report should contain the following:

- Table of Contents

a.	Acknowledgements	Page No.
b.	Self-Certificate	
c.	Certificate issued by the Organization	
d.	Executive Summary	
e.	List of Tables	
f.	List of Figures	
g.	Introduction and Design of the study	

**Note:** This summary should cover everything of the project, all points of the project report shall be covered in this section, such as significance of the study, objectives, hypothesis, research methodology, data collection analysis, interpretation, findings and recommendations. In nut shell, executive summary should be a snap shot of the entire project

work. This summary should not exceed 3 pages.

## **1 INTRODUCTION**

- 1.1 Background of the study
- 1.2 Need and Significance of the study
- 1.3 Statement of problem
- 1.4 Objectives of the study
- 1.5 Scope of the study
- 1.6 Limitations of the study

## **2 ORGANIZATION OF THE REPORT**

(Suitable headings based on reviews)

## **3 THEORETICAL FRAMEWORK (if any)**

(Suitable headings)

## **4 RESEARCH METHODOLOGY**

- 4.1 Objectives
- 4.2 Hypothesis
- 4.3 Research Design
- 4.4 Sources of Data
- 4.5 Primary and Secondary data
- 4.6 Population
- 4.7 Sample Design
- 4.8 Sampling method
- 4.9 Method of data collection
- 4.10 Drafting a questionnaire
- 4.11 Pilot survey (Reliability and Validity of the instrument)
- 4.12 Data analysis techniques

## **5 DATA ANALYSIS**

5.1 (suitable headings may be provided)

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## 6 SUMMARY OF FINDINGS AND CONCLUSION

## 7 RECOMMENDATIONS PROPOSED MODELS (if any)

**APPENDICES**

**BIBLIOGRAPHY**

**QUESTIONNAIRE**

**SCHEDULES**

**ANNEXURE:** Every Project Report should contain necessary annexure such as Performa of Questionnaire/ Interview Schedule.

The project must be uploaded online only; no other format of project submission will be accepted by the University. For uploading project reports to the student portal, guidelines will be provided by the Course Coordinator on the portal (<https://lms.onlinevgu.com/>).

Communication about approval/rejection/acceptance with suggestion will be made available in the login dashboard of the students.

**III. Presentation and Comprehensive Viva-Voce Examination: Notification email will be sent for the schedule of Comprehensive Viva-Voce Examination which carries a maximum of 20% weightage.**

### **IV. Specifications**

Page numbers - All text pages as well as Program source code listing should be numbered at the bottom centre of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, Justified. 6 point above and below Para spacing.

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

□ **Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned,

30 point above and below spacing. **Coding Font size:** 10, Courier New, Normal.

16. Circumstances the project report will be accepted after the due date, neither in online nor in offline format.

**Please Note:**

1. Revaluation of Project Report is not allowed.
2. Resubmission of Project Report for Class Improvement is not allowed.

**VII Formats of various certificates are as:**

**ANNEXURE I**

**MASTER OF BUSINESS ADMINISTRATION  
PROFORMA FOR PROJECT PROPOSAL**

Enrolment No.....

Name and Address of  
Student.....

Ph.No. :..... Email ID:  
.....

Title of the Project:.....

Subject Area: Marketing Management / Financial Management / Human Resource a / Retail  
Management / Risk Management / Healthcare Management / Agri Business/Information  
Technology Management

Specify.....

Name, Designation and Official Address of the Project Guide.....  
.....  
.....

Signature of the student

Signature of the Guide

Date:

Date:

**(For Office use only)**

Synopsis

Approved

Not Approved

Comments / Suggestions for reformulation of the project. Date: Signature of the Evaluator

## **ANNEXURE II**

### **ACKNOWLEDGEMENTS**

In the “Acknowledgements” page, the writer recognizes his indebtedness for guidance and assistance of the thesis adviser and other members of the faculty. Courtesy demands that he also recognize specific contributions by other persons or institutions such as libraries and research foundations. Acknowledgements should be expressed simply, tastefully, and tactfully.

## ANNEXURE III

### SELF -CERTIFICATE

This is to certify that the dissertation/project report entitled “ \_\_\_\_\_  
\_\_\_\_\_ ” is done by me is an authentic work carried out  
for the partial fulfilment of the requirements for the award of the degree of Master of  
Business Administration under the guidance of \_\_\_\_\_.  
The matter embodied in this project work has not been submitted earlier for award of  
any degree or diploma to the best of my knowledge and belief.

Name of the Student

Signature of the student

Enrolment No.

**ANNEXURE IV  
COVER PAGE FORMAT  
PRACTICAL TRAINING IN INDUSTRY REPORT**



**Title of the Project/report**  
(Times New Roman, Italic, Font size = 24)

**Project Report**

**Submitted in partial fulfilment of the requirements**

**For the award of the degree  
of  
Master of Business Administration  
(Bookman Old Style, 16 point, centre)**

**Submitted by:**

**Mr. /Ms.**                   :.....

**Enrolment No.** :.....

**Project Supervisor**

(Guide Name)

(Designation)

**Vivekananda Global University  
Centre for Distance and Online Education (CDOE)**

## **Annexure X – e-Resource Access**

DELNET	User id: rjvgu Password: vguj5113
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