



॥ सा विद्या या विमुक्तये ॥

# स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

“ज्ञानतीर्थ” परिसर, विष्णुपुरी, नांदेड - ४३१६०६ (महाराष्ट्र)

**SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY NANDED**

“Dnyanteerth”, Vishnupuri, Nanded - 431606 Maharashtra State (INDIA)

Established on 17th September 1994 – Recognized by the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'A' Grade

## ACADEMIC (1-BOARD OF STUDIES) SECTION

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प्रस्तुत विद्यापीठाच्या वाणिज्य व व्यवस्थापन शास्त्र या संकुल चालणारा वाणिज्य व व्यवस्थापन विद्याशाखेतील पदव्युत्तर स्तरावरील द्वितीय प्रथम वर्षाचा **CBCS Pattern** नुसारचे अभ्यासक्रम शैक्षणिक वर्ष २०२०-२१ पासून लागू करण्याबाबत.

### प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक २० जून २०२० रोजी संपन्न झालेल्या ४७ व्या मा. विद्या परिषद बैठकीतील विषय क्र. १२/४७-२०२० च्या ठरावानुसार प्रस्तुत विद्यापीठाच्या वाणिज्य व व्यवस्थापन शास्त्र संकुलात चालणारा वाणिज्य व व्यवस्थापन विद्याशाखेतील अभ्यास पदव्युत्तर स्तरावरील खालील विषयांचे **C.B.C.S. (Choice Based Credit System) Pattern** नुसारचे अभ्यासक्रम शैक्षणिक वर्ष २०-२१ पासून लागू करण्यात येत आहेत.

#### 1) M.B.A. II Year - (III & IV Sem.)

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या [www.srtmun.ac.in](http://www.srtmun.ac.in) या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी.

‘ज्ञानतीर्थ’ परिसर,

विष्णुपुरी, नांदेड - ४३१ ६०६.

जा.क्र.: शैक्षणिक-०१ / परिपत्रक / पदव्युत्तर-सीबीसीएस

अभ्यासक्रम / २०२०-२१ / ७४३.

दिनांक : ११.०९.२०२०.

प्रत माहिती व पुढील कार्यवाहीस्तव :

- १) मा. कुलसचिव यांचे कार्यालय, प्रस्तुत विद्यापीठ.
- २) मा. संचालक, परीक्षा व मूल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ३) मा. संचालक, वाणिज्य व व्यवस्थापन शास्त्र संकुल, प्रस्तुत विद्यापीठ.
- ४) मा. संचालक, उपकेंद्र लातूर प्रस्तुत विद्यापीठ.
- ५) उपकुलसचिव, पदव्युत्तर विभाग, प्रस्तुत विद्यापीठ.
- ६) साहाय्यक कुलसचिव, पात्रता विभाग, प्रस्तुत विद्यापीठ.
- ७) सिस्टम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ.



स्वाक्षरित / -

**उपकुलसचिव**

शैक्षणिक (१-अभ्यासमंडळ विभाग)



**Swami Ramanand Teerth Marathwada University, Nanded**

**School of Commerce and Management Sciences**

**Master of Business Administration (M.B.A.)**  
**(Program Code: 137-1)**

**(CBCS System)**

**Under the Faculty of Commerce & Management Science**

**PROGRAM STRUCTURE**

**(Revised syllabus of MBA III and IV Semester with effect from June 2020-21)**

### **(A) PROGRAM DETAILS**

#### **Name of the Program: Master of Business Administration (MBA)**

Intake: 60 + 09 (NRI and PIO Quota)

Total credits: 132

Total Marks: 3300

Eligibility: Any Graduate along with CET of DTE, Maharashtra being cleared

Course Duration: Two years (Full Time) (Spread over 4 semesters)

Medium of Instruction: English

#### **Methods of instructions:**

1. Formal lectures as well as visiting speakers (Resource Persons) from universities / business and industry
2. Seminar/ Group discussion/ tests/ tutorials / home assignments/Journals/ practicals /Lab exercises/ Surveys/ projects /Case discussions and Presentations / Role-plays/ Syndicates/ Management Games
3. Teaching aids: Use of video, audio clips, Projector etc will be made teaching- learning more effective

### **(B) OBJECTIVES OF PROGRAM**

#### **The objectives of M.B.A. program are as under.**

1. To provide basic understanding in various functional areas of management such as finance, marketing, human resources, operations etc.
2. To equip the candidates with a high level of conceptual, analytical and descriptive abilities.
3. To enable them to comprehend and understand complex environment and handle their job competitively and effectively.
4. To strengthen decision-making skills.
5. To increase business awareness and entrepreneurial abilities among educated youth for speeding up the process of industrialization required for industrially backward region like Marathwada.

### **B1) Measuring the attainment of these objectives**

### **(C) EXAMINATION PATTERN: (Course wise)**

<b>Internal assessment</b>	<b>50 marks</b>	<b>2 credits</b>
<b>University examination</b>	<b>50 marks</b>	<b>2 credits</b>
<b>Total</b>	<b>100 marks</b>	<b>4 credits</b>

#### **Internal Assessment of 2 Credits**

##### **A. Distribution of internal marks per course as shown below:**

<b>Test 1</b>	<b>Test II</b>	<b>Tutorial</b>	<b>Seminar</b>	<b>Total</b>
<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>50</b>

(Except for those courses carrying Computer practical examination)

**Break up of seminar/field survey marks are as follows:** Seminar will be assessed on the basis of communication skill, presentation style, Analytical ability, audience interaction & query handling etc)

<b>Seminar write-up/survey report</b>	<b>10 marks</b>
<b>Seminar Presentation</b>	<b>10 marks</b>
<b>Total</b>	<b>20 marks</b>

#### **Course pattern of University Examination for all courses for 2 credits**

No. of credits 02, Total marks 50, Duration 3 hours

#### **Nature of Question paper**

□ Question No. 1 and 6 are compulsory and carrying 10 marks each.

Q1 will be short answers (8 sub questions will be given out of that any 5 have to be answered each carrying 2 marks) &

Q 6 will be based on case study or numerical problem.

All questions carry 10 marks each.

□ Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit course will be as per CBCS pattern which does not have any sections)

**Standards of passing:**

□ The passing rules of this program shall be as per the CBCS pattern of this university applicable from time to time.

□ The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts including seminar/field survey credits.

□ For each course with 4 credits the ratio of marks of continuous internal assessment (CA) in relation with external university examination (UA) shall be as per CBCS pattern i.e. 50:50.

□ Marks in CA should be communicated to the University before commencement of semester end examination.

□ The UA shall be based on the term end written examination to be held at the end of each semester for each course.

□ For CA / assessment passing will be for 25 marks out of 50 marks and also for UA passing will be for 25 marks out of 50. Head wise passing (CA/UA) will be for 50% of total marks. In case of fraction, next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.

□ Candidate attending less than 75% of classes will not be allowed for CA/ UA in partial or full.

□ All other rules of grades, conversion / A.T.K.T. / grace / CPI & final grade marks etc. will be given as per CBCS pattern of this University.

□ It is mandatory to pass in CA for validating the passing in UA for example a candidate clearing UA but failed in CA, will be required to appear again in both internal and external examination in subsequent examination.

**Project report & Viva-Voce:**

\* Project report will carry 50 Marks 2 credits

\* Viva-voce on project 50 Marks 2 credits

**Total 100 Marks 4 credits**

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks of 2 credits and Via-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from School/ other university and one expert compulsorily from other university department appointed by the university. Grades, conversion of marks & CPI & final grade etc will be as per CBCS pattern.

**Important Instructions and Key Points**

1. A.T.K.T. & grace marks will be given as per university rules from time to time.
2. The questions to be asked in the class tests / tutorials / home assignments / seminar presentation will be prepared by the concerned teachers and communicated to the candidates at appropriate time.
3. At the Semester end examination (external assessment) total marks 50 per course. The duration of the examination for all courses is three hours for university examinations. It is the responsibility of subject teacher to set and assess the question paper in the time framework as per university rules.
4. The candidates by opting for the open electives will be abided by the following rules:
  - a. The open elective will consist of external examination only
  - b. The options should be communicated in writing before the commencement of first semester for semester I & II; and before the commencement of third semester for semester III & IV.
  - c. Options once communicated to the School Director cannot be changed.
  - d. In case the candidate fails to communicate the option in due time, the head of the department will allot an appropriate option for that candidate and communicate accordingly to the concern candidate and the Director of the School.
  - e. The examination form of the candidate should reflect the same options which were communicated by the candidates in writing to the School Director.
5. For computer-based courses, (Computer applications in Management, e-Business and MIS)

University examination is of 50 marks (2 credits), if applicable and Practical examination is of 25 marks and will be conducted by the concerned teacher through a duly constituted committee approved by the Director of the School consisting of the subject teacher, Head of the Department and an Expert from outside. It is the responsibility of concern teacher to arrange this practical examination as per the rules. The averaging of the marks of committee members given individually will constitute the final marks. For remaining 25 internal marks, candidates will be required to submit a journal with details of lab exercises performed throughout the term, to the subject teacher.

6. In case of any grievance to the candidates about internal marks given by the teachers, following procedure will be adopted. Director of the school will appoint 'Three members committee with prior approval of Hon'ble Vice Chancellor for the constitution of committee. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert will be member and one internal school faculty will be member. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.

**COURSE STRUCTURE AND WORKLOAD,**  
**MBA (Second Year: III and IV Semester) Syllabus JUNE w. e. f. 2020-2021 (CBCS)**  
**M.B.A. (Second Year: III Semester)**

Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/C13/A	Business Policy & Strategic Management <b>OR</b>	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/SEC4/B	Productivity and Quality Management					
SCM-C-MBA-PG	III/137-1/SEC5	Entrepreneurship Development	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/C14	International Business Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/C15	Managerial Communication	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/OE2	<b>OPEN ELECTIVE OR</b>	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/SEC4	Digital Marketing					
<b>Total</b>			20	20	250	250	500
<b>FUNCTIONAL ELECTIVES I (Marketing) Group A</b>							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE1/A	Consumer Behavior & Marketing Research	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE2/B	Advertising, Sales Promotion, Sales & Distribution Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE3/C	Rural Marketing	4	4	50	50	100
<b>Electives Total</b>			12	12	150	150	300





FUNCTIONAL ELECTIVES IV ( Information Systems) Group D							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE10/A	Structured System Analysis & Design	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE11/B	Software Engineering & Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE12/C	Database Management Systems	4	4	50	50	100
<b>Electives Total</b>			<b>12</b>	<b>12</b>	<b>150</b>	<b>150</b>	<b>300</b>
<b>Total</b>			<b>68</b>	<b>32</b>	<b>400</b>	<b>400</b>	<b>800</b>

**Open Electives (OE) of 4 credits either from foreign language or any other.**

- Candidates can opt for the online NPTEL (<https://onlinecourses.nptel.ac.in>), SAWYAM, MOOC OR any other government recognized Management related course offered for 4 credits on his/her own, complete it successfully before admission in third semester, and submit the completion certificate to the director of the school. Through this he/she can avail the benefit of waiving the four-credit course in third semester in open elective.

**M.B.A. (Second Year: IV Semester  
Compulsory subjects**

Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/SEC7/A	Operations Research <b>OR</b>	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/SEC8/B	Research Methodology			50	50	
SCM-C-MBA-PG	IV/137-1/GE 2/A	Corporate Governance, Business Ethics & Ethos <b>OR</b>	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/SEC9/B	Logistics & Supply chain management <b>OR</b>			50	50	
SCM-C-MBA-PG	IV/137-1/SEC10/C	Management Control System <b>OR</b>			50	50	
SCM-C-MBA-PG	IV/137-1/SEC11/D	Startup & New Venture management			50	50	
SCM-C-MBA-PG	IV/137-1/GE3/A	Management Information Systems <b>OR</b>	02+02=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/GE4/B	Disaster Management	4		50	50	
<b>Compulsory Total</b>			<b>12</b>	<b>12</b>	<b>150</b>	<b>150</b>	
<b>FUNCTIONAL ELECTIVES – I (Marketing Management)</b>							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 13/I	Project Report and Viva Voce (on Major Elective (specialization))	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE14/I	Services & Relationship Marketing	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE15/I	Retail Management	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE16/I	Product & Brand Management	4	4	50	50	100
<b>Electives Total</b>			<b>16</b>	<b>16</b>	<b>200</b>	<b>200</b>	<b>400</b>

FUNCTIONAL ELECTIVES – II (Financial Management)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 17/II	Project Report and Viva Voce	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE18/II	Corporate Income Tax and Planning (Business Taxation)	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE19/II	Financial Services Management	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE20/II	Banking Services Operation	4	4	50	50	100
Electives Total			16	16	200	200	400
FUNCTIONAL ELECTIVES – III (Human Resource Management)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 21/III	Project Report and Viva Voce	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE22/III	International Human Resource Management	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE23/III	HRP and Strategic Human Resource Management	4	4	50	50	100
SCM-C-MBA-PG	IV/SC30/DSE24 /III	Performance Management & Retention Strategies.	4	4	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES – IV (Information Systems Group D )							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 25/IV	Project Report and Viva Voce	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE26/IV	Strategic Management of Information Technology	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE27/IV	Information Systems Audit & Control	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE28/IV	Emerging Trends in Information Technology	4	4	50	50	100
<b>Electives Total</b>			<b>16</b>	<b>16</b>	<b>200</b>	<b>200</b>	<b>400</b>
<b>Total</b>			<b>66</b>	<b>28</b>	<b>350</b>	<b>350</b>	<b>700</b>

### Summary of Credit System

Class	Total credit in the semester
M.B.A. Semester I	24
M.B.A. Semester II	28
M.B.A. Semester III	32
M.B.A. Semester IV	28
<b>Total</b>	<b>112</b>

### M.B.A. Mark Distribution

Semester	Internal	University Exam	Total
M.B.A. Semester I	300	300	600
M.B.A. Semester II	350	350	700
M.B.A. Semester III	400	400	800
M.B.A. Semester IV	350	350	700
<b>Total</b>	<b>1400</b>	<b>1400</b>	<b>2800</b>

### **Types of courses in MBA curriculum**

<b>1</b>	<b>Core</b>	<b>15</b>
<b>2</b>	<b>Open elective</b>	<b>2</b>
<b>3</b>	<b>SEC</b>	<b>10</b>
<b>4</b>	<b>GE</b>	<b>4</b>
<b>5</b>	<b>DSE</b>	<b>28</b>
<b>Total courses</b>		<b>59</b>

**M. B. A. III Semester**  
**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/C13/A**  
**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course objective:** *This paper will help the students understand and scan through the business aspects of the policies and various strategies related to business management.*

**Unit – 1:** Concept, evolution, meaning and scope of Strategy, Vision, Aim, Objectives, Mission, Goal, Road Map, Benchmarks, Milestones, Policy, Plan, Blue Book and their role in Management. Business Models, Business Sub Unit and Corporate Policy. Levels of Strategies, Strategic Choices and alternatives, Factors related to decision making.

**Unit – 2:** Types of Strategies, Diversification, Integration, Niche, Mergers & Acquisitions, Joint Ventures, Takeovers, Turnaround, Divestment and Liquidation and other options.

**Unit – 3:** Strategy Formulation and Design tools such as Industry Analysis, Business analytics, BCG, GE, ADL Matrix, PESTAL, SWOT, ETOP analysis, 7 S & 4 Cs, 5 Forces principles, Organizational Appraisal need & Procedure.

**Unit – 4:** Tools and Techniques of Strategy Implementation, evaluation, review and Control. Strategic Advantages, Core Competencies, Budgeting, Audit, Staffing, Systems & Synergy. Issues and Case Studies in versatile fields of Business on local as well as Global level in H.R., Finance, Marketing, I.T., Modernization of Management, Success and Failures.

**Course outcome:**

*On completion the students will develop insight for the strategic planning development and control in tune to the management of the businesses.*

**Reference Books:**

1. Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.
2. R.M.Srivastava -Management Policy and Strategic Management –Concepts, Skills and Practices- Himalaya Publishing House.
3. S. Namakumari Strategy Text& Cases the Indian Concept Macmillan Business Books.
4. Thomas L. Wheelen- Concepts in Strategic Management and J. David Hunger Business



Policy-Krish Rangarajan Pearson Education.

5. R. Srinivasam- Strategic Management, Prentice Hall of India Pri.Ltd – Delhi.

6. Subba Rao,P Business Policy and Strategic Management -Himalaya Publishing House.

7. John A Pearce II Richard B Robinson, Jr. Amita Mital- Strategic Management  
Formulation, Implementation and Control, Tata McGraw Hill.

**M. B. A. III Semester**  
**PRODUCTIVITY AND QUALITY MANAGEMENT**  
**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/SEC4/B**  
**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course objective:**

*The Productivity & Quality Management course provides students with the knowledge and techniques required to improve product quality and process efficiency by identifying and measuring production process variability which, if not successfully addressed, leads to inconsistent product quality, costly wastage, non-standardization and other reliability and productivity problems.*

*This course introduces basic quality management concepts and definitions and builds on that knowledge to explore quality improvement techniques as a means to diagnose, reduce and eliminate causes of variation and to assist in process improvement, production control, production planning and decision-making. A brief review of the fundamentals of statistics and probability and their applications in quality management is provided, and various measurement and control techniques, for example charts for variables and attributes are presented.*

**Unit I: Concept of productivity and various ways/modes of calculating it:** Ways to improve productivity. Partial productivity and Total productivity. Product and Service Quality dimensions. Characteristics of Quality. Quality Assurance. Quality Circles. Deming's 14-points for management,

**Unit II: Suggestion Schemes. Various types of wage incentive plans. Total Productivity Maintenance:** Job evaluation and Job rotation. Learning curves-description, limitation and use to management. Lateral thinking. Split brain theory

**Unit III: Concepts of customer service in relation to right quality, right quantity, etc.:** Total Quality Management – definition, basic concepts, eight building blocks, seven stages and pillars of TQM, TQM in Services Juran's triology – Muri, Mara, Muda.

**Unit IV: Holistic Quality Management. Quality performance and various excellence awards:** Six sigma features, enablers, goals, DMAIC/DMAADV

**Course outcome:**

After completing this course, students should be able to:

1. Explain the concepts of Total Quality Management and Total Quality Education.
2. Diagnose problems in the quality improvement process.

3. Identify ethical and unethical behavior in Quality Management.
4. Apply various quality improvement techniques.
5. Describe and apply the development and nature of quality control charts.
6. Apply the basic concepts of statistics and probability to quality management and control.
7. Perform process capability and specification studies.
8. Explain each total quality implementation phase then list the steps that are associated with each.

**M. B. A. III Semester**  
**ENTREPRENEURSHIP DEVELOPMENT**  
**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/SEC5**  
**|| University Examination 50 Marks || Total 50 Marks ||**

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**Course objectives:**

*To sensitize candidates about entrepreneurship, to encourage candidates to develop their own business plan, to motivate candidates to set up their own business ventures, to create awareness about project management*

**Unit I.** Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity; Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – Comparative study of Roles, Responsibilities, and Career opportunities; Entrepreneurship as a Career Option, Entrepreneurship as a Style of Management.

**Unit II.** Creating Entrepreneurial Venture: Business process planning, Environmental analysis, Search and Scanning, identifying problems and opportunities, defining business idea, Basic Government procedures to be complied with.

**Unit III.** Role of Government in Entrepreneurship Development: MSME Development Act, 2006, Institutional support for Entrepreneurship Development

**Course outcome:**

*The student is aware about pros and cons of entrepreneurship career option and also the role of government in entrepreneurship development. He/she identifies himself/herself with the entrepreneurial personality.*

**Suggested Readings:**

1. Management and Entrepreneurship – Veerbhadra Havinal- New Age International Publishers
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development – Satish Taneja, Himalaya Publishing House
4. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
5. The Culture of Entrepreneurship – Brigitte Berger.
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd

8. Entrepreneurship Theory and Practice- Raj Shankar, Tata McGraw-Hill Education
9. Project Management Principles and Techniques B.B. Goel
10. Project management – K. Nagarajan, New Age International Publishers
11. Project Management Planning & Control techniques- Rory Burke, John Wiley & Sons
11. Project Management – S. Choudhury, Tata McGraw Hill Publishing Co.
12. Intrapreneurship: Gifford Pinchot
13. Entrepreneurship Development - C. B. Gupta, Srinivasan, Sultan Chand & sons

**M. B. A. III Semester**  
**INTERNATIONAL BUSINESS MANAGEMENT**  
**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/C14**  
**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:**

*The aim of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations. This course will also provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.*

**UNIT I: International Business - An Overview:** Evolution of international business, Globalization-meaning, Drivers of Globalization, influences of IB, Difference between Domestic business and international business, why companies engage in International Business, Stages of Internationalization, Approaches of International Business, Theories of International Trade -Adam Smith, David Ricardo, Heckscher-Ohlin theory and Factor mobility theory.

**UNIT II: International Business Environment:** Concept of IBE, Internal and External environment, Economic Environment, Technological Environment, Political Environment, Socio-Cultural Environment, Global environment, Physical Environment. Tools for environmental analysis: PEST analysis, SWOT analysis, Porter's five forces model, Global Competitiveness Index.

**UNIT III: Country Evaluation and Selection:** Selection of Manufacturing, Marketing center, data collection and analysis, country/Location comparison tools, foreign market analysis, Modes of Entering international business, Profile of top 10 Indian and Foreign MNCs, International Ports and International trade Routes. International Trade: Policies and Relations.

**UNIT IV: Trade Blocks and Business Centers:** EU, NAFTA, ASEAN and SAARC and implications of trade blocks for business, World Trade Organization (WTO). Foreign trade procedures: Export procedure, import procedure, financing techniques, import procedure simplified and export promotion. Recent Trade Agreement: with India, Anti-Dumping, Trends in India's Foreign Trade, India's Balance of payment, future of international business: special emphasis on India and China.

**Discuss Case Studies on related Topics.**

**Course outcome:** *The students will be able to:*

1. *Explain how international factors affect domestic concerns;*

2. *Explain regional economic integration and economic and political integration;*
3. *Explain the main institutions that shape the global marketplace;*
4. *Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.*
5. *Conduct, evaluate and present market research to support an organization's international business decision-making.*
6. *Manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.*
7. *Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.*
8. *Develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's integrative trade initiatives.*
9. *Develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade initiatives.*
10. *It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.*
11. *In-class exercises, mini-projects as well as homework and case studies will demonstrate real-world applications of international business and management concepts.*

**Books Recommended:**

1. Sundaram and Black- International Business Environment
2. P. G. Apte - International Financial Management
3. Francis Cherulinam - International Business
4. Rathod- Export Management
5. Charles Hill - International Business
6. John D. Daniels- International Business Environment & Operations
7. Justin Paul, International Business, PHI
8. P. Subha Rao, International Business, Himalaya Publishing House

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**MBA III Semester**  
**MANAGERIAL COMMUNICATION**  
**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/C15**  
**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:**

*The objective of this course is to impart communication skills amongst the candidates so that on completion of the course they will be equipped with communication skills.*

**Unit -I Communication in organizations:** Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.

**Unit –II. Communication Skills:** Public speaking – Counselling, listening, interview – Basic principles of Journalism – Group communication – Group discussion – Seminars – symposia – course presentation – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports – Employment letters.

**Unit –III. Organizational communication:** Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to shareholders and investing public – communications and Ethical actions in organizations.

**Unit –IV. Communication for organizational effectiveness:** Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

**Unit –V. Organization with government and Other Public:** Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.

**Course outcome:**



*The new corporate role is demanding. In corporate one has to interact and compete. If properly not prepared, it is difficult to survive in the new competitive environment. This syllabus is made keeping in mind all such factors so that the students will get benefitted in their career, not only in getting job but also build confidence in facing the present stiff competition.*

**Reference Books:**

1. Dalmar Fisher: Communication in Organizations Jaico Pub.
2. Asha Kaul : Effective Business Communication.
3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
4. Chappan and Reed : Business Communications.
5. Laland Drown: Communication Facts & Ideas in Business.
6. N.H. Arthereya : Written Communications and Results.
7. Dennis Murphy: Communication in Business and Industry.
8. Bill Scot : The Skills of Communication.
9. R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing.9.

## **MBA III Semester**

# **OPEN ELECTIVE**

**Programme Course No. SCM-C-MBA-PG | Numerical Code: III/137-I/OE2**

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### **Open Electives (OE) of 4 credits either from foreign language or any other:**

Candidates can opt for the online NPTEL (<https://onlinecourses.nptel.ac.in>), SAWYAM, MOOC OR any other government recognized Management related course offered for 4 credits on his/her own, complete it successfully before admission in third semester, and submit the completion certificate to the director of the school. Through this he/she can avail the benefit of waiving the four-credit course in third semester in open elective.

## **MBA III Semester Digital Marketing**

Programme Code: SCM-C-MBA-PG Numerical Code: III/137-1/SEC6

**|| University Examination 50 Marks || Total 50 Marks ||**

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**Course objectives:** A basic aim of this course is to learn the students about digital marketing and their use in business operation.

**Unit 1:** Marketing Fundamentals and Content Strategy

**Unit 2:** Social Media Marketing

**Unit 3:** Social Media Advertising

**Unit 4:** Search Engine Optimization (SEO), Search Engine Marketing with AdWords (SEM)

**Unit 5:** Display Advertising, Email Marketing

**Course Outcome:** after studying this course student may learn the fundamental of digital marketing, social marketing, search engine marketing, display advertising and email marketing etc. also students may start their own business of digital marketing to provide various services of digital marketing.

**Books suggested for reading:**

**MBA III Semester**  
**Functional Electives-I (Marketing Group-A)**  
**CONSUMER BEHAVIOUR AND MARKETING RESEARCH**  
Programme Code: SCM-C-MBA-PG Numerical Code: III/137-1/DSE1/A  
**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:**

*To provide understanding among the candidates about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs. To make the candidates aware about the nature and significance of marketing research and enable them to apply the relevant and appropriate techniques of marketing research in an effective manner*

**Unit I. Consumer Behaviour-** The definition and scope, Need & Significance, Framework, Theories, Models, The Consumer's Decision-Making Process: Consumer Influence & the Diffusion of Innovations, Consumer Decision Making and Beyond

**Unit II. The Consumer as an Individual:** Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behavior.

**Unit III. Environmental Influences on Consumer Behavior:** Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behavior

**Unit IV. Marketing Research:** Introduction & Basic Concepts, Nature and Scope, Careers in Marketing Research

**Unit V. Marketing Research Process,** Marketing Research Frameworks

**Unit VI. Data Availability and Data Collection Procedures,** Questionnaire Design, Scaling Techniques, Sampling Design and Procedures, Data Processing and Analysis, Report Preparation and Presentation

**Course outcome:**

*The students become aware about the challenges in creating customers and understanding consumer behaviour and also the procedure of conducting marketing research. They become fully conversant with various career opportunities in marketing research as well as consumer behaviour.*

**Reference Books:**

1. Consumer Behavior – Suja Nair
2. Consumer Behavior An Indian Perspective –P.K. Agrawal, Kumar, Pragati Prakashan
3. Consumer Behavior – David L. Loudon, Albert J.DellaBitta, Tata McGraw-Hill
4. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk, Pearson Education
5. Marketing Research An Applied Orientation – Naresh K. Malhotra, Pearson Education

## **ADVERTISING, SALES PROMOTION, SALES & DISTRIBUTION MANAGEMENT**

Programme Code: SCM-C-MBA-PG Numerical Code: III/137-1/DSE2/B

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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### **Course Objective:**

*To provide an insight in the area of Advertising, sales and distribution management for developing career in the field.*

**Unit-I Advertising:** - definition, objectives, functions and advantages of advertising. Effects of advertising – Economical, social and ethical. Role and functions of advertising Manager.

**Unit-II Advertising agency and advertising media.** -Definition, functions of advertising Agency, organizational structure of advertising agency. Advertising media–forms of Advertising Media, advertising copy and its features Media planning – concept, objectives, scheduling of media.

**Unit –III Sales promotion** – meaning, objectives, sales promotion tools-price service quality, style or design, personality and ability of Salesman, reputation of the company, off season offers, price promotion, premium promotion.

**Unit -IV Personal Selling-** objectives, importance of personal selling, personal selling process, Advantages and approaches of personal selling, motivation and controlling sales force efforts. Salesmanship- golden rules for successful salesman, essentials of effective selling.

**Unit-V Sales Management-** Nature, Scope and objectives of Sales management, AIDAS theory of selling, steps in effective selling, recruitment and compensation of sales force, sales meeting and contests, sales budgets. Distribution Management- Meaning, types and functions of channel of distribution, selection of channel, supply chain management.

### **Course outcome:**

*At the end of this course the student is expected to understand various media options and noise. He should be able to understand logic of choices amongst media options for effective advertising program. Further he should know rational of sales and distribution program. He should appreciate the role of distribution mix in overall marketing success of the firm.*

### **Reference Books:**

1. Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2<sup>nd</sup> Ed.
2. K.k.Hawaladar and others- sales and Distribution Management, TATA Megraw hill Co.
3. S.A.Chunawala- Advertising, Sales and Promotion Management. Himalaya Publishing House

**MBA III Semester**  
**RURAL MARKETING**

Programme Code: SCM-C-MBA-PG Numerical Code: III/137-1/DSE3/C

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*The objective of the course is to provide conceptual understanding on rural and Agricultural marketing with special reference to Indian context and develop skills required for planning of rural and Agricultural marketing.*

**Unit I:** -Rural Marketing: Introduction, definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constraints to rural marketing and strategies to overcome the constraints, rural v/s urban marketing.

**Unit II:** Rural Consumer behavior, Factors influencing rural consumer behaviour, marketing environment in rural areas-Demographic, Political, economic, socio-cultural, technological, Natural. Rural Marketing Research.

**Unit III:** Rural Marketing strategies, Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, rural sales force management, communication process, rural media, media model and media innovation. Marketing strategies for FMCG Products, Consumer Durables, Automobiles & other industries.

**Unit IV:** Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market, Export potential for agro-products.

**Unit V:** Marketing Strategies for Seed; Fertilizers; Pesticides; Tractors, Farm equipment, Role of Cooperative societies, Role of warehousing, Determination of agricultural pricing, Institutions & organizations working in Agricultural Marketing, Economics of Natural Farming, organic farming, cooperative farming in India.

**Case Studies on the above Topics.**

**Course outcome:**



*After end of this course the student is expected to explore huge opportunities available at bottom of pyramid market, understand rural environment and appreciate serving rural markets at profit with help designing state of art products affordable to these markets, design the communication program, choosing innovative media channels and distribution networks.*

**Reference Books:**

1. C.K. Pralhad: The fortune at the bottom of the pyramid-eradicating poverty through profits- Wharton school publishing, 2010
2. C.S. KrishanamaCharyulu; Rural Marketing. Lalitha Ramakrishnan text and cases
3. Ramkishen Y: new perspectives in rural and agricultural marketing-Jaico Books,
4. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur.
5. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
6. Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
7. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education
8. Balaram Dogra & Kariminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
9. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007 A Textbook of Agricultural Economics 2011 by C.B. Singh and R.K. Singh Rs 210 Publisher 2011

## Functional Electives-II (Finance Group- B)

### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Programme Code: SCM-C-MBA-PG Numerical Code: III/137-1/DSE4/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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#### **Course Objective:**

*To enable the candidates to understand the securities market, to develop the analytical skills to evaluate the securities on the basis of risk and returns and to construct, evaluate and manage the portfolios.*

**Unit - I Investments:** Nature, Objectives, Process, Types and Media - Investment and Speculation Securities- Investment principles - Securities Markets: Primary and Secondary Market - Stock Exchanges in India: BSE, NSE, OTCEI, Organization and Regulation.

**Unit - II Securities Analysis:** Objectives of Securities Analysis - Fundamental analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory- Efficient market theory.

**Unit - III Valuation of Securities:** Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India.

**Unit - IV Technical Analysis:** Efficient Market Hypothesis -Technical Analysis: Meaning- Technical Analysis, Market/Technical Indicators, Charting Techniques -Elliot Wave Theory

**Unit - V Portfolio Theory:** Traditional Theory of Portfolio Management, Efficient Market Theory, Modern theory of Portfolio Management, Markowitz Risk Return Optimization, CAPM, Sharpe Portfolio Optimization - Portfolio Selection, Diversification - Efficient Frontier, Capital Market line (Problems & Cases). Portfolio Performance Evaluation: Concept, objectives, Sharpe's Gtreyon and Jensen's Portfolio Performance measures - Portfolio revision: Constraints, Formula Plans (Problems and cases).

#### **Course outcome:**

*After learning this course, students will be able to make investment decisions in the share market based on the evaluation of risk and returns of the portfolio.*

#### **Reference Books:**

1. Security Analysis and Portfolio Management: V.A. Avadhani, Himalaya Publication House
2. Security Analysis and Portfolio Management: Fischer and Jordan Pearson Education
3. Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas Publication House

M. B. A. III Semester

Elective: II - B – Financial Management Group

**STRATEGIC FINANCIAL MANAGEMENT AND FINANCIAL DERIVATIVES**

**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: III/137-1/DSE5/B**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:** The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make candidate aware of the strategic decisions to be undertaken to familiarize with finance function. Further the aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.

**Unit-I: Introduction Strategic Financial Management:** Conceptual Framework – 9S Model for Strategic Financial Management- Right Issue- Initial Public Offer- Private Placement. Capital Structure Planning: Estimating Financial Plans relating to Capital Structure – EBITEPS Analysis – Levered Beta – Un-levered Beta (Problems).

**Unit-II: Corporate Acquisitions:** Types of Acquisitions – Mergers – Reasons– Exchange Ratio –Takeovers (Problems). Unit-IV Corporate Valuation: Concept – Financial Flows – Computation of the Value of the Firm DCF approach, two stage and three stage growth models. Corporate Restructuring and Reengineering: Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring –Buy Back of Shares – Benchmarking Practices.

**Unit-III: Derivatives** –financial risk and importance of derivatives, Introduction – Evolution – Signification and functions – Types – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market. Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism –

Specifications of future contracts – Pricing of futures-Yielding no income, known income, known dividend – Beta Estimation-Hedging with futures and forwards- Pay off Diagram of Futures.

**Unit-V: Unit-IV:** Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options. Pay off Diagram of options. Valuation of Options – Factors determining option value –Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non-dividend and dividend paying strategies – The Greeks of Black Scholes Model. Swaps-Concept & nature-Interest rate swaps-Currency swaps- Debt Equity Swaps-Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE –Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

**Course outcomes: By the end of this course students shall be able to:**

1. To be aware of the responsibilities of a financial manager while acquire the skills necessary to analyze typical business situations from a financial perspective.
2. Understand finance as part of the overall strategy of the firm
3. Understand the basic concepts and terminologies of acquisition, valuation and capital structure planning.
4. After end of this course the student should be able to understand risk arising out of price fluctuations and is impact on business operations. Further he should be able to manage the risk with the futures, options and swap derivatives contract.

**Reference Books:**

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. AswathDamodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.

6. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
7. David A. Dubofsky& Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
8. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
9. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007

**MBA IV Semester**  
**Functional Electives-II (Finance Group- B)**  
**INTERNATIONAL FINANCIAL MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: III/137-1/DSE6/C**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:** *Student is expected to understand various currency pairs and understand risk arising in international markets and learn how to manage this risk.*

**Unit – I International Financial System:** Meaning, scope and significance of International Finance - International Financial System: Components and environment. Finance function in global context - International Monetary System: fixed and floating systems - Balance of Payments (BOP). International Financial Institutions: World Bank, IMF, ADB.

**Unit – II Foreign Exchange Market:** Players and components, functions - Foreign Exchange Rates: Determination, Spot, Forward and Cross Rates. Foreign Direct Investment - growth, advantages and disadvantages- Foreign Exchange Management Act (FEMA) - Recent development (Problems).

**Unit – III Management of Foreign Exchange Risk:** Meaning and types of risk - Management of Translation, Transaction, and economic exposure - Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases).

**Unit – IV International Monetary System: Derivatives,** Forwards, Swaps, futures and options European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).

**Unit – V Financial Management of Multinational Firm:** International Capital Budgeting Decisions – Multinational Cash Management- International Tax Environment.

**Course outcomes:**

*To enable the candidates to understand the international finance, currency convertibility and foreign exchange market.*

**Reference Books:**

1. International Financial Management – Sharan, TMH

2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley
7. International Finance – O' Brien – Oxford



**MBA III Semester**  
**Functional Elective-III (HRM Group-C)**  
**LEADERSHIP SKILLS AND CHANGE MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: III/137-1/DSE7/A**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*To give students a sound knowledge regarding the role and concepts of organizational change and how management, and in particular the role of leadership in bringing about successful organizational change.*

**Unit 1:( 1 CREDIT) Introduction-** Meaning & Understanding of Leadership: Evolution of leadership theories attributes of leadership, Leadership styles. Role of leadership, characteristics of leader.

**Unit 2: Leadership skills and tactics:** Persuasion skills, Motivational skills, Conflict resolution skills, and leadership tactics.

**Unit 3: (1 CREDIT) Understanding Change:** Evolution of an organisation change, the creativity stage, the stage of Direction-setting. The stage of Decentralization; The stage of coordination; the stage of collaboration; Classification of change: Dramatic change, systematic change, organic change; mode of change: Revolution; Reform; Rejuvenation.

**Unit 4: (1 CREDIT) Implementation change:** Transforming an organisation: Establishing a sense of Urgency; Creating a Guiding Coalition; Developing a vision and strategy for change; communication the change vision.

**Unit 5:( 1 CREDIT) Change agents:** CEOs as change agents: Middle level managers as change agent: HR personnel as change agents; Traditional role in new circumstances; consultants as Change agents

**Course outcomes:**

*By the end of this course students shall be able to:*

- 1. To conceptualise how change occurs in organisations, and factors involved in organisations that can foster and resist change.*
- 2. Identify the key role of leadership in the effectiveness of the change process.*
- 3. Develop skills to be more effective members of teams, and acquire skills in the management of such teams to communicate more effectively with members of your organisation.*

**Books Recommended:**

David M. Herold, Donald B. Feder – Change the way you Lead Change: Leadership Strategies that really work.

Gerard J. Puccio, Mary Murdock, Marie Mance – Creative leadership: skills that drive change.

John P. Kotter – Leading change

Making sense of change management – Esther Cameron, Mike Green

Leadership Skill & Change management. – Ifcai University press

**M. B. A. III Semester**  
**Functional Elective III: Group - C – Human Resource Management**  
**HUMAN RESOURCE TRAINING AND DEVELOPMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: III/137-1/DSE8/B**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*The purpose of this course is to provide an in-depth understanding of the role of training in the HRD. This course also deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. You will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. You will also learn training techniques and the skills required to deliver a training program.*

**UNIT – I: Introduction to Training:** Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need- Organizational Analysis and Operational Analysis, Training Design.

**UNIT – II: Training Process:** Methods of training-On-and Off-the-Job training, Techniques and Aids of training, Developing Groups and Climate, Training Approaches, Implementation of Training, Trainers Skills and Styles.

**UNIT – III: Learning:** Concept, Principles of learning, Learning Principles, condition of Learning, Hierarchy of Learning, Learning Cycle, Learning Curve, Adult learning, Human learning and Memory, Electronic Learning, Theories of Motivation.

**UNIT – IV: Training Evaluation:** Validation and Evaluation of training-Types of Evaluation Instruments, Types of Evaluation Techniques, Dimensions of training evaluation, Models of training evaluation, cost-benefit Analysis, Training Audit.

**UNIT – V: Recent trends in Training and Development:** New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.

**Course outcome:**

*On successful completion of the course, students will be able to:*

- 1. Identify skills which are transferable from teaching to training.*
- 2. Identify and describe learning styles.*
- 3. Relate learning styles to activity types and tasks.*
- 4. Define motivation and relate it to training contexts.*
- 5. Relate teacher levels of experience to issues and challenges in delivering.*
- 6. Training analyse problems and provide solutions to enable effective*
- 7. presentation of Input and activities provide constructive feedback to*
- 8. trainees.*
- 9. Evaluate training materials for trainees of different experiential levels.*
- 10. Establish a checklist of evaluation criteria.*
- 11. Express valid, measurable learning outcomes.*
- 12. Deliver a teacher training activity to peers.*

**Books Recommended:**

1. B Janakiram, Trainign & Development, biztantra New Delhi
2. P L Rao, Training and Development, Excel Book New Delhi.
3. R. Krishnaveni Human Resource Development a Researcher's perspective Excel Books- 2009
4. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi.
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
6. Sage Publication, New Delhi
7. T.V. Rao Future of HRD , Macmillan India Ltd.
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies.

**MBA III Semester**  
**MANAGEMENT OF INDUSTRIAL RELATIONS & EMPLOYMENT LAWS**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: III/137-1/DSE9/C**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

1. *The purpose of this course is that the students should gain an understanding on the Basic concept of industrial relations and its management.*
2. *To acquaint students with the knowledge of different employment laws.*

**Unit I. Industrial Relations:** Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations

**Unit II. Industrial Disputes:** Collective Bargaining, Trade unions, Employee Grievances and Discipline.

**Unit III. Trade Unions Act, 1926:** Objectives of the act, definitions, coverage, registration & recognition of Trade Unions, Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

**Unit IV Employees Provident Funds (and Misc. Provisions) Act, 1952:** Definition, scope and provisions of the act Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependent Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)

**Unit V Employee's State Insurance Act, 1948:** Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, scope and provision of the act. Payment of Wages Act, 1936: Definition, scope and provision of the act. The Contract Labor Regulation and Abolition Act: Definition, scope and provisions of the act Factories Act, 1948: Definition, scope and provisions of the act. Shops & Establishment Act: Definition, scope and provisions of the act. Ethical issues & Laws at Work Places.

**Unit VI:** Case and Problems on above topic

**Course Outcomes:**

1. *Students will get a clear understanding on the Concept of Industrial Relations, trade unions, Industrial Disputes & machinery for grievance handling.*
2. *Students will have an understanding & learning's of the different Employment Laws which can affect the Business so that as a HR Manager they will be able to tackle the practical Legal problems in Employment Law area.*

**Reference Books:**

1. Labour & Employment Law in India - Manishi Pathak & Puneet Arora
2. Human resource Management & Human relations – V.P. Michael.
3. Textbook on Labour & Industrial Law - Dr. H.K. Saharay
4. Industrial Relations – Monappa.

**MBA IV Semester**  
**OPERATIONS RESEARCH**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/SEC7/A**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course objective:**

*The objective of the course is to equip the candidate with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.*

**Unit -I Operations Research:** Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

**Unit-II Linear Programming Problem (LPP):** Meaning, Assumptions, and characteristics of LPP

**Unit-III Business Application of Linear Programming Technique-** Formulation of LPP- Solution by Graphic method -simplex method.

**Unit –IV Decision Theory:** Decision making under certainty, Decision Making under risk and Decision Making under uncertainty.

**Unit -V Simulation of Management Systems: Meaning** and Process of Simulation, Application of simulation techniques; Monte – Carlo Approach, Random number generation, Waiting line Simulation Model, Inventory Simulation Model, Advantages & Limitations of Simulation.

**Course outcome:**

*After learning operations research course, learners will be able to understand and apply quantitative tools required to perform the role as a manager. This will enable students to use analytical evaluation and arrive at logical conclusions & inferences to the decisions.*

**Reference Books:**

1. Agarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
2. Billy, E. Gillett: Introduction to Operations Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.

3. Lucey, T: Quantitative Techniques, D.P. Publication, London.
4. Sharma, K.R.: Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
5. Tata, HamdyA : Operations Research – An Introduction, Prentice Hall, Delhi.
6. Vazsonyi, Andrew and Herbert F. Spriner : Quantitative Analysis for Business, Prentice Hall, New Delhi.
7. Vohra, N.D: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.



**MBA IV Semester**  
**RESEARCH METHODOLOGY**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/SEC8/B**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course objectives:** *The primary objective of this course is to: develop understanding of the basic framework of research process, develop an understanding of various research designs and techniques and identify various sources of information for literature review and data collection. Also develop an understanding of the ethical dimensions of conducting applied research and appreciate the components of scholarly writing and evaluate its quality.*

**UNIT I: Research fundamental:** Meaning and Objectives of Research, Research categories, Types of research Studies, Research Methods and research methodology, Research process. Scientific Method: Introduction, Methods of eliminate uncertainty, Steps in Scientific research, Difficulties in applying Scientific method in marketing research, Hypothesis- Types of Hypothesis, precaution while Setting Hypothesis, Types of Errors, Inductive v/s deductive logic.

**UNIT II: Defining Research problems and Hypothesis Formulation:** Defining the Research Problems, formulation of the Problems, Developing the research Plan, Importance of Hypothesis in decision making. Research design: Introduction, Types of research designs, Extension of true experimental design, selecting an Experimental Design Limitations of experimental design.

**UNIT III: Methods of Techniques of data collection:** Types of data, distinction between Primary and Secondary data, data Collection procedure for primary Data, Major Steps in conducting a Survey, Methods of secondary data Collection, schedule method Case study Method. Sampling: Introduction, Sample v/s Census, Criteria for Good Sampling, The Sampling Process, Types of Sampling methods/Techniques, Sampling and non- Sampling Errors.

**UNIT IV: Attitude Measurement and Scale:** Nature of Attitudes, Use of Attitude Measurement, Types of Scale, Potential Sources of error in Measurement, SPSS Procedure for Multidimensional Scaling. Questionnaire Design: Introduction, Techniques for Designing Questionnaires, Types of Questions, Questionnaire Construction. Data Preparation and Preliminary Analysis: Editing, Coding, tabulation, Process and Analysis, Formal Investigation.

**UNIT V: Research Report and Proposal Writing:** Introduction, Research Proposal, an insight into Research report and proposal, types of research report, guidelines for writing a report, Size of Report, Steps in Writing Report, Report presentation, Typing the report and documentation and Bibliography.

**Course outcome:**

*By the end of the subject students should be able to:*

- 1. Demonstrate the ability to choose methods appropriate to research aims and objectives.*
- 2. Understand the limitations of particular research methods.*
- 3. Develop skills in qualitative and quantitative data analysis and presentation.*
- 4. Develop advanced critical thinking skills.*
- 5. Demonstrate enhanced writing skills*

**Suggested Readings:**

1. Research Methodology by Dr. S L Gupta
2. Research Methodology by C R Kothari
3. Kerlinger F.N. Fundamentals of behaviour Research Holt Rinehart & Winston Newyork
4. Sadha A.N. Singh Amerjit : Research Methodology in social sciences Himalaya Pub. 1980
5. Bajpai S.R. : Methods in social survey & Research kitab Ghar Kanpur

**MBA IV Semester**  
**CORPORATE GOVERNANCE, BUSINESS ETHICS & ETHOS**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/GE2/A**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*This course aims at helping candidates think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The objective of course is to acquaint the candidates Ethics and Indian Ethos along with its relevance to managerial decision making.*

**Unit I: Corporate Governance:** Concept, History & Development significance in Indian context, Corporate social responsibility, Role of Board of Directors, Corporate Governance and its Effects.

**Unit II: Business Ethics:** Nature, scope and purpose of Ethics; Importance of Ethics & Moral standards; Ethics & Moral Decision Making. Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Work ethics: concept of ***Swadharma***.

**Unit III: Gandhian approach in Management & Trusteeship:** Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

**Indian Ethos:** Need, purpose & relevance of Indian Ethos; Salient features, Brain Stilling, Total Quality Mind, Intuition, Intellectual Rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making; Relevance of Bhagvad Gita: Doctrine of Karma i.e. *Nishkama Karma yoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model)*, Theory of *Sanskaras*, & Self-Management.

**Unit IV: Case studies on the above topics**

**Course outcome:** *The problem in business are multifold. One of the major social challenges faced by business is to balance ethics and economics. Society wants business to be ethical and economically profitable at the same time. This syllabus will help the students in the same aspect.*

**Suggested Readings:**

1. Business Ethics and Corporate Governance – S.K. Bhatia.
2. Business Ethics and Corporate Governance – C.S.V. Murthy.
3. Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.
4. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICFAI University Press

**MBA IV Semester**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/SEC 9/B**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*To enable students about various activities of logistics, warehousing and other activities of SCM for better decision making and designing of supply chain networks for competitive advantages.*

**Unit – 1: Logistics Management** – Nature & Concepts, Evolution of logistics management, Objectives, Components of logistics management, Functions of logistics management, Total Cost analysis, Functions of transportation, Elements of transportation cost, different modes of transport, Multimodal transportation- Transportation network, Containerization, Third Party Logistics, Fourth party logistics, International logistics, Logistics Vs SCM

**Unit – 2: Materials Management** – An overview – Introduction – Scope Objective, - Interface with other functions. Inventory Management, Demand & Supply Planning, Value Analysis, Concept of warehousing, Types of warehouses, Functions of warehousing, warehousing strategies, Warehouse design, Operational mechanism of warehousing, IT enabled warehouse management system.

**Unit – 3: Purchasing and store Management** – Role of Purchase department- Purchase cycle- Negotiation and Bargaining- Purchase order-vendor relations- Vendor Empanelment, Vendor Rating, purchase method-Purchasing procedure in Government, purchasing practices in Private organizations, legal framework for purchasing.

**Unit – 4: Supply chain management:** - Introduction, objectives, components, significance, Supply Chain Mapping, processes, Developing and Implementing Partnerships in the Supply Chain, Supply Chain Performance Measurement, Supply Chain Network Design, Supply Chain Strategies, Supply chain practices.

**Unit – 5: Recent trends in Logistics and Supply change management:** Benchmarking, World class supply chain management, Lean Manufacturing-Six sigma, TQM. Information Technology and supply chain, Enterprises Resource Planning, Green logistics and Green supply chain management.

**Course outcome:**

*After end of this course the student is expected to understand inbound and ou bound logistics activities, evaluate competitive performance and interdependencies of various modes of transportations. He should be able to understand trends in purchasing management and learn about Design and measure the performance of supply chain networks.*

**References:**

1. *Designing and Managing the SC* by David Simchi-Levi, Ravi Shankar; McGraw Hill Education (India), Edition 2008.
2. *SCM* by Sunil Chopra, Peter Meindl; Pearson India Education, 2016.
3. *World Class Supply Chain Management* by Burt, Dobler; Tata McGraw Hill, 2008.
4. *Supply Chain Management* by Janat Shah; Dorling Kindersley Pvt Ltd.2009.
5. *Distribution & Logistic management-* D.K. Agrawal- Mcmillan
6. *Management Accounting*–Horngreen, Sundem, Stratton–PHI- Latest Edition
7. *Management and Cost Accounting*–Colin Drury–Chapman Hall(ELBS)– Laterest ed.
8. *Management Control System* – Kirbi C.J. and Maciariello J.A.-PHI- Latest ed.
9. *Management Control System* – Anathony Dearden
10. *Cost Accounting* – Horngreen, Foster and S.M.Datar – PHI – Latest Edition
11. *Advanced Cost and Management Accounting, Textbook.* V.K.Saxena, C.D.Vasistha, S Chand
12. *Management Control: Modern Tools & Techniques*, Dhande N C, Samarth Udyog.
13. *Theory and Problems of Management and Cost Accounting* – M.Y.Khan and P.K.Jain – Tata Mcgraw Hill Publication Co.Ltd.
14. *Cost Analysis and Control* , Gosh P.K. and Gupta.
15. *Management of Organizational Behavior*, Hersey P and Balanchard H.B.
16. *Management and Cost Accounting-* Colin Drury

**MBA IV Semester**  
**MANAGEMENT CONTROL SYSTEM**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/SEC 10/C**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:**

*The course is aimed at identification of the potential of the information and knowledge for the achievement of the success in the business.*

**UNIT I: The conceptual foundations of control systems (1 Credit)**

Basic Concept, Meaning, Nature and purpose of control systems, Boundaries of Management Control, Direct, Indirect, Informal and formal. Factors influencing Control Systems. Span of control, decentralization, Functions of Controller, Cybernetic Paradigm, Block & Mathematical Modeling of Control Systems, key control variables, open loop & Close loop systems. Role of technology and automation in control management.

**UNIT II: Tools & Techniques of Management control in organizations (1 Credit)**

Cause & Effect Analysis, Pareto Chart, Why-Why Analysis, PERT & GNATT Charts, Activity diagrams, Decision tree, decision table, Root cause Analysis, Ishikawa (Fishbone) Diagrams, CPM, Standards, Concepts of - Benchmarks, Road map, Yardsticks, Kaizen, Quality Circle, TQM, TPM, MBO, MBE, MBWA, JIT, JOT, Zero Inventory, Kan-Ban, Poka-Yoka and other modern management techniques. Performance Appraisals, KPI, Internal controls, External & internal audit, role of financial controllers and auditor, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

**UNIT III: Accountability in organizations (1 Credit)**

Responsibility Centers, Types of Responsibility Centers, Expense Centers, Profit Centers and Investment Centers, Benchmarking and Total Cost Management, Transfer Pricing (Market based and Cost Based) Return on Investment, Economic Value Added, Market Value Added, Activity Based costing. Budget and Budgetary control: Concept of Budget, Organization for Budgetary control, Budget Committee, Budget Manual, Budget period, Principal Budget Factors, Functional Budgets and Master Budget, Cash Budget, flexible budget, performance budgeting. Concept of Zero-base, zero base budget, Advantages and limitations of Budgetary Control System.

**UNIT IV: The new dimensions of control with cases (1 Credit)**

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, reward System, risk management. Sectoral applications- financial, banking, insurance, manufacturing, service, Information Technology, Communication, non-profit organizations, legal environment, public service organizations, public utility sector, government and co-operative business, control in projects. Non-financial Measures of performance, Control of quality, Cycle time & Productivity.

**Course outcome:**

*On undergoing the course, the students would be able to identify the need and development of proper information system tailored for the business.*

**Books Recommended:**

1. Management Control Systems – Robert N. Anthony & Vijay Govindarajan



**M. B. A. IV Semester**  
**STARTUP AND NEW VENTURE MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/SEC 11/D**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Course Objective:**

1. *To enable the candidates to comprehend the conceptual framework of MSMEs with a special focus on initiation and procedural formalities, government rules and regulations.*
2. *To inculcate the spirit of entrepreneurship and provide an overview of the entrepreneurial competencies.*

**Unit 1: (1 Credit) Small enterprises** - An Introductory Framework: concept and definition of MSMEs, Characteristics of MSMEs, entrepreneurship and MSMEs,

**Unit 2: (1 Credit) Government policy & Development of MSMEs in India:** Government policy framework for MSMEs, problems for small enterprises, prospects of small enterprises in a free economy, opportunities for an entrepreneurial career.

**Unit 3: (1 Credit) Project Identification and Selection:** creativity, innovation and idea generation, sources of business ideas, criteria for selection of a business opportunity – environmental analysis, SWOT analysis.

**Unit 4 and Unit 5: (1 Credit) Setting up a New Business Enterprise - I:** Planning for setting up a new enterprise, project identification/selection, project selection – product choice, technology and machinery, arranging finance, decision about location, project report preparation, filing of entrepreneur's memorandum, approvals/clearances, enterprise development, quality certification

**Unit 5: Setting up a New Business Enterprise - II:** Government rules and regulations, arranging finance, organization structure, relevant Acts for entrepreneurs

**Course outcome:**

*After Learning this subject, it is expected from learner to explore huge opportunities exist as self-employment, he should be able to develop required proposal and evaluate profitability of various projects.*

**Suggested Readings:**

1. Entrepreneurial Development, S. S. Khanka, S. Chand & Co.
2. Achieving Society, McClelland, D. Van Nostrand Co.
3. Entrepreneurship Text and Cases, Cengage Learning India
4. Theory of Economic Development, J. A. Schumpeter, Harvard University Press
5. MSMEs in India An Overview, [http://dcmsme.gov.in/ssiindia/MSME\\_OVERVIEW09.pdf](http://dcmsme.gov.in/ssiindia/MSME_OVERVIEW09.pdf)
6. <http://dcmsme.gov.in/policies>
7. Entrepreneurship Development, Satish Taneja, Himalaya Publishing House
8. Fundamentals of Entrepreneurship, Sangram Keshari Mohanty, PHI Learning

**M. B. A. IV Semester**  
**MANAGEMENT INFORMATION SYSTEM**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/GE3/A**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

**Unit-I: (1 Credit) Management Information system, Need, Purpose and objectives:**

Types of Information, Concept of Data, Types of Data, Metadata, Data Processing, Transaction Processing, EDP, Information Systems, DBMS, RDBMS & contemporary approaches to use of information for competitive advantage, Information Security and controls, Quality assurance, Ethical and Social Dimension, Intellectual Property Rights as related to IT services/ IT products.

**Unit-II: (1 Credit) Information Management and Decision Making:**

Types of Decisions, Decision Making Process, Decision Tree, Decision Table, Group Decision System, DSS, MIS, EIS, GIS, MRP1, MRP2, ERP, Concept of Neural Networking & Artificial intelligence, Knowledge Systems, Expert Systems, Data Warehouse, Data Mining, Big Data, Cloud Computing.

**Unit-III: (1 Credit) Systems Analysis and Design:**

System Development Life Cycle, Make or Buy option analysis, Flow Charts, Data flow diagrams, Entity Relationship Diagrams, Normalization Techniques, SQL, System Development Models, Waterfall, “V” model, Spiral model, Simulation, Proto Typing, Agile, Rapid Developing Tools, CASE Tools, Object oriented systems (only introduction to these tools and techniques).

**Unit-IV: (1 Credit) M.I.S. Lab:**

Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum Five Case Studies. Emphasis should be given on management-oriented problems and cases. Candidates should perform the practical and submit the journal for final evaluation.

**Course Objective:**

**Guidelines for performing the Practical**

- Experiments done are expected to of conceptual & study type.

- Experiment must be focused on the applications & evaluate the merits and demerits.
- The investigation should explore the innovative ideas and creative information systems for the industry and business needs.
- Extensive use of the state-of-the-art technology is expected from the candidate for the study of applications.
- Submission may contain the success/ failure stories.

**Suggestive list of Experiments:**

1. Suggest different data names, attributes, records and data types that are needed for an organization in design of their MIS with real example.
2. Study of information flow, data flow and document flow system in an academic/ industrial organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small-scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Study of Software Development project features.
7. Study of various front-end tools and back end tools used in MIS.
8. Study of various CASE tools available for system development.
9. Study of different output formats and input forms as an example of data processing.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

**Suggested Readings:**

1. Management Information Systems-Laudon 7th Edition, Pearson Education, Asia.
2. Management Information Systems, Jawadekar Tata McGraw Hill.
3. Management Information Systems: An overview of Tools, N C Dhande, Samarth Udyog.
4. Management Information Systems, Davis and Olson, Tata McGraw Hill.
5. Management Information Systems, Jayant Oke.Laudon,
6. Management Information Systems: Managing the Digital Firm. Kenneth C., and Jane Price Laudon. Prentice Hall, 2005.
7. "Learning Zone-; MIS: Time to plunge into automated systems." Printing World. 6 April 2006.Shim, Jae K. and Joel F. Siegel.
8. The Vest Pocket Guide to Information Technology. John Wiley & Sons, 2005.Torode, Christina. Management Information Systems, O'Brien, Vth Ed. Tata McGraw Hill.

**MBA IV Semester**  
**DISASTER MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/ GE4/B**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*To explain the role and significance of management in tackling disaster situations, To understand various perspectives of disaster management*

**Unit I: Disaster Management:** Concept, Definition, Objectives, Scope, Dimensions, Challenges

**Unit II: Types of disasters & effects/ damages due to disasters:** Natural disasters: Unpredictable disasters– Earthquake, Volcano, Landslides, Predictable disasters– Cyclone, Draughts: Partially predicable disasters– Floods, Landslides, Manmade disasters: Industrial disasters, Economic disasters, Social disasters, Environmental disasters, Ecological disasters

**Unit III: Disaster Management and socioeconomic system:** Factors affecting damages, Factors affecting mitigation measures

**Unit IV: Disaster Management Cycle:** Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management:

**Unit V: Disasters and Development:** Disasters and the Government- Disaster Management Act 2005

**Course outcome:**

*The student understands various types of disasters - causes of their occurrence and also consequences; and develops confidence about proper management of all kinds of disasters.*

**Suggested Readings:**

1. All You Wanted to Know about Disasters- B. K. Khanna, New India Publishing Agency, New Delhi
2. Disaster Management Global Challenges and Local Solutions- Rajib Shaw, R.R. Krishnamurthy, Universities Press, Hyderabad
3. Disaster Management, M. Saravana Kumar, Himalaya Publishing House

4. Natural Disasters - David Alexander, UCL Press, London
5. [www.ndma.gov.in](http://www.ndma.gov.in)
6. [www.nidm.net.in](http://www.nidm.net.in)
7. [www.ndmindia.nic.in](http://www.ndmindia.nic.in)

**M. B. A. IV Semester**  
**Functional Elective I: Marketing Management**  
**Project Report Viva-Voce**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE13/I**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Guidelines for Project Work and Viva Voce**

**M. B. A. IV Semester**  
**Functional Elective I: Marketing Management**  
**SERVICE AND RELATIONSHIP MARKETING**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE14/I**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

1. *To acquaint candidates to the uniqueness of the services characteristics and its marketing implications.*
2. *To analyze several facets in the area of services marketing essential for the success of a service enterprise.*

**Unit I: (1 CREDIT) Introduction to Service Marketing:** Understanding Service, The Nature of Service Marketing - significance, Classification of Services, Challenges of Service Marketing.

**Unit II: (1 CREDIT) Management of Services Marketing:** Services Marketing Mix, Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Developing and Maintaining Demand & Capacity, Delivering Quality Services.

**Unit III: (1 CREDIT) Service Marketing Practices:** Financial services; Hospitality: Travel, Hotels and Tourism; Educational services

**Unit IV Relationship Marketing- An Overview:** Paradigm Shift in Marketing, Fundamental Concepts in Relationship Marketing, Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- ethical issues – customer privacy

**Unit V (1 CREDIT) Sustaining Customer Relationships:** The role of service in building relationships, Segmentation of service, Measurement of service - Monitoring of customer satisfaction, Analyzing customer defections

**Course Objective:**

**Suggested Readings:**



1. Services Marketing – Vasanti Venugopal, Raghu V.N., Himalaya Publishing House
2. Services Marketing –S. Shajahan, Himalaya Publishing House, 2011
3. The CRM Handbook – Jill Dyche, Pearson Education, 2002
4. The Nuts & Bolts of CRM – Dhruv Nath, Tata McGraw-Hill Publishing Co.
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing Text and Cases- S.Shajahan, McGraw-Hill Co. 2009
7. Customer relationship Management – H.Peeru Mohamed, A.Sagadevan, Vikas Publishing House, 2010
8. The Ultimate CRM Handbook – John G. Freeland, Tata Mc Graw-Hill Edition, 2008
9. Services Marketing - Zeithaml & Others, Pearson Education.
10. Servicing Marketing- S.M. Jha, Himalaya Publishing House.

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**M. B. A. IV Semester**  
**Elective I: Marketing Management**  
**RETAIL MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE15/I**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

1. *The purpose of this course is that the candidates should gain an understanding on Basics of Retailing, and Functional aspects of Retailing and 4 P's in Retail Marketing*
2. *To acquaint the students with the Current Trends in the field of Retailing & Application of IT in Retailing*

**Unit-I: Introduction to Retail Management (1 CREDIT):** Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Evolution of Retail in India, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, Non-Store Retailing, FDI in Retailing

**Unit-II: Retail Store Location, Store Layout and Design (1 CREDIT):** Types of Store locations, Factors for Choosing Store Location, Steps involved in choosing a Store Location, Trade Area Analysis, Layout Selection, Principles of Store Design, Importance of Store Design, Interior Store Design & Exterior Store Design

**Unit-III: Retail Merchandise Management and Retail Pricing (1 CREDIT):** Classification of Consumer Goods, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing

**Unit-IV: Retail Human Resource and Promotion Management:** Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel, Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display

**Unit-V: Factors Affecting Retail management (1 CREDIT):** Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Licenses needed for Retailing in India, Retail Research, Customer Relationship Management in Retailing, Application of IT in retailing, Retailing through Internet

**Unit VI Case Studies on the above Topics.**

**Course outcomes:**

- 1. Students will be able to understand the problems & prospects in the field of Retailing in India*
- 2. They will have get the detailed knowledge on the practical aspects in Retailing such as Store Design, Store Layout, Store Location, Advertising and Sales Promotion in Retailing*

**Suggested Readings:**

1. Levy, Weitz and Pandit: Retailing Management: Tata McGraw Hills.
2. Dr. Harjit Singh: Retail Managemen: S. Chand Publication
3. Arif Sheikh & Fatima Kaneez : Retail Management: Himalaya Publication House
4. Swapna Pradhan: Retail Management: Tata McGraw Hill, New Delhi
5. Lamba: Art of Retailing: Tata McGraw Hill
6. KVS Madaan : Fundamentals of Retailing: Tata McGraw Hill
7. A Shiva Kumar: Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house.

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**M. B. A. IV Semester**  
**Elective I: Marketing Management**  
**PRODUCT AND BRAND MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE16/I**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*To explore the various issues related to Product & Brand Management and to enhance the understanding and appreciation of this important intangible strategies.*

**Unit I: (1 CREDIT) Introduction to Product Management:** - Meaning of product, overview of Product Management, Components and level of Products, Functions of Product manager, Product and product Lines, Special issues in Product Management, Classification of products, Product and service differentiation.

**Unit II:-(1 CREDIT) Strategic Product Management:** - Product Life cycle & Strategy, Product Differentiation& its positioning- Decisions on Packaging, Labeling, Warranties & Guarantees, New Product Development, Product Personality. Individual Product Decisions, Product attributes, POP and POD's, Perceptual Maps, financial analysis and performance appraisal for product management.

**Unit III: (1 CREDIT) Introduction to Brand Management:** Brand & Products, understanding brands, Importance of Branding, Things that can be branded, Challenges and opportunities for Branding, Value & Significance of Brand, Brand Name, Symbol & Slogan, Essentials of good brands, conducting brand audits, Brand Loyalty; Awareness, Creating and Managing Brand Loyalty, Co-Branding and ingredient branding.

**Unit IV: (1 CREDIT) Brand Equity Management:** - Identifying & establishing Brand positioning & Values, Planning & implementing brand Marketing programs, Measuring & Interpreting brand performance, Growing and sustaining brand equity, contemporary issues in product & brand management.

**Case studies on the above topics.**

**Course outcome:**

*Learner is expected to appreciate the importance of product strategies in the overall success of the firm. He/she should be able to appraise product lines and product mixes of the organizations for maximization of the profit. He/she should be able to understand process of building and managing strong brands for long run.*

**Suggested Readings:**

1. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009
2. Kevin lane Keller etal-Startegic Brand Management 4e-Pearson-2015
3. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education New Delhi –2009
4. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005
5. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi.
6. U C Mathur – Product and Brand Management –Excel Books –New Delhi.
7. Tapan K Panda –Building Brands –Excel Books –New Delhi.

**M. B. A. IV Semester**  
**Functional Elective I: Financial Management**  
**Project Report Viva-Voce**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE17/II**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Guidelines**

**M. B. A. IV Semester**  
**Functional Elective II: Financial Management**  
**CORPORATE INCOME TAX AND PLANNING (BUSINESS TAXATION)**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE18/II**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*The course aims to develop an understanding of the importance of Tax Planning & Tax Management.*

**UNIT – I: (1 CREDIT)** Corporate Taxation— Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

**UNIT – II: (1 CREDIT)** Assessment of Companies- **(I)**- Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems)

**UNIT- III: (1 CREDIT)** Assessment of Companies- **(ii)** - Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

**UNIT –IV: (1 CREDIT)** Tax Planning: Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance.

**Note:** Provisions of Law shall be applicable as per current financial year i.e. for financial year 2016-17 assessment year 2017-18.

**Course outcome:**

*The students will be able to do the assessment of companies based on Computation of Income from House Property, Income from Business, Capital Gains, Other Sources. The students will be able to do tax planning.*

**Suggested Readings:**

1. Gaur and Narang: *Income Tax Law and Practice*, Kalyani Publishers, New Delhi.
2. B.B.Lal & N. Vashisht: *Direct Taxes*, Pearson Education.

3. *H.C. Meherotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.*

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**M. B. A. IV Semester**  
**Functional Elective II: Financial Management**  
**FINANCIAL SERVICES MANAGEMENT – (Group – B)**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE19/II**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.*

**Unit –I. (1 CREDIT)** Indian Financial System: Organized and unorganized Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services.

**Unit –II. (1 CREDIT)** Merchant Banking: Nature and Functions of Merchant Banker, Scope of Merchant Banking in India. Lease financing V/s Debt Financing (Problems).

**Unit –III. (1 CREDIT)** Mutual Funds: Concept –types of funds, advantages, Factoring.

**Unit –IV. (1 CREDIT)** Venture Capital: Nature Scope and Limitations.

**Unit –V. Credit Rating:** Concept of credit Rating – Types of credit rating, Credit rating Agencies in India.

**Course outcomes:**

*Student should be able to explore cross functional opportunities that exists in financial services management. He should understand Financial system in India and various opportunities and strategies to tap these opportunities in financial services.*

**Suggested Readings:**

1. M.Y. Khan; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
2. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.
3. Deodhar and Abhyankar: Indian Financial System, Himalaya Publishing House, Mumbai.
4. MachiRajio : Indian Financial System : Vikas Publishing House, New Delhi

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**M. B. A. IV Semester**  
**Functional Elective II: Financial Management**  
**BANKING SERVICES OPERATION– (Group – B)**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE20/II**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management candidate to have an insight to the banking sector and how it works.*

**Unit - 1 Introduction to Banking:** Meaning, definition, historical developments in banking, types of banks, challenges of banking industry. Functions of commercial bank. Banking regulation Act. **(1 CREDIT)**

**Unit - II Practical Banking:** Types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Banker & customer, paying banker, collecting banker, cheques & crossing of cheques, Endorsement & its significance, Passbook. **(1 CREDIT)**

**Unit - III Retail banking:** Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

**Unit - IV Fee-based services:** The fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, banc assurance. **(1 CREDIT)**

**Unit - V Introduction to banking operations:** The changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset Liability Management. Introduction to electronic banking: electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking.: Payment and settlement systems, RTGS and clearing house. **(1 CREDIT)**

**Course outcome:**

*Learner is expected to understand basic operations management at Branch level in the bank. He should be able to interpret mechanism framework for retail banking and explore opportunities in this sector.*

**Books Recommended:**

1. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi. 75
2. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi
3. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.
5. Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006
7. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
8. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.

**M. B. A. IV Semester**  
**Functional Elective III: Human Resource Management**  
**Project Report Viva-Voce**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE21/III**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Guidelines**

**MBA IV Semester**  
**Functional Elective-III (HRM Group-C)**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE22/III**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

1. *The purpose of this course is that the candidates should gain an understanding on International HRM, Basics of IHRM, The Functional Aspects of IHRM, I*
2. *Students should gain an understanding on HRM Practices in Selected Countries, and Special Issues in IHRM.*

**Unit-I: Basics of IHRM: (1 CREDIT):** Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM, Three Dimensions of IHRM activities, Factors affecting IHRM policies & practices, Cultural issues in IHRM, Model of IHRM activities

**Unit-II: Recruitment, Selection, Staffing & Training in International context: (1 CREDIT)**

Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection, Expatriate Failures & Reasons, Need & Importance of Expatriate Training, Cultural Awareness Training Programs, Cross Cultural Team Building

**Unit-III: International Compensation, Performance Management & Labour Relations: (1 CREDIT)** Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates, International Labour Relations.

**Unit-IV: IHRM Practices in Selected Countries:** HRM practices in different countries - Japan, America, Britain, Germany, China and India.

**Unit-V: Special Issues in IHRM: (1 CREDIT):** Role of Global HR Manager, Information Technology and International HRM, Human Resource Out-Sourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM

**Unit VI: Case studies on the above topics.**

**Course outcome:**

1. *Students will get detailed understanding on the Recruitment, Selection, Staffing & Training in International context.*
2. *As a HR Manager, the students will be in a good position to handle the problems of Human Resource Management in International Scenario.*

**Suggested Readings:**

1. K Aswathappa, Sadhna Dash- - International Human Resource Management Text and Cases -Tata McGraw Hill Publishing Company Ltd
2. Dr. Nilanjan Sengupta & Dr. Mousumi Bhattacharya- International Human Resource Management - Excel Books, New Delhi
3. R.V.Badi & S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi
4. P. Subba Rao - International Human Resource Management -Himalaya Publishing House

## **M. B. A. III Semester**

Elective III: Group - C – Human Resource Management

### **HRP AND STRATEGIC HUMAN RESOURCE MANAGEMENT**

PROGRAMME CODE: SCM-C-MBA-PG, COURSE CODE: IV/137-1/DSE23/III

□□ University Examination 50 Marks □□ Internal Assessment 50 Marks □□ Total 100 Marks □□

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#### **Course Objective:**

1. To acquaint students with the understanding of various strategies involved in the field of Human Resource Management.
2. To get the learning's on the Implementation & Evaluation of Strategies of HRM.

**Unit-I The Framework of SHRM:** Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Linkage between strategic business planning (SBP) and strategic HR development (SHRD)

**Unit-II HR Strategy Formulation:** Strategic concept & definition, strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR.

**Unit-III HR Strategy Implementation:** Efficient utilization of human resources, Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems – Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems.

**Unit-IV HR Strategy Evaluation:** HR evaluation process – Overview– Level of analysis – Criteria – Level of constituents – Ethical dimensions –Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

#### **Course Outcomes:**

1. Students will understand the various strategies & their importance in the field of Human Resource Management
2. Students will be able to implement these strategies & evaluate their results.

#### **Books Recommended:**



1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008

**M. B. A. IV Semester**  
**Functional Elective III: Human Resource Management**  
**PERFORMANCE MANAGEMENT & RETENTION STRATEGIES**  
**PROGRAMME CODE: SCM-C-MBA-PG COURSE CODE: IV/137-1/DSE24/III**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Objective:**

*The goal of this subject is to effectively implement and manage a Performance Management System in support of the strategic goals of the organization.*

**Unit I: Introduction to Performance Management:** Definition, Historical developments in Performance Management - Aims & objectives of performance management, Characteristics of performance management, guiding principles of performance management. Performance appraisal: Meaning, objectives, need/ importance of performance management, types of appraisal - performance management Vs Human resource management.

**Unit II: Performance Management Process:** Principal steps for Performance Management Process: Planning, Ongoing Feedback, Employee Input, Performance Evaluation, Performance Review, Implementation, Ensure Alignment with Other HR Systems, Train Employees and Managers, Evaluate and Improve, Legal Considerations.

**Unit III: Performance Measurement:** - Measuring performance, Criteria for performance measurement; Setting Organizational Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Mapping, Balance Score card. Manage performance and development plan - setting mutual expectations and performance criteria.

**Unit IV: Planning for performance and Development:** Setting objectives - Organisational and individual performance plans - Components of Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

**Unit V: Retention Strategies:** Need & Importance of Employee Retention, process of Employee Retention Strategies, Role of Motivation in Employee Retention, Role of HR in Employee Retention, Role of Team Leaders and Supervisors in Employee Retention.

**Course outcome:**

*Upon successful completion of this course, the student will have reliably demonstrated the ability to:*

- 1. Students will Gain a working knowledge of performance management systems.*
- 2. Gain an enhanced ability to communicate effectively on issues relating to performance management.*
- 3. Learn appropriate terminologies and practices regarding performance management.*
- 4. Learn effective techniques for conducting an effective performance appraisal, and ways to Coach Members of management.*

**Recommended Books/Journals:**

1. H. A Guinis, Performance Management, Pearson
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems,
3. K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill.
4. B. Pattanayak: Human Resource Management, OUP
5. P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP

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