

**SECOND YEAR DETAIL SYLLABUS**

**ELECTIVES:**

| <b>a) FUNCTIONAL AREA : MARKETING</b> |                  |                  |                                 |              |               |                         |                            |
|---------------------------------------|------------------|------------------|---------------------------------|--------------|---------------|-------------------------|----------------------------|
| <b>Sl No</b>                          | <b>Sem ester</b> | <b>Sub. Code</b> | <b>Elective Papers</b>          | <b>L-T-P</b> | <b>Credit</b> | <b>University Marks</b> | <b>Internal Evaluation</b> |
| 1.                                    | 3 <sup>rd</sup>  | 18MBA301A        | Consumer Behaviour              | 3-0-0        | 3             | 100                     | 50                         |
| 2.                                    | 3 <sup>rd</sup>  | 18MBA302A        | Sales & Distribution Management | 3-0-0        | 3             | 100                     | 50                         |
| 3.                                    | 3 <sup>rd</sup>  | 18MBA303A        | Digital Marketing               | 3-0-0        | 3             | 100                     | 50                         |

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|----|-----|-----------|-------------------------------|-------|-----------|------------|------------|
| 4. | 3rd | 18MBA304A | Service Marketing             | 3-0-0 | 3         | 100        | 50         |
| 5. | 4th | 18MBA401A | Retail Management             | 3-0-0 | 3         | 100        | 50         |
| 6. | 4th | 18MBA402A | Product & Branding Management | 3-0-0 | 3         | 100        | 50         |
| 7. | 4th | 18MBA403A | B2B Marketing                 | 3-0-0 | 3         | 100        | 50         |
|    |     |           | <b>TOTAL</b>                  |       | <b>21</b> | <b>700</b> | <b>350</b> |

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA301A</b> | <b>Consumer Behaviour</b> | <b>L-T-P</b><br><b>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**Course Objective:**

- To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.
- To identify consumer behavior and to analyze emerging issues in buying behavior.

**COURSE OUTCOME:**

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

**Module -I:**

**Theories of Consumer Behaviour:** Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, implication of these theories, Consumer decision: Process approach, Factors, influencing consumer decision making,

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Segmentation, Psychographics & VALS; Diffusion of Innovations.

### Module -II :

**Individual Determinants of Behaviour:** Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior, Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

### Module - III

**Models of Consumer Behaviour:** Engel- Kollat-Blackwell Model. Changing Consumer Behaviour and its dynamics, Consumer Behaviour in online marketing, Characteristics of modern women and Netizens. Consumer decision Journey and stages, Omni Channel Behaviour.

### Books :

- Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
- Consumer Behavior Indian Perspective, Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, Satish K. Bhatra & S H HKazmi, Excel Books

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|--------------------------|-----------|---------------------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 18MBA302A | Sales & Distribution Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objective:

- To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
- To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

### Module-I :

**Sales Management:** Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management,

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

### Module -II :

**Distribution Management:** Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

### Module -III :

**Logistics management:** Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

### Books :

- Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, TataMcGraw
- Sales and Distribution Management – Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L.Gupta, ExcelBooks
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

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| 3 <sup>rd</sup> Semester | 18MBA303A | Digital Marketing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objective :

- To understand online consumer behavior and concept of cyber branding.
- To understand the technological importance of SEO
- How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight into future trends that will affect future development of digital marketing.

### Module – I :

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**Basics of Digital Marketing** :Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen’s expectation & influence,

### Module – II :

**Search Engine Marketing** :PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

### Module – III :

**Google Analytics, AdWords, Ad Sense** :Display adverting, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

### Books :

- Using Google™ AdWords and AdSense, M. Miller, Que Publishers
- Digital Marketing –Kamat and Kamat-Himalaya
- Marketing Strategies for Engaging the Digital Generation, D. Ryan,
- Digital Marketing, V. Ahuja, Oxford University Press
- Digital Marketing, S.Gupta, McGraw-Hill
- Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

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|--------------------------|-----------|-------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 18MBA304A | Service Marketing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objective:

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

### Module-I:

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

### Module-II:

Quality Issues and Models, Gap Analysis, SERVQUAL, Application ofSERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

### Module –III:

Building customer relationships- Relationship marketing, Relationship value ofcustomers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, EducationServices, ITES, Telecom services, Health Services.

### Books :

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, AjayPandit, McgrawHill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee,Pearson
- Services marketing, GovindApte, Oxford UniversityPress
- Services marketing, Rajendranargundkar, Tata McgrawHill

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|--------------------------|-----------|-------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 18MBA401A | Retail Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objective:

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

### Module -I :

Emergence of organized retail in India,Retailing–Role, Relevance and Trends, Retail organization, Types of retailers,Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

**Module -II :**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

**Module -III :**

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

**Books :**

- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc GrawHill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management ,Suja Nair, Himalaya Publishing Home

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|--------------------------|-----------|-------------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 18MBA402A | Product & Branding Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Course Objective:**

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

**Module – I :**

**Product Management :** Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

**Module-II :**

**Branding :** Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

**Module- III :**

**Brand management :** Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

**Books :**

- Product Management, D. R. Lehmann & R. S. Winer, 4<sup>th</sup> Edition, TATA McGraw-Hill publications
- Brand Management Practices –Sashikumar -Himalaya
- Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
- Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- Product Management, S. A. Chunawalla, Himalaya Publishing House.
- Strategic Brand Management, K. L. Keller, 2<sup>nd</sup> Edition, Pearson Publications.

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| 4 <sup>th</sup> Semester | 18MBA403A | B2B Marketing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Course Objectives:**

- To provides theoretical, imperial and casebased concepts geared to the needs of the students interested to work in business to business market.
- To study the Strategic Market Planning for Products and Channels in B2B Market

**Module-I**

**Introduction to Business Marketing:** The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

**Module-II**

**Segmentation, Targeting and Positioning of Business Marketing:** Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high



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performance, Pricing and bidding, Role of branding in B2B marketing.

### Module-III

**Distribution Management:** Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management–need & importance in Business Marketing, Tendering and quotation management, negotiation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

### Books :

- B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
- B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
- B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
- Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
- B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

| b) FUNCTIONAL AREA : FINANCE |                 |           |  |       |        |                  |                     |
|------------------------------|-----------------|-----------|--|-------|--------|------------------|---------------------|
| Sl No                        | Sem ester       | Sub. Code | Elective Papers                          | L-T-P | Credit | University Marks | Internal Evaluation |
| 1.                           | 3 <sup>rd</sup> | 18MBA301B | Security Analysis & Portfolio Management | 3-0-0 | 3      | 100              | 50                  |
| 2.                           | 3 <sup>rd</sup> | 18MBA302B | Financial Derivatives                    | 3-0-0 | 3      | 100              | 50                  |
| 3.                           | 3 <sup>rd</sup> | 18MBA303B | Advanced Management Accounting           | 3-0-0 | 3      | 100              | 50                  |
| 4.                           | 3 <sup>rd</sup> | 18MBA304B | Project Appraisal and Financing          | 3-0-0 | 3      | 100              | 50                  |
| 5.                           | 4 <sup>th</sup> | 18MBA401B | Business Taxation                        | 3-0-0 | 3      | 100              | 50                  |

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| 6. | 4th | 18MBA402B | Behavioural Finance                       | 3-0-0 | 3         | 100        | 50         |
| 7. | 4th | 18MBA403B | Mergers and<br>Corporate<br>Restructuring | 3-0-0 | 3         | 100        | 50         |
|    |     |           | <b>TOTAL</b>                              |       | <b>21</b> | <b>700</b> | <b>350</b> |

|                                |                  |   |                        |                  |               |
|--------------------------------|------------------|---|------------------------|------------------|---------------|
| <b>3<sup>rd</sup> Semester</b> | <b>18MBA301B</b> | <b>Security Analysis &amp; Portfolio<br/>Management</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**OBJECTIVES:** To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

**Module-I:**

**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on single Asset and on ‘n’ assets portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

**Module-II**

**Investment Models, Selection:** Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optional portfolio. Sharpe’s Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

**Module-III:**

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Fundamental and Technical Analysis and evaluation:** Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, Portfolio management strategies.

**Books:**

- Security Analysis & Portfolio Management, S.Kevin, PHI
- Security Analysis & Portfolio Management, P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
- SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill

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| 3 <sup>rd</sup> Semester | 18MBA302B | Financial Derivatives | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Course Objective:** This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

**Module-I**

**Financial Derivatives – An overview :** Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

**Module-II**

**Future Market :** Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

**Module-III:**

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**Options Market and SWAP:**Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, And Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

### Books:

- Options , Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management, Srivastava, Oxford
- Derivatives and Risk Management, Verma J.R, TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

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| 3 <sup>rd</sup> Semester | 18MBA303B | Advanced Management Accounting | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module-I.

**Introduction to Cost Accounting and Management Accounting:** Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

### Module-II.

**Methods and Techniques:** Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Short term decisions using variable costing, short term decisions using relevant costing, Product costs using activity based costing.

### Module-III

**Management Tools:** Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales). Balance Score card for measuring total business unit performance. Financial Measures of Performance : Investments and EVA

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### Books:

- A text book on Cost and Management Accounting, M.N Arora, Vikas
- Advanced Management Accounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House
- Management Accounting, Khan and Jain, Mc GrawHill

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| 3 <sup>rd</sup> Semester | 18MBA304B | Project Appraisal and Financing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module - I: Project Identification and Formulation

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

### Module-II: Project Cost Estimation and Project Appraisal:

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

### Module -III: Project Financing and Risk Analysis

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination,

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### Reference Books:

- Project Appraisal and Financing – Lath, Prasar-Himalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.Singh-HPH
- Projects Management ,Prasanna Chandra, Mc GrawHill

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| 4 <sup>th</sup> Semester | 18MBA401B | Business Taxation | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module-I:

**Direct Taxation:**Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

### Module-II:

**Income sources:** Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions.

### Module-III:

**Introduction to indirect taxation:** Computation of tax under GST, Value added tax.

### Books:

- Business Taxation – Mohapatra, Sahu - Himalaya
- Business Taxation - A. Pathak and S. Godiawala , Mc Graw Hill Publication
- Taxation - Singhaniania ,Taxmann
- Taxation – Hariharan

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| 4 <sup>th</sup> Semester | 18MBA402B | Behavioural Finance | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Module- I**

**Foundations of Finance:** Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

**Module –II**

**Prospect Theory:** Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg’s paradoxes, Investors sentiments and Bubble creation.

**Module-III:**

**External Factors and investors behavior:** Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

**Reference Books:**

- Behavioral Finance: Sinha PK - Himalaya
- Behavioral Finance: Shuchita Singh and Batt, Vikas.

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- Value investing and behavioral Finance, Parag Parikh, TMH
- Understanding Behavioral Finance, Cengage
- Behavioral Finance, Chandra, Mc GrawHill

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| 4 <sup>th</sup> Semester | 18MBA403B | Mergers and Corporate Restructuring | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module-I:

**Financial Policy and Corporate Strategy:** Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

### Module-II:

**Mergers and Takeover:** Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures

### Module-III:

**Corporate Restructure:** Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restructuring, techniques of corporate restructuring.



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**Books:**

- Mergers Acquisition and corporate restructuring –Sinha PK - Himalay
- Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi
- Strategic Financial Management, Jakhotia, Vikas
- Strategic Financial Management, Ravi M Kishore, Taxman

| c) FUNCTIONAL AREA: HUMAN RESOURCES |           |           |                                     |       |           |                  |                     |
|-------------------------------------|-----------|-----------|-------------------------------------|-------|-----------|------------------|---------------------|
| Sl No                               | Sem ester | Sub. Code | Elective Papers                     | L-T-P | Credit    | University Marks | Internal Evaluation |
| 1.                                  | 3rd       | 18MBA301C | Manpower Planning                   | 3-0-0 | 3         | 100              | 50                  |
| 2.                                  | 3rd       | 18MBA302C | Employee Relations                  | 3-0-0 | 3         | 100              | 50                  |
| 3.                                  | 3rd       | 18MBA303C | Compensation and Benefit Management | 3-0-0 | 3         | 100              | 50                  |
| 4.                                  | 3rd       | 18MBA304C | Performance Management System       | 3-0-0 | 3         | 100              | 50                  |
| 5.                                  | 4th       | 18MBA401C | Team Dynamics at work               | 3-0-0 | 3         | 100              | 50                  |
| 6.                                  | 4th       | 18MBA402C | Strategic HRM                       | 3-0-0 | 3         | 100              | 50                  |
| 7.                                  | 4th       | 18MBA403C | Industrial Legislations             | 3-0-0 | 3         | 100              | 50                  |
|                                     |           |           | <b>TOTAL</b>                        |       | <b>21</b> | <b>700</b>       | <b>350</b>          |

|                               |                  |                          |                        |                  |               |
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| <b>3<sup>rd</sup>Semester</b> | <b>18MBA301C</b> | <b>Manpower Planning</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**Course Objective:** To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

**Module – I :**

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting – Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

**Module – II :**

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

**Module – III :**

Strategic HRP : Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

**Books :**

- Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya
- Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience,1971
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

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| 3 <sup>rd</sup> Semester | 18MBA302C | Employee Relations | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVE:**

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

**Module - I:**

**Introduction to Employee Relations:** Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

**Module – II :**

**Industrial Relations :** Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function. Industrial Dispute :Code of Discipline and Grievance

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

### Module – III :

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

### Books:

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. LabourWelfare, Trade Unionism and Industrial Relation- Punecker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson
5. Industrial Relations, Monappa, TMH

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| 3 <sup>rd</sup><br>Semester | 18MBA303C | Compensation and Benefit Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### COURSE OBJECTIVE:

- 1. To learn basic compensation concepts and the context of compensation practice
- 2. To learn the concepts of payment and employee benefits issues.
- 3. To understand various benefits an employee can avail during service.

### COURSE OUTCOME:

- 1. Students can apply various compensation scheme and employee welfare measures at workplace which can help them for better human resource management.

### Module I:

**Conceptual and Theoretical Aspects of Compensation:** Concept of compensation, The 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

### Module-II:

**Wage Administration and Wage Determination:** Principles of Wage and Salary

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

### Module III:

**Employees Benefits:** Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

### Books:

- Compensation Management – Bhatia Kanchan, HPH
- Compensation, Milkvich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
- Compensation and Reward Management, B.D. Singh, Excel Books
- Compensation Management in a Knowledge, Based World, Henderson, Pearson

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| 3 <sup>rd</sup> Semester | 18MBA304C | Performance Management System | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objectives

- 1. To describe the nature of performance management and outline the core objectives of performance management
- 2. To Identify the different performance appraisal techniques that can be used by organizations.

### COURSE OUTCOME:

- Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

**Module-I: Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

**Module-II: Measuring Performance:** Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

**Reward Systems and Legal issues:** Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management

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to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

**Module-III: Performance Management Application & Improvement:** Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

### Books :

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu, Excel Books

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| 4 <sup>th</sup> Semester | 18MBA401C | Team Dynamics | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module-I :

**Characteristics and Process:** Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

### Module – II:

**Basic issues before Team:** Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

### Module –III:

**Organizational Context of Teams:** Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

### Books:

- Group Dynamics for Teams, Daniel Levi, Sage Publications
- Group Dynamics and Team Intervention, Timothy M Franz, Wiley
- Team Building, Dyer and Dyer, Wiley
- Group Dynamics, Donelson R Forsyth, Thomson
- Successful Team Building Tools- Elaine Biech, Pfeiffer

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| 4 <sup>th</sup> Semester | 18MBA402C | Strategic HRM | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVE:**

To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

**Module – I :**

**Understanding Strategic HRM :** Introduction : Traditional Vs. Strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

**Module – II :**

**Aligning HR Systems with business strategy:** Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

**Module – III :**

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**International and comparative strategic HRM:** Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

### Books :

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Strategic Human Resource Management-Rajees Viswanthan -Himalay
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.

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| 4 <sup>th</sup> Semester | 18MBA403C | Industrial Legislations | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module- I:

**Labour and Employment Laws in India:** Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act,1948; Employees’ Compensation Act,1923,

### Module - II:

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees’ Provident Fund Act,1952; Employees’ State Insurance Act, 1972; Payment of Bonus Act,1965.

### Module - III:

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

### Books:

- Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
- Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
- Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar , Vrinda
- Labour Laws, Taxmann.



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| <b>d) FUNCTIONAL AREA: OPERATIONS MANAGEMENT</b> |                  |                  |                                     |              |               |                         |                            |
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| <b>Sl No</b>                                     | <b>Sem ester</b> | <b>Sub. Code</b> | <b>Elective Papers</b>              | <b>L-T-P</b> | <b>Credit</b> | <b>University Marks</b> | <b>Internal Evaluation</b> |
| 1.   | 3rd              | 18MBA301D        | Supply Chain Management & Logistics | 3-0-0        | 3             | 100                     | 50                         |
| 2.   | 3rd              | 18MBA302D        | Pricing and Revenue Management      | 3-0-0        | 3             | 100                     | 50                         |
| 3.   | 3rd              | 18MBA303D        | Operations Strategy                 | 3-0-0        | 3             | 100                     | 50                         |
| 4.   | 3rd              | 18MBA304D        | Sales and Operation Planning        | 3-0-0        | 3             | 100                     | 50                         |
| 5.   | 4th              | 18MBA401D        | Management of Manufacturing System  | 3-0-0        | 3             | 100                     | 50                         |
| 6.   | 4th              | 18MBA402D        | Sourcing Management                 | 3-0-0        | 3             | 100                     | 50                         |
| 7.   | 4th              | 18MBA403D        | Operations Research Applications    | 3-0-0        | 3             | 100                     | 50                         |

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|  |  |  | <b>TOTAL</b> |  | <b>21</b> | <b>700</b> | <b>350</b> |
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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA301D</b> | <b>Supply Chain Management &amp; Logistics</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**COURSE OBJECTIVES**

- To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students

**Module I : Supply Chain Foundations:** Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

**Module II: Distribution Management:** Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

**Module III: Aligning logistics to customer needs:** Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

**Books:**

- Supply Chain and Logistics Management, Bowersos, Mc GrawHill
- Operations and Supply Chain Management, Chase, Shankar, Jacobs, Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

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| 3 <sup>rd</sup> Semester | 18MBA302D | Pricing and Revenue Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVES**

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

**Module – I: Introduction to Revenue Management [RM] :**

Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing – Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – II : Economy of Revenue Management :**

Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre–commitment and Demand Uncertainty, Peak–load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

**Module – III : Network and Capacity Control in Revenue Management**

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement

**BOOKS :**

- Kalyan T Talluri, Garrent J. Van Ryzin,|| The Theory and Practice of Revenue Management||, Springer Publications, New York,2004
- Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations||, Amer Hotel and Motel Association,2010

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA303D</b> | <b>Operations Strategy</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**COURSE OBJECTIVES**

- To make understand the students about what is operations strategy and how its applied in the field of operationsmanagement
- To offer operations strategy in terms of business process, capacity, technology and facilitiesdomains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chainmanagement

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – I : Operations strategy** – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

**Module – II : Systems & Processes and Capacity Strategy and Management** – Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

**Module – III : Quality Strategy, Purchasing and Supply network strategy** - Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a valuechain

**BOOKS :**

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications,

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| 3 <sup>rd</sup> Semester | 18MBA304D | Sales and Operation Planning | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVES**

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – I : Operations Planning:** Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

**Module – II : Capacity Planning:** Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

**Module – III :Operations Scheduling & Distribution Planning:** Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor–Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

**BOOKS :**

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint2018.
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited,2017.
- Aswathappa, K.,ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House,2014
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup>Edition,2015
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint2013)

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| 4 <sup>th</sup> Semester | 18MBA401D | Management of Manufacturing System | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVES**

- To make the students to understand underlying concepts of general manufacturingsystems
- To provide more insights on cellular manufacturingsystems
- To expose the students in to Just–in–Time conceptual ideas and familiar about thesame
- To provide knowledge on synchronizing and Flexible manufacturing systems

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – I : Manufacturing systems** – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements –Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis, Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis & minimization of inter-cell movement.

**Module – II : Just-in-time systems** – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems, –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

**Module – III : Synchronous manufacturing (Theory of Constraints)** – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS, Machine loading and scheduling.

**BOOKS :**

- Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc.,1999
- T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications,1996
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup>Edition,2015
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited,2017.
- Aswathappa, K.,ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House,2014

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| 4 <sup>th</sup> Semester | 18MBA402D | Sourcing Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVES**

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

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**Module – I : Introduction to Global Sourcing** – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy, Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation– Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

**Module – II : Supplier Research and Market Analysis**– Vendor Rating – Objectives, Self certify vendor management, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals – Planning andMethods, Contract negotiation, Vendor performance monitoring and controlling.

**Module – III : Analytical Tools in Sourcing, Pricing Analyses** : Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing, Green Sourcing.

**BOOKS :**

- Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications,2011
- Olivier Bruel, Strategic Sourcing Management: Structural and OperationalDecision-making,KoganpagePublications,2017
- SathitParniangtong, Supply Management: Strategic Sourcing, Springer Publications,2016
- Robert W. Turner, Supply Management and Procurement: From the Basics to Best-in-class, J.Ross Publishing,2011

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| 4 <sup>th</sup> Semester | 18MBA403D | Operations Research Applications | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**COURSE OBJECTIVES**

- To create exposure to the students to apply operations research tools & techniques in variousbusiness environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programmingapplications
- To make use of operations research tools in the field of operations scheduling and supply chainistributions



MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – I : Overview of Operations Research** –Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory’s Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

**Module – II** :Scheduling System – Single machine, Flow shop and Job shop Scheduling methods –Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

**Module – III** :Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale’s method and Wolfe’s method. Staff transfers Problem– Two stage supply chain distribution problem.

**BOOKS :**

- KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co.,2014
- HamadyTaha: Operations Research, Mac Millan Co.,2016
- Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition,2017.
- J.K.Sharma, Operations research Theory and applications,2012
- Pradeepprabakarpai, Operations research – Principles and practice, oxford higher education,2012
- Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co.,2003

| FUNCTIONAL AREA: SYSTEMS MANAGEMENT |           |           |                                    |       |        |                  |                     |
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| Sl No                               | Sem ester | Sub. Code | Elective Papers                    | L-T-P | Credit | University Marks | Internal Evaluation |
| 1.                                  | 3rd       | 18MBA301E | Data Mining for Business Decisions | 3-0-0 | 3      | 100              | 50                  |
| 2.                                  | 3rd       | 18MBA302E | Business Analytics                 | 3-0-0 | 3      | 100              | 50                  |
| 3.                                  | 3rd       | 18MBA303E | E-Commerce and                     | 3-0-0 | 3      | 100              | 50                  |

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|    |     |           | Digital Markets                                |       |           |            |            |
| 4. | 3rd | 18MBA304E | Managing Digital Platforms                     | 3-0-0 | 3         | 100        | 50         |
| 5. | 4th | 18MBA401E | Strategic Management of IT                     | 3-0-0 | 3         | 100        | 50         |
| 6. | 4th | 18MBA402E | Managing Digital Innovation and Transformation | 3-0-0 | 3         | 100        | 50         |
| 7. | 4th | 18MBA403E | Managing Software Projects                     | 3-0-0 | 3         | 100        | 50         |
|    |     |           | <b>TOTAL</b>                                   |       | <b>21</b> | <b>700</b> | <b>350</b> |

|                                |                  |   |                        |                  |               |
|--------------------------------|------------------|---|------------------------|------------------|---------------|
| <b>3<sup>rd</sup> Semester</b> | <b>18MBA301E</b> | <b>Data Mining for Business Decisions</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**Course Objectives**

- To acquaint students with the theoretical and practical elements of Data Mining and their applications.
- To acquire practical exposure in analyzing a business problem using appropriate model
- To develop the skills to use the model for a predictive analytical solution

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module-I** :Introduction to Data Mining – Deriving Value from Data Mining – Applications– Basic concepts,Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis–Visualizing Data– Applications

**Module-II** :Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications.Market Basket Analysis – Association rule mining – Naïve Bayes Analysis –Applications

**Module-III** :Best Practices in Data Analytics and BI – clustering – Decision trees-Neural networks-Associations/Market Basket analysis-Text Mining

### Books :

- Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung ,PredictiveAnalytics, Willey,2015
- Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Willey, 2014

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA302E</b> | <b>Business Analytics</b> | <b>L-T-P</b><br><b>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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### Course Objectives

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

**Module – I:** Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics; Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

**Module – II:** Data Visualization for Manager: Visualization imperative-Message to charts- Visual Perception-Grammar of Graphics (Using R)- Component level design of tables and graphs-Storytelling using Visualization;

**Module – III:** SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis; Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

### Books :

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning
- SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing —, McGraw Hill
- Bernard Marr, “Big Data : Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
- R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), JorisMeys (Author)

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA303E</b> | <b>E-Commerce and Digital Markets</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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### Course Objectives

- Students will learn about foundations of E-Commerce.
- Students will be able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship

### Module – I:

**E-Commerce** :Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

### Module – II :

**Digital Payment Systems**Introduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

### Module – III:

**E-business Channel functions & E-Business Entrepreneurship**Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function, Designing Electronic market – strategic E-Marketing – E – Marketing Tool –E-Business Entrepreneurship

### Books :

- Kenneth C.Laudon Carol GuercioTraver —E-Commercel , 14<sup>th</sup> edition, 2018, Pearson.
- Russ, Henneberry —Digital Marketing for Dummies|| Willey January 2017
- S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective||PHI , Edition, 2016
- Gary P.Schneider —Electronic Commercel| Course Technology Inc 12th edition 2017
- VandanaAhuja —Digital marketing|| OXFORD HIGHER Education, 3th edition 2017
- ShivaniArora —E-Commercel| 2017 edition.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 3 <sup>rd</sup> Semester | 18MBA304E | Managing Digital Platforms | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Course Objectives**

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital Platform

**Module – I:** Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

**Module – II:** Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies ,Future of Digital Platforms – Participation – Social Media Strategies.

**Module – III:** Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self-Branding Strategies – Digital business Innovation – Decision Rights and Control

**Books :**

- Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
- Craig Dempster, John Lee,The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
- Yu–li Liu, Robert G. Picard,Policy and Marketing Strategies forDigital Media, Routledge, 2014.
- Dal Yong Jin,Digital Platforms, Imperialism and Political Culture,Routledge, 2015
- Don Passey, Steve Higgins,Learning Platforms and Learning Outcomes, Routledge, 08– Apr–2016

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 4 <sup>th</sup> Semester | 18MBA401E | Strategic Management of IT | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objectives

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the Strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

**Module – I: Strategy Formulation:** Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications **Value Chain Analysis:** The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

**Module – II: IT Strategy:** Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios, **Strategy Information:** Strategic information systems (SIS)– Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

**Module – III: Transformation Drivers:** Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

### Books :

- CA. Deepak Pandian & CA. Anesh Noor Mohammed, Strategic Management & Information Technology Paperback, Kothari Academic & Research Publications, 2016.
- Neil Ritson, Strategic Management, Ventus Publishing ApS, 2011.
- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University, Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson MyLab Management with Pearson eText, Global Edition, ©2019 Availability: 01 Mar 2018 •
- Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers, 1st Edition, by J.-C. Spender, Oxford University Press, 2014
- Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 4 <sup>th</sup> Semester | 18MBA402E | Managing Digital Innovation and Transformation | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Course Objectives**

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

**Module-I** :Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

**Module-II** :Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

**Module-III** :Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

**Books :**

- Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited,2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
- Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014



MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 4 <sup>th</sup> Semester | 18MBA403E | Managing Software Projects | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Course Objectives

- To understand software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for Software Projects.
- To know how to monitor and control Software Projects.

### Module – I:

**Introduction to Software Project Management :** Introduction– Software Project –vs– other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

### Module – II:

**Project Evaluation and Programme Management :** Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

### Module – III:

**Selection of an appropriate project approach and Software Effort estimation:** Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

### Books :

- Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
- Joel Henry, Software Project Management, Pearson, 2011
- Kathy Schwalbe, Project Management in IT, Cengage, 2011
- Sanjay Mohapatra – Software Project Management – Cengage –2011

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

| <b>FUNCTIONAL AREA: RURAL MANAGEMENT</b> |                  |                  |                                       |              |               |                         |                            |
|--|------------------|------------------|---------------------------------------|--------------|---------------|-------------------------|----------------------------|
| <b>Sl No</b>                             | <b>Sem ester</b> | <b>Sub. Code</b> | <b>Elective Papers</b>                | <b>L-T-P</b> | <b>Credit</b> | <b>University Marks</b> | <b>Internal Evaluation</b> |
| 1.                                       | 3rd              | 18MBA301F        | Agribusiness Management               | 3-0-0        | 3             | 100                     | 50                         |
| 2.                                       | 3rd              | 18MBA302F        | Rural Marketing                       | 3-0-0        | 3             | 100                     | 50                         |
| 3.                                       | 3 <sup>rd</sup>  | 18MBA303F        | Rural Development                     | 3-0-0        | 3             | 100                     | 50                         |
| 4.                                       | 3rd              | 18MBA304F        | Livelihood and Development Management | 3-0-0        | 3             | 100                     | 50                         |
| 5.                                       | <b>4th</b>       | 18MBA401F        | Rural Credit and Micro Finance        | 3-0-0        | 3             | 100                     | 50                         |
| 6.                                       | <b>4th</b>       | 18MBA402F        | Cooperative Management                | 3-0-0        | 3             | 100                     | 50                         |
| 7.                                       | <b>4th</b>       | 18MBA403F        | Strategies for Smart Villages         | 3-0-0        | 3             | 100                     | 50                         |
|  |                  |                  | <b>TOTAL</b>                          |              | <b>21</b>     | <b>700</b>              | <b>350</b>                 |

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|--------------------------|-----------|-------------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 18MBA301F | Agribusiness Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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### Module –I

#### Introduction of Agri Business

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

### Module-II

#### Agri-Business Environment

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

### Module – III

#### Legislations and Recent trends

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

#### Books:

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz  
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|--------------------------|-----------|-----------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 18MBA302F | Rural Marketing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-----------------|----------------|-----------|--------|

**Objectives:** Its objective is to equip students more strongly for a career in marketing agri-inputs and outputs, food products, consumer goods, crafts and services, and in developing rural markets and value chains.

**Module-I:**

Rural Market Structure, Rural consumer buying behaviour, Rural Marketing environment, Rural Marketing Information System, Research and Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of Rural marketing, Rural Marketing Agencies.

**Module-II:**

Rural Marketing Mix, Product decisions, Pricing Decisions, Promotion decisions, Distribution and Cannel Management, Relationship Management, Physical distribution, Sales force management

**Module-III:**

Agri-marketing Scope, Role in Economics development, Demand and Supply of farm products, Marketing of Agricultural inputs and farm products, Strategy for agri-marketing

**Books:**

- Rural Marketing- RRamakrishnan, Pearson
- Rural Marketing- Dogra and Ghuman, TMH
- Rural Marketing- Badi and Badi- HPH
- Rural Marketing, Kashyap

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA303F</b> | <b>Rural Development</b> | <b>L-T-P</b><br><b>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**Module-1 :**

Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

**Module-2 :**

Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

**Module-3 :**

Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

**Books:**

- Rural Development-Principles,Policies and Management, Katar Singh
- Fundamentals of Rural Development, TahirHussain
- Rural Development in India, B.K.Sahu

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 3 <sup>rd</sup> Semester | 18MBA304F | Livelihood and Development Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Objective:** It is aimed at providing a closer understanding of various livelihood models and approaches, and their applications and experiences at national and international level, and the issues and challenges confronted in building sustainable livelihoods.

**Module-I :**

NGO Management, Agri-based, livestock-based and natural resource-based livelihood options in rural areas. Development Programs in various sectors (Health, Education, WASH, Food Security and Nutrition), policies, institutional mechanisms.

**Module-II:**

Decentralized planning and governance, Disaster Management, Relief and Rehabilitation and Development Training.

**Module- III:**

**Processing and preservation of foods.**

Scope of food processing; historical developments; principles of food processing and reservation. Processing and preservation by heat: blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation-types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

**Books:**

- Rural Development and Livelihoods in India, Niranjana Sahoo
- Food Processing and Preservation, S Sivasankar, PH

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 4 <sup>th</sup> Semester | 18MBA401F | Rural Credit and Micro Finance | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**MODULE –I:**

**Financing Rural development :** Functions and policies of RBI in Rural banking, NABARD---- Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing.

Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasing. Term loans for irrigation, Farm mechanization. Financing Rural Non Farmsector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

**MODULE-II:**

**Problems and Prospects in Rural banking and Priority sector financing :**

Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans. Role of Rural banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based Financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.

**MODULE: III:**

**Perspectives of Micro finance :** Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components

**Books:**

- Microfinance-Principles and Approach, V Rengarajan
- Microfinance in India, Rais Ahmad
- Essentials of Microfinance, Sulphrey, Vivek Vaswan

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| 4 <sup>th</sup> Semester | 18MBA402F | Cooperative Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
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**Module- I :**

**Theory of Co-operation:** Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism- Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society- Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDB, NCUI.

**Module – II**

**Cooperative Management:** Concept of Management-Definition- Principles-Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-maintenance of Records and Statistics.

**Module – III:**

**Cooperative Banking :**Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions, Banking regulation Act as applicable to Cooperative banks in India.

**Books:**

- Co-operative Management- Principles and Techniques, S Nakkiran
- A text Book on Cooperative Management, DrP.C.Dhal



MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| <b>4<sup>th</sup> Semester</b> | <b>18MBA403F</b> | <b>Strategies for Smart Villages</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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**Module-I:**

Introduction of a smart village, Issues concerning income generation, Education and skill development and Agriculture

**Module – II:**

Issues relating to Housing, Energy, Waste Management and water and sanitation management

**Module – III:**

Issues concerning Transport, Health and well-being, Environment and Governance

**Books:**

- Planning, Housing and Infrastructure for smart villages, Hemant Doloi, Ray Green and Sally Donovan, Routledge

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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| <b>3<sup>rd</sup> Semester</b> | <b>18MBA301F</b> | <b>Agribusiness Management</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
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### **Module –I**

#### **Introduction of Agri Business**

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

### **Module-II**

#### **Agri-Business Environment**

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

### **Module – III**

#### **Legislations and Recent trends**

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

#### **Books:**

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz  
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

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| 3 <sup>rd</sup> Semester | 19MBA302G | Agricultural Commodity Trading | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|--------------------------------|----------------|-----------|--------|

**Objective:** To understand the marketing procedure for commodity futures through commodity exchanges

**Module –I**

Introduction to commodity derivatives and price risk management in agricultural markets; organizational setup of exchanges and specifications of futures contracts in world's leading commodity exchanges

**Module-II**

Mechanics of forward transaction and futures trading; hedging price risk using futures contracts; option transaction concept and mechanism, price discovery mechanism and market efficiency

Clearinghouse and margin system; clearing, settlement and delivery of contracts

**Module – III**

Market surveillance and risk control; trading in warehouse receipts (WRs): WRs and collateralized commodity financing

Regulation of futures and trading practices in leading national and regional exchanges in India.

**Books:**

- Hull, John C. 2017. *Fundamentals of futures and options markets*, Boston, Pearson publication.
- Derivatives and Risk Management, Srivastav, Oxford
- Ram, P. V. and Bala, S. D., 2016, *Strategic Financial Management*. Snow White Publ.

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

|                          |           |                                   |                |           |        |
|--------------------------|-----------|-----------------------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 19MBA303G | Agricultural Marketing Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-----------------------------------|----------------|-----------|--------|

**Objective:** To provide the students an understanding of concepts, policies, strategies and decisions relating to marketing that can be associated with agribusiness organizations.

### Module –I

Meaning and scope; Agricultural market structure – meaning, components and dynamics of market structure; agricultural marketing and economic development, functions of agricultural marketing

Benefits of infrastructural developments in the field of agricultural marketing; physical Infrastructure; institutional infrastructure- Public Sector Institutions (Regulatory Central/State Institutions for marketing of agricultural produce, Agencies for warehousing, Other important organizations in Agricultural Marketing Government/ Government Sponsored Autonomous Bodies), Co-operative Institutions in Agricultural Marketing

Major changes in policy and marketing strategies of farm supplies; Marketing management (Product, pricing, distribution and promotion) of farm inputs- fertilisers, seeds, plant protection chemicals, electricity, water, farm machinery, animal feed and medicines etc.

### Module-II

Marketing management of products from plant origin, products from animal origin and processed products; export potential of agro-based products. An overview of marketing of processed food products, marketing strategies, marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Value Chain in Food Retailing: value chain and value additions across the chain in food retail, Principal trends in food wholesaling and retailing, Competition and pricing in food retailing, various retailing formats, the changing nature of food stores, market implications of new retail developments, food service marketing.

### Module – III

Marketing Mix in Food Retail Management, Merchandise Management, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers & Brand Management in Retailing.

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Logistics, procurement of Food products and Handling Transportation of Food Products. Retail Sales Management: Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

### **Books:**

- Singh, Sukhpal, 2011. *Fresh food retails in India: Organisation and impacts*, Allied publishers Pvt. Ltd., New Delhi
- Mahapatra S, 2017, Food Retail Management, Kalyani Publishers, Delhi
- Zentes, Joachim, Morschett, Dirk, Schramm-Klein, Hanna (2017). *Strategic Retail Management: Text and International Cases*, Springer Gabler
- Agrawal, Narendra, Smith, Stephen A. (2015). *Retail Supply chain Management: Quantitative Models and Empirical Studies*, Springer; 2nd revised edition
- Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
- Kohls, R. L. and Uhj, J. N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
- Kotler P. Keller K, Koshy A. & Jha M. 2013. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu.
- Mohan J, Agri-Marketing Strategies in India, NIPA
- Sharma Premjit. 2010. Agri-Marketing Management, Daya Publishing House

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|                          |           |                               |                |           |        |
|--------------------------|-----------|-------------------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 19MBA304G | Agricultural Input Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-------------------------------|----------------|-----------|--------|

**Objective:** The present course aims at familiarizing the participants with various aspects of agricultural input marketing in India. This will help them in gaining a deeper understanding of the four P's of marketing as applied to agricultural input marketing. Also an exposure to social and ethical issues is oriented in the course.

### Module –I

Market for agricultural inputs-Nature of demand, promotional media, nature of competition, a framework for understanding the markets for inputs, agronomic potential, agro economic potential, effective demand, actual consumption.

Marketing of seeds-Government policy, product, trade practices in seed production, seed pricing, input costs, distribution system, management of seed distribution. proper storage of seeds, promotion, problems faced by seed industry, strategy for a seed enterprise, source of seeds, terms of transaction for seed procurements.

### Module-II

Marketing of fertilizers-Nature of Indian fertilizer market, product, fertilizer distribution, marketing cost and margins, credit, dealer selection and management, fertilizer promotion and extension, promotional program, advertising in fertilizers, emerging marketing mix in fertilizer, extension strategy for the future, marketing of biofertilizers, strategies for fertilizer marketing.

Marketing of pesticides-Market profile, structure of industry, farmer behaviour, problems of farmers in pesticide purchase and usage, marketing mix, bio pesticides market development and promotion activities, problems in marketing of bio pesticides. Integrated pest management.

### Module – III

Marketing of tractors-Segments in tractor market, market share, nature of demand, buyer behaviour, role of distribution, promotion, MNC's. Marketing of credit-Nature of market, market segment, market players, marketing mix, marketing options. Strategies for input marketing-Client and location specific promotion, joint promotion, interdependence of input markets, management of demands, developmental marketing, usp, extension services, ethics in business, sustainability. Management and optimisation of water inputs  
Alternative farming technique such hydroponics , aquaponics , permaculture etc, . Use of modern technology such as sensors, 'Smart fields' , cloud services and the technology startup ecosystem for soil-water & crop management.

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

### Books:

- S. P. Seetharaman :*Agricultural Input Marketing*, Oxford & IBH Pub. Co.
- C. S. G. Krishnamacharyulu: *Rural Marketing : Text and Cases*, Pearson Education India
- Mahapatra S., *Management of Agricultural Inputs*, New India Publishing Agency, Delhi
- Pingali Venugopal (2014). *Agri-input Marketing in India*, SAGE Publication; 1st Edition
- S. S Acharya, N. L Agarwal (2012) *Agricultural Marketing in India*, Oxford &Ibh Publishing Co. Pvt Ltd.; 6th Edition

|                          |           |                                      |                |           |        |
|--------------------------|-----------|--------------------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 19MBA401G | Agricultural Supply Chain Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|--------------------------------------|----------------|-----------|--------|

**Objective:** To introduce the students to the concepts, processes and framework of agricultural supply chain management.

### Module –I

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Innovations in Global Agri-SCM

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. SCM Metrics/Drivers and Obstacles.

### Module-II

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

### Module – III

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. Case Studies on the following: (a) Green Supply Chains (b) Global Supply Chains (c) Coordination in a SC. Value of and distortion of information: Bullwhip effect (d) Sourcing and contracts in SC (e) Product availability with uncertain demand (f) Inventory planning with known /unknown demand (g) Cases from FAO/IFPRI etc.



## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

### Books:

- Acharya, S. S., and Agarwal, N. L., 2011, *Agricultural marketing in India*. Oxford and IBH.
- Altekar, R. V., 2006, *Supply Chain Management: Concepts and Cases*. PHI
- Chopra, S., Meindl, P. and Kalra, D. V., 2016, *Supply chain management: Strategy, Planning, and Operation*, Pearson Education India
- Mohanty R.P.2010. *Indian Case studies in Supply Chain Management & other Learning Resources*. OXFORD
- N. Chandrasekaran.2010. *Supply Chain Management: Process, system &Practice*.OXFORD.
- Singh Sukhpal. *Organic Produce Supply Chains in India-organisation and governance*. Allied Publ.,

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

|                          |           |                                |                |           |        |
|--------------------------|-----------|--------------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 19MBA402G | Agrifood Processing Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|--------------------------------|----------------|-----------|--------|

**Objective:** The objective of this course is to acquaint the students with different food processing techniques and their management

### Module –I

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Non-thermal food processing techniques (aseptic processing, individual quick freezing and cryogenic freezing, high pressure technology, heat and ultrasound, high voltage pulse technology, irradiation, membrane technology). Packaging of foods, Labelling techniques, Advanced packing techniques- Active & intelligent packaging, Retort pouch packaging etc.)

### Module-II

Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Food Safety & Quality, Food Standards (AGMARK, Codex alimentations, BIS/ISO, PFA, FPO, FSSAI, Total Quality Management (TQM), Hazard Analysis and Critical Control Points (HACCP), etc.

### Module – III

Case studies on project formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc. Case studies relating to HACCP (identification of CCP in various processing lines/methods) etc.

### Books:

- Acharya SS & Aggarwal NL. 2004. *Agricultural Marketing in India*. Oxford & IBH.
- Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Springer

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- Jelen P. 1985. *Introduction to Food Processing*. Reston Publishing.
- Potly VH & Mulky MJ. 1993. *Food Processing*. Oxford & IBH.
- P. J. Fellows (2016). *Food Processing Technology Principles and Practice*, Woodhead Publishing, 4th Edition
- Potter, N. N. (2018). *Food science*. McGraw-Hill Education, 6th Edition
- Singh R.P, Heldman D.R (2013). *Introduction to Food Engineering*. Elsevier Inc., 5th Edition
- J. Scott Smith, Y.H. Hui (2013) *Food Processing: Principles and Applications*, Wiley

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|--------------------------|-----------|------------------------------------|----------------|-----------|--|--------|
| 4 <sup>th</sup> Semester | 19MBA403G | International Trade in Agriculture | L-T-P<br>3-0-0 | 3 Credits |  | 35 hrs |
|--------------------------|-----------|------------------------------------|----------------|-----------|--|--------|

**Objective:** To impart knowledge to the students about international trade in agriculture and various provisions under WTO in the new trade regime.

### Module –I

International trade – basic concepts, WTO and its implications for Indian economy in general and agriculture sector in particular.

TRIPS, TRIMS quotas, anti dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; CDMs and carbon trade.

### Module-II

Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India.

India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.

### Module – III

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, market entry methods, export procedures & documentations.

### Books:

- Study materials by the Center for WTO Studies, ITPO, New Delhi, The Future of Indian Agriculture
- International Trade and Food Security, Edited by F Brouwer, LEI - Wageningen UR, The Netherlands, P K Joshi, IFPRI, India. 2016

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

| <b>h) FUNCTIONAL AREA: INTERNATIONAL BUSINESS</b> |                  |                  |                                    |              |               |                         |                            |
|---|------------------|------------------|------------------------------------|--------------|---------------|-------------------------|----------------------------|
| <b>Sl No</b>                                      | <b>Sem ester</b> | <b>Sub. Code</b> | <b>Elective Papers</b>             | <b>L-T-P</b> | <b>Credit</b> | <b>University Marks</b> | <b>Internal Evaluation</b> |
| 1.  | 3rd              | 20MBA301H        | International Marketing            | 3-0-0        | 3             | 100                     | 50                         |
| 2.  | 3rd              | 20MBA302H        | International Finance              | 3-0-0        | 3             | 100                     | 50                         |
| 3.  | 3 <sup>rd</sup>  | 20MBA303H        | Global HR Practices                | 3-0-0        | 3             | 100                     | 50                         |
| 4.  | 3rd              | 20MBA304H        | Export and Import Documentation    | 3-0-0        | 3             | 100                     | 50                         |
| 5.  | 4th              | 20MBA401H        | International Logistics Management | 3-0-0        | 3             | 100                     | 50                         |
| 6.  | 4th              | 20MBA402H        | International Trade Law            | 3-0-0        | 3             | 100                     | 50                         |
| 7.  | 4th              | 20MBA403H        | Global Sustainability and CSR      | 3-0-0        | 3             | 100                     | 50                         |
|   |                  |                  | <b>TOTAL</b>                       |              | <b>21</b>     | <b>700</b>              | <b>350</b>                 |

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|                          |           |                         |                |           |        |
|--------------------------|-----------|-------------------------|----------------|-----------|--------|
| 3 <sup>rd</sup> Semester | 20MBA301H | International Marketing | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-------------------------|----------------|-----------|--------|

### Objective:

#### Module –I

**Conceptual framework of International Marketing:** Basic differences between domestic and international marketing, International Marketing Environment. EPRG framework in International marketing, stages of development into Global Marketing.

#### Module-II

Indian Foreign Trade: Indian Trade Policy - Recent trends in India's Foreign trade - Export Assistance, Institutional Infrastructure for Export Promotion in India. Identification of Foreign Markets: Product Planning for Exports - Export pricing - Market Entry and Overseas Distribution System - Promoting products internationally.

#### Module – III

Overseas Market Research: Marketing Plan for Exports - New Techniques in International Marketing, International subcontracting Joint Ventures, Counter trade Arrangements, Multinationals. Exports finance, risk export documents and procedure.

### Books:

1. International Marketing, Joshi R.M Oxford University Press.
2. Global Marketing Management, Keegan - Pearson.
3. International Marketing, FransisCherunilam HPH

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|--------------------------------|------------------|------------------------------|------------------------|------------------|---------------|
| <b>3<sup>rd</sup> Semester</b> | <b>20MBA302H</b> | <b>International Finance</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
|--------------------------------|------------------|------------------------------|------------------------|------------------|---------------|

### **Objective:**

#### **Module –I**

International Dimensions of Financial Management: The Emergence of MNC, Nature of the MNC, Objectives of the firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting – application and interpretation.

#### **Module-II**

Managing Foreign Exchange exposure: Management of foreign exchange risk, Management of translation exposure, Management of transactions exposure, Management of economic exposure.

#### **Module – III**

International Financial Markets: International Banking and Money market, International Banking Services, Capital adequacy standards, International Money Markets, International Equity Sources, Global Equity Markets, Methods of sourcing, Cross listing in secondary markets, New Equity issues, International Debts sources, Debt Management and Funding Goals, International Debt, Instruments, International bank loans, Euro notes, International Bond Market.

### **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

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|--------------------------------|------------------|----------------------------|------------------------|------------------|---------------|
| <b>3<sup>rd</sup> Semester</b> | <b>20MBA303H</b> | <b>Global HR Practices</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
|--------------------------------|------------------|----------------------------|------------------------|------------------|---------------|

### **Module – I**

International Human Resource Management: Approaches; International Recruitment and Selection, Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation. Key issues in International Labor Relations: Labor Unions and International Labor Relations, HRM practices in countries specially in Japan, Germany, Netherlands, Scandinavian Countries, USA.

### **Module –II**

Global Business Environment and Human Component: Global Business Environment and Human and Cultural variables and Cross-cultural differences and managerial implication; cross cultural research methodology and Hofstede study.

### **Module-III**

Cross Cultural management: Cross Cultural Leadership and Decision-making, Cross-Cultural Communication, and negotiation.

### **Books:**

1. International HRM, P.Subba Rao, HPH
2. Cultures Consequence; International Differences in Work related Values, G. Hofstede – Sage
3. International Dimensions of Human Resource Mgt.,Doweing, P.J. – End Edition Words Worth
4. International HRM, A. Harzing, Sage



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|--------------------------------|------------------|--|------------------------|------------------|---------------|
| <b>3<sup>rd</sup> Semester</b> | <b>20MBA304H</b> | <b>Export and Import Documentation</b> | <b>L-T-P<br/>3-0-0</b> | <b>3 Credits</b> | <b>35 hrs</b> |
|--------------------------------|------------------|--|------------------------|------------------|---------------|

### Module –I

Introduction: Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

### Module-II

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre-Shipment inspection, EGC Services, GSP rules of origin. Meaning and importance of letter of credit, Documentation papers of LC, export incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

### Module-III

The organization of exports – imports firms and business planning, planning of export/import operations. Import procedures, Overview of various export promotion schemes, Duty Drawback Advance License, Remission Scheme, DEPB Scheme, Export Promotion Capital Goods Scheme. Diamond & Jewellery, Agricultural & Pharmaceutical product exports promotion scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

### Books:

1. Ram Singh, Export, and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation, Newage publisher
3. Kiran Rai Usha, Export import & logistics management--, Eastern economy edition
4. Singh, Ram, International Trade Logistics, Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications
9. Export Management – D.C. Kapoor

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|--------------------------|-----------|------------------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 20MBA401H | International Logistics Management | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|------------------------------------|----------------|-----------|--------|

### Module –I

Foundation Concepts in International Logistics, Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National and International Logistics, International Transport System, Globalization, and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management.

### Module –II

Export Sales Contract in International Logistics: Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & INCOTERMS standards. International Purchasing Systems- Constituents, Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract,

### Module –III

Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator. Integrating International Logistics with Supply Chain: Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics.

International Transport Systems: Introduction to International Transport System- Basic Terms, Characteristics and Relations

### Books:

1. Alan E. Branch, Global Supply Chain Management, and International Logistics (Routledge)
2. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, “THE GEOGRAPHY OF TRANSPORT SYSTEMS” (2009), New York: Routledge,
3. Douglas Long: International Logistics Global Supply chain management, Kluwer Academic Publishers
4. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
5. Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
4. Morlok, Edward K. “The Freight Transportation System,” Excerpted from CRC Engineering Handbook.

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|--------------------------|-----------|-------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 20MBA402H | International Trade Law | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-------------------------|----------------|-----------|--------|

### Module –I

The World Trade Organization-Part 1: Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law, Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, Institutional structure of the WTO, WTO Dispute Settlement challenges, Principles of Nondiscrimination-Most favored nation treatment and National treatment obligation, Dumping-Anti-dumping Measures.

### Module –II

The World Trade Organization-Part 2: WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phytosanitary, What is the difference between sanitary and phytosanitary, WTO and environment protection, General Agreement on Trade in Services (GATs) - Meaning of trade in services, General obligations, Specific obligations in Financial services, Telecommunication services, India, and the GATs. Trade-Related Aspects of Intellectual Property Rights (TRIPs), IPRS covered by TRIPs, Indian response to the TRIPs, Agreement on Agriculture, Trade Related Investment Measures (TRIMS)

### Module –III

Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards. Introduction to Law and Policy of Export-Import Trade in India: Foreign Trade Development and Regulation) Act (Introductory Concepts), 1992. Foreign Exchange Management Act (Introductory Concepts), 1999. Special Economic Zones and International trade (Introductory Concepts). Law relating to Customs Act (Introductory Concepts), 1962. Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board. Current issues relating to foreign direct investment. The Industries (Development and Regulation) Act (Introductory Concepts) and its application. The recent challenges and proposed amendments by third world. Role of SAARC and BRICS

#### Books:

1. Law of International Trade, Author: Dr. Jason Chuah, Edition: 5th South Asian Edition 2017
2. Foreign Trade - Theory, Procedures, Practices and Documentation by Dr.Khushpat S. Jain and Apexa V. Jain
3. International trade law by S.R MYNENI
4. International Trade Law by Hemant Goel
5. International Trade Law by NiharikaVij

## MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

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|--------------------------|-----------|-------------------------------|----------------|-----------|--------|
| 4 <sup>th</sup> Semester | 20MBA403H | Global Sustainability and CSR | L-T-P<br>3-0-0 | 3 Credits | 35 hrs |
|--------------------------|-----------|-------------------------------|----------------|-----------|--------|

### Module –I

Introduction: introduction to Public Management, and Sustainability Management, Nature of Sustainable Management; Internal Organizational Management: People, Work, Money, and Information; External Organizational Management: Strategy and Communications; The Role of Government in Promoting Sustainability, The Circular Economy and Sustainability Leadership.

### Module –II

Sustainable Systems: Sustainability, Outsourcing, Supply Chains, Network Management, and Public- Private Partnerships; The Sustainable Lifestyle; Sustainable Business and Finance, The Centrality of Energy: Moving from Fossil Fuels to Renewable Energy, Sustainability Metrics, Management Innovation, and Quality Management, A Sustainable Planet, Corporate Sustainability Reporting.

### Module –III

Introduction: Global CSR and sustainability, CSR and Social value change, Strategic CSR Communications, Social Entrepreneurship, Impact Assessment, Impact Investment, Global CSR and Human rights, Environment and Social Governance (ESG), Value creation by ESG reporting, Transforming Sustainably: Leadership to Management, International CSRTrends .

### Books:

1. Sustainability Management, by Deb Prasanna Choudhury, Repro books
2. Managing For Sustainability, by Ramakrishna and Manisha, Everest Publishing House
3. Corporate Social Responsibility in India, By NirbhayLumde, Notion Press
4. Corporate Social Responsibility, by Madhumita Chatterjee, Oxford Publication
5. Corporate Social Responsibility in India, By B.N Mondal, Global Vision Publishing House