Estd: 1962
NAAC 'A' Grade
MHRD-NIRF-28th Rank

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दुरध्वनी: (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.
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Ref.No./SU/BOS/Commerce /MBA/3306 Date :20/07/2017

| | |
|---|---|
| The Director,<br>Department of Commerce ( M.B.A.)<br>Shivaji University, Kolhapur | The Principal,<br>All Affiliated Concerened Colleges (M.B.A.)<br>Shivaji University, Kolhapur |

Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A.Part-II (Semester-III & IV) (CBCS ) under the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-II (Semester-III & IV) (CBCS) under the Faculty of Commerce & Management.

This syllabi will be implemented from the academic year 2017-18 (i.e. from June 2017) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2017 & March/April-2018. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

1 Co-ordinator, Faculty of Commerce & Management
2 Chairman, Co-ordinating Committee in Bus. Management — For information
3 Appointment Section
4 O.E.I Section
5 Affiliation Section (P.G.)
6 Computer Centre
7 P.G. Admission
8 Meeting Section
9 P.G.Seminar
10 Eligibility Section — For information & necessary action.

# SHIVAJI UNIVERSITY, KOLHAPUR

Accredited By NAAC – A Grade

## Faculty of Commerce

## Revised Syllabus of

## Master of Business Administration (M.B.A.)

## Part- II

## Sem. (III & IV)

## Choice Based Credit System - (CBCS)

## (Introduced from June 2017 and Onwards)

To be implemented from the academic year 2017-2018 onward

1. **Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

**2. Objectives of the course:**

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating polices into action effectively.

**3. Schedule of Teaching and Examination:**

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility for Admission:**

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

• Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.

• Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

**5. Intake of the Course: As per AICTE approval**

## Present syllabus

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thanking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.

**6. Structure of MBA Course: 80:20 with CBCS**

**MBA. Part-I Semester-I**
**MBA. Part-I Semester-II**

| Paper No. | Subject | Weekly | Internal Marks | Uni. Exam | Total Marks | Paper No. | Subject | Weekly | Internal Marks | Uni. E exam | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Principles & Practices of Management | 4 | 20 | 80 | 100 | 9 | Marketing Management | 4 | 20 | 80 | 100 |
| 2 | Management Accounting | 4 | 20 | 80 | 100 | 10 | Financial Management | 4 | 20 | 80 | 100 |
| 3 | Quantitative Techniques for Management | 4 | 20 | 80 | 100 | 11 | Human Resource Management | 4 | 20 | 80 | 100 |
| 4 | Managerial Economics | 4 | 20 | 80 | 100 | 12 | Operations Management | 4 | 20 | 80 | 100 |
| 5 | Information Technology for Management | 4 | 20 | 80 | 100 | 13 | Management Information System | 4 | 20 | 80 | 100 |
| 6 | Business Communication | 4 | 20 | 80 | 100 | 14 | Operation Research Techniques | 4 | 20 | 80 | 100 |
| 7 | Organizational Behaviour | 4 | 20 | 80 | 100 | 15 | Research Methodology | 4 | 20 | 80 | 100 |
| 8 | Legal Framework of Business | 4 | 20 | 80 | 100 | 16 | Business Environment | 4 | 20 | 80 | 100 |
| | **Total** | **32** | **160** | **640** | **800** | | **Total** | **32** | **160** | **640** | **800** |

**From Academic Year 2017-18 and onwards.**

**MBA Part-II Semester-III** **MBA Part-II Semester-IV**

| Paper No. | Subject | Weekly | Internal Marks | Uni. Exam | Total Marks | Paper No. | Subject | Weekly Theory | Internal Marks | Uni. Exam Marks | Total Marks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 17 | Corporate Planning & Strategic Management | 4 | 20 | 80 | 100 | 25 | Entrepreneurship Development | 4 | 20 | 80 | 100 |
| 18 | Project Report & Viva-Voce | 4 | 20 | 80 | 100 | 26 | Management Control System | 4 | 20 | 80 | 100 |
| 19 | Elective I- Paper-I | 4 | 20 | 80 | 100 | 27 | Global Quality System | 4 | 20 | 80 | 100 |
| 20 | Elective-I Paper-II | 4 | 20 | 80 | 100 | 28 | International Business | 4 | 20 | 80 | 100 |
| 21 | Elective-I Paper-III | 4 | 20 | 80 | 100 | 29 | Elective I- Paper-IV | 4 | 20 | 80 | 100 |
| 22 | Elective-II Paper-I | 4 | 20 | 80 | 100 | 30 | Elective-I Paper-V | 4 | 20 | 80 | 100 |
| 23 | Elective-II Paper-II | 4 | 20 | 80 | 100 | 31 | Elective II- Paper-IV | 4 | 20 | 80 | 100 |
| 24 | Elective-II Paper-III | 4 | 20 | 80 | 100 | 32 | Elective-II Paper-V | 4 | 20 | 80 | 100 |
| | **Total** | **32** | **160** | **640** | **800** | | **Total** | **32** | **160** | **640** | **800** |

32 Heads, Total Marks – 3200

**One theory lecture duration 60 minutes.**

**Electives (Any TWO)-**

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

**Note: Internal Marks:**

| | |
|---|---|
| Mid – term test* | 10 Marks |
| Four (4 ) practical assignments given in syllabus ( 2.5 Marks to each practical assignment)<br>It is the discretion to respective faculty regarding nature of submission of practical assignments. | 10 Marks |
| University Theory Examination (3 hours duration) | 80 marks |
| Total | 100 Marks |

**Options to conduct Mid-term test:**

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D. as per roll number of student question papers would be distributed. (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

**8. Nature of Examination:**

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Mangers, Mathematics & Statistics, Managerial economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

## Nature of Question Paper:

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

Q.1 Case Study 20 marks

Case Study, Exercise example, quantitative problems.

Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.

Q.3 a) }

b) } 20 marks

Q.4 a) }

b) } 20 marks

Q.5 Short notes (any four out of six) 20 marks

**9. Standard of Passing**:

**a.** Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.

**b.** Subject to the condition of pass at the course to the condition(c) only –
50 % and above but less than 60 % - II Class
60% and above but less than 70 % - I Class
70 % and above - I Class with Distinction.

**c.** No class will be awarded to any part of examination.

**10 . Credit system implementation - As per the University norms**

**11. Passing rules-**

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.

**12. Project Report :**

Every student should go for in-plant training after the Semester- II examination.
In -Plant training duration is of 50 days.

**13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra**

## Equivalence:

### M.B.A. Part-I Sem-I

| Paper No. | Pre-revised | Paper No. | Revised |
|---|---|---|---|
| 1 | Principles and Practices of Management | 1 | Principles and Practices of Management |
| 2 | Accounting for Managers | 2 | Management Accounting |
| 3 | Mathematics And Statistics For Management | 3 | Quantitative Techniques for Management |
| 4 | Managerial Economics | 4 | Managerial Economics |
| 5 | Information Technology for Management | 5 | Information Technology for Management |
| 6 | Business Communication | 6 | Business Communication |
| 7 | Organizational Behaviour | 7 | Organizational Behaviour |
| 8 | Legal Framework of Business | 8 | Legal Framework of Business |

### M.B.A. Part-I Sem-II

| Paper No. | Pre-revised | Paper No. | Revised |
|---|---|---|---|
| 9 | Marketing Management | 9 | Marketing Management |
| 10 | Financial Management | 10 | Financial Management |
| 11 | Human Resource Management | 11 | Human Resource Management |
| 12 | Operations Management | 12 | Operations Management |
| 13 | Management Information System | 13 | Management Information System |
| 14 | Operation Research Techniques | 14 | Operation Research Techniques |
| 15 | Research Methodology | 15 | Research Methodology |
| 16 | Business Environment | 16 | Business Environment |

**14. Teacher Qualification:** As per AICTE norms prescribed time to time.

**14. Staffing Pattern:**

NORMS FOR MBA COURSE FOR THE APPOINTMENT OF TEACHING STAFF
Division of workloads as per the revised syllabi of MBA two years full time course.

| **Sr. No.** | **Subjects** | **Work Load** | **Total Annual Workload** | **Weekly workload** |
|---|---|---|---|---|
| 01 | **General Management** | | | |
| | Principles & practices of Management (Compulsory Sem-I) | 4 | | |
| | Communication Skills (Compulsory Sem-I) | 4 | | |
| | Managerial Economics (Compulsory Sem-I) | 4 | | |
| | Legal Framework of Business (Compulsory Sem-I) | 4 | | |
| | Corporate Planning and Strategic Management (Compulsory Sem-III) | 4 | | |
| | Business Ethics (Compulsory Sem-III) | 4 | | |
| | **Total workload (Sem-I & Sem-III)** | **24** | | |

| | | | | |
|---|---|---|---|---|
| | Research Methodology (Compulsory Sem-II) | 4 | | |
| | Business Environment (Compulsory Sem-II) | 4 | | |
| | Entrepreneurship Development (Compulsory Sem-IV) | 4 | | |
| | Management Control System (Compulsory Sem-IV) | 4 | | |
| | Global Quality System (Compulsory Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload (Sem-II & Sem-IV)** | 24 | 48 | 24 |
| 02 | **Marketing Management** | | | |
| | Contemporary Issues in Marketing (Elective Sem-III) | 4 | | |
| | Buying Behavior and Brand Management (Elective Sem-III) | 4 | | |
| | Marketing Strategy and CRM (Elective Sem-III) | 4 | | |
| | **Total workload of Sem-III** | 12 | | |
| | Marketing Management (Compulsory Sem-II) | 4 | | |
| | Sales Management and Advertising Management (Elective Sem-IV) | 4 | | |
| | Retail and Rural marketing (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-II & Sem-IV)** | 16 | 28 | 14 |
| 03 | **Financial Management** | | | |
| | Management Accounting (Compulsory Sem-I) | 4 | | |
| | Indian Financial System (Elective Sem-III) | 4 | | |
| | Financial Decision Analysis (Elective Sem-III) | 4 | | |
| | Project Planning and working Capital Management (Elective Sem-III) | 4 | | |
| | **Total workload of Sem-I & Sem-III** | 16 | | |
| | Financial Management (Compulsory Sem-II) | 4 | | |
| | Investment Management (Elective Sem-IV) | 4 | | |
| | International Finance (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-II & Sem-IV** | 16 | 32 | 16 |

| | | | | |
|---|---|---|---|---|
| 04 | **Human Resource Management** | | | |
| | Organisational Behavior (Compulsory Sem-I) | 4 | | |
| | Human Resource Planning And Procurement (Elective Sem-III) | 4 | | |
| | Human Resource Development (Elective Sem-III) | 4 | | |
| | Employee Remuneration (Elective Sem-III) | 4 | | |
| | **Total workload (Sem-I & Sem-III)** | 16 | | |
| | Human Resource Management (Compulsory Sem-II) | 4 | | |
| | Employee Relations and Labour Laws (Elective Sem-IV) | 4 | | |
| | Strategic HRM and International Perspective (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-II & Sem-IV** | 16 | 32 | 16 |
| 05 | Production Management | | | |
| | Applied Statistics for Management (Compulsory Sem-I) | 4 | | |
| | Operations Management Strategies (Elective Sem-III) | 4 | | |
| | Production Planning and Control (Elective Sem-III) | 4 | | |
| | Materials and Inventory Management (Elective Sem-III) | 4 | | |
| | **Total workload of Sem-I & Sem-III** | 16 | | |
| | Operations Management (Compulsory Sem-II) | 4 | | |
| | Operation Research Techniques (Compulsory Sem-II) | 4 | | |
| | Global Operations & Logistics (Elective Sem-IV) | 4 | | |
| | World Class Production Management (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-II & Sem-IV** | 20 | 36 | 18 |
| 06 | **System Management** | | | |
| | Information Technology For Management (Compulsory Sem-I) | 4 | | |
| | Strategic Information System Management (Elective Sem-III) | 4 | | |
| | Information System Audit and Security (Elective Sem-III) | 4 | | |
| | Software Project Management (Elective Sem-III) | 4 | | |
| | **Total workload (Sem-I & Sem-III)** | 16 | | |
| | Management Information System (Compulsory Sem-II) | 4 | | |
| | Business Process Re-Engineering (Elective Sem-IV) | 4 | | |
| | Knowledge Management (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload Sem-II & Sem-IV** | 16 | 32 | 16 |

| | | | | |
|---|---|---|---|---|
| 07 | **Agriculture & Co-operative Mgt.** | | | |
| | Agri-Business Management (Elective Sem-III) | 4 | | |
| | Agricultural Marketing (Elective Sem-III) | 4 | | |
| | Agripreneurship And Project Management (Elective Sem-III) | 4 | | |
| | **Total workload of Sem-III** | 12 | | |
| | International Trade in Agriculture (Elective Sem-IV) | 4 | | |
| | Agri-Business Finance Management (Elective Sem-IV) | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-IV** | 12 | 24 | 12 |
| 08 | **Textile Management** | | | |
| | Textile Product and Processes (Elective Sem-III) | 4 | | |
| | Textile Markets : Domestic and International (Elective Sem-III) | 4 | | |
| | Textile Industry in India (Elective Sem-III) | 4 | | |
| | **Total workload of Sem-III** | 12 | | |
| | Textile Project Planning And Management | 4 | | |
| | Fashion Industry | 4 | | |
| | Project Report (Compulsory Sem-IV) | 4 | | |
| | **Total workload of Sem-IV** | 12 | 24 | 12 |
| | **Total Course Workload of all Electives** | -- | 256 | 128 |

- Eight faculty workload - 108 per week
- Additional electives workload - 20 per week
- Total course workload - 128 per week

TENTATIVE FACULTIES BREAK UP of one division (i.e.60 intakes)

| **Sr. No.** | **Designation** | **Subject** | **Number of Posts** | **Workload per week as per AICTE Norms** | **Total work-loads** |
|---|---|---|---|---|---|
| 1 | Director / Professor | General Management | 01 | 04 | 04 |
| 2 | Assistant Professor | • General Management<br>• Functional Area of Management (Marketing Mngt. Financial Mngt., Production Mngt., Systems Mngt.)<br>(Assistant Professor in Functional area of Management is as per Institutes requirement ) | 02 | 10-12 | 24 |
| 3 | Lecturer | • Marketing Management<br>• Financial Management<br>• Production Management<br>• Systems Management<br>• Human Resource Management<br>• Agriculture and Co-operative Management<br>• Textile Management | 05 | 14-16 | 80 |
| | | **Total workload of one division i.e. 60 intake of above first five electives** | **8** | **--** | **108** |

Note :

1. There are five posts of lectures for above first five elective area of management. The post of lecturer is allotted to each subject electives except the subject in which the post of assistant professors is filled.
2. College / institute may provide any five above electives for eight full time faculties (1+2+5). If college/Institute wants to provide additional electives such as Agriculture & Co-operative Management and Textile Management, then additional faculty in respective area should be appointed for each additional elective before commencement of academic year.
3. Looking towards the workload of General Management Subject it seems relevant to allot a senior faculty of Assistant Professor Grade to General Management area. Another post of Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture and Co-operative Management as per the requirement of institute.
4. The functional area of management in which the second post of assistant professor is allotted in the same functional area of management the post of lecturer should not be given and the rest areas of management should be considered on the post of lecturer.
5. For fulfilling the workload as per norms of a faculty; concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

## Staff pattern (for 60 intake)

| Sr. No. | Designation | Subject | No. of Post |
|---|---|---|---|
| 1. | Director | General Management | 1 |
| 2. | Assistant Professor | General Management | 1 |
| 3. | Assistant Professor | Functional Area of Management | 1 |
| 4. | Lecturer | Financial Management | 1 |
| 5. | Lecturer | Marketing Management | 1 |
| 6. | Lecturer | Human Resource Management | 1 |
| 7. | Lecturer | Systems Management | 1 |
| 8. | Lecturer | Production Management | 1 |
| 9. | Lecturer | Agriculture and Co-operative Management | 1 |
| 10. | Lecturer | Textile Management | 1 |

JUSTFICATION OF CALCULATION OF NUMBER OF TEACHING STAFF
http://www.aicte.ernet.in/appforms.htm
Approval Process Handbook (2008-2009)- Part-I
http://www.aicte.ernet.in/download/aph_pdf, 11.07.09, 1215 hrs. Page no.62 point 14.6, reads following table regarding full time faculty appointment at MBA.

14.6 Full Time FACULTY (appointed).

| Sr. No. | Class | Director | No. of professors | No. Of A.P. | No. of Lecturers | Total | No. of Technical Supporting Staff. |
|---|---|---|---|---|---|---|---|
| 5 | MBA/PGDM or MCA | 1 | p | AP | L | T | 1 Lab Asst. Per Lab. + 2 Maintenance Staff. |

P= (Approved Students Strength)/. [15x(1+2+6)]-1
P1=(Approved Students Strength)/. [10x(1+2+6)]-1
AP=2x(Approved Students Strength)/. [15x(1+2+6)]
AP1=2x(Approved Students Strength)/. [10x(1+2+6)]
L=6x(Approved Students Strength)/. [15x(1+2+6)]
L1=6x(Approved Students Strength)/. [10x(1+2+6)]
T=(Approved Students Strength)/15
T1=(Approved Students Strength)/10

**Calculations of teaching staff as per above directions for a single batch of 60 students intake comes to:**

1.P=(Approved Students Strength)/. [15x(1+2+6)]-1
= 60/[15x(1+2+6)]-1
= 60/(15x9)-1
= 60/135-1
= 0.44-1
= -0.55

2.AP=2x(Approved Students Strength)./ [15x(1+2+6)]
=2x120/135
=1.77

3.L=6x(Approved Students Strength)/. [15x(1+2+6)]
=6x120/135
=5.33

From above calculation-0.55 Professor, 1.77 Assistant Professors and 5.33 Lecturers are required.
To rounded up the figures to the nearest, no professor, 2 Assistant Professors and 5 Lectures are required as per stated norms. The total of faculty strength goes to 8 (1 Director +2 Assistant Professor+5Lectures ).
In the documents of AICTE and Handbook on AICTE states
Faculty cadre ratio=1:2:6
It is colloquial practice to consider Director is equivalent to Professor. So One Professor, two Assistant Professor and five Lecturers.
And Teacher student ratio is 1:15 Now for a intake of one batch of 60 students total strength comes to 120. Applying ratio i.e. 120/15 comes to 8 faculties for one batch.
There finds contradiction in Faculty Cadre Ratio and Teacher Student ratio given by AICTE.
The information given above in tabulation and Teacher student ratio matches.
Hence, one director, two assistant professors and five lecturers posts (total strength of teaching staff is 8) for one batch (120 students i.e. 60 students of first year and 60 students of second year) should filled in by institute running full time MBA AICTE approved program.

# Revised Syllabus of
# Master of Business Administration (M.B.A.)
# Part-II (Sem. III & IV)
# Choice Based Credit System - (CBCS)
# (Introduced from June 2017 and Onwards)

To be implemented from the academic year 2017-2018 onward

## M.B.A.– II SEM. III

## CORPORATE PLANNING & STRATEGIC MANAGEMENT

| | | | |
|---|---|---|---|
| Course Objectives: | 1. To expose students towards different perspectives and concepts in the field of strategic Management.<br>2. To understand different strategies followed by corporates in the world.<br>3. To understand different strategic tools<br>4. To know the e- business strategies. | | |
| Expected Skills Impartation(Through theory and Practical's) | 1. Strategic Analysis<br>2. Comprehension<br>3. Model Illustration | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | a. Definition & Nature of Corporate Planning, Advantages & Disadvantages. Concept and definition of strategy, Strategic Management, strategic management process.<br>b. Strategic Intent – Vision, Mission, Goals and Objectives, Strategic Business Units. Environment scanning and organizational appraisal - SWOT analysis, ETOP, Strategic Advantage Profile | | 10 Hours |
| b. Practical | Select a business organization and study strategic intent, analyze internal and external environment and prepare ETOP and SAP. Present in the class. | | 5 Hours |

| | | |
|---|---|---|
| Unit 2 : a. Theory | a. Strategy Formulation - Corporate Level Strategies – Stability, Growth, Retrenchment & Combination strategies. Business Level Strategies – Cost Leadership, Differentiation and Focus Strategies<br>b. Strategic Choice - Process of Strategic Choice, Industry analysis - Porter's Five forces Model of competition, Competitor analysis, Value Chain Analysis, Grand Strategy Matrix, Mckinsey's 7's framework; GE-9 Cell Model, BCG Matrix, Factors affecting Strategic Choice. Introduction to Blue ocean strategy and red ocean strategy. | 10 Hours |
| b. Practical | Regularly read newspaper and study the recent strategic decisions of the 5 Corporates and submit a report. | 5 Hours |
| Unit 3 : a. Theory | a. Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy Implementation- Resource Allocation, Behavioural Issues.<br>b. Strategy and Structure, Corporate Social Responsibility, Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. | 10 Hours |
| b. Practical | Study the CSR activities of any one Corporate and submit a report. | 5 Hours |
| Unit 4 : a. Theory | a. e- Business Strategy – Introduction, e-business models.<br>Implementing an e- Business strategy – virtual organization, virtual sourcing, hybrid organization arrangement<br>b. Strategy Evaluation & Control:<br>Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, Operational Control, techniques of strategic evaluation and control, | 10 Hours |

| | | |
|---|---|---|
| b. Practical | Study business model of an organization operating on e- commerce platform like Amazon, Flipkart, eBay, Paytm etc. Submit a detail report. | 5 Hours |

*Note: Case studies should be discussed on topics given in syllabi.*

**Reference Books:**


1. Strategic Management & Business Policy – Kazmi Azhar – Tata McGraw Hill
2. Crafting and Executing Strategy: The Quest for Competitive Advantage, Thompson, Strickland, Gamble, Jain, McGraw Hill Publication
3. Strategic Management - Hitt, Ireland, Hoskisson, Manikutty, Cengage Learning India Pvt. Ltd.
4. Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.
5. Strategic Planning: Formulation of Corporate Strategy – V.S. Ramaswamy, S. Namakumari- Macmillan Publishing House Ltd.
6. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publications
7. Strategic Management of e- Business – Stephen Chen, Wiley

**MBA-II SEM-III**
**PAPER - XVIII**
**PROJECT REPORT AND VIVA VOCE**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher .Director/Principal of the institution/college will decide the last date of submission of final copy.

Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted after the Semester III examination. Aviva-voce committee will be appointed by the university. A committee will consist of 4members. Every district will have a separate committee for viva-voce.

UNIVERSITY GUIDELINES FOR PROJECT WORK:

A student has to take project work at the end of first year (second semester ) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Four copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for Student, Guide, Company where project is done and institute library).
4. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
5. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
6. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a maximum of four external examiners. This assessment criterion is subject to change.
7. Student should not use logos and name of company on the project report pages.
8. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
9. Use of colours in text matter should be avoided.

DETAILS OF PROJECT REPORT

TITLE

Title of research should be specific in nature, it should be short, crispy and should reflect management problem.

CONTENTS

The contents should be given in the following manner in tabular form

| Sr. No | Chapter | Page No. |
|---|---|---|
| | | |

a. Serial number of the chapter.
b. Heading of the chapter
c. Page numbers

IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

Preface

a) Certificate of the organization
b) Declaration by Guide
c) Declaration of Students
d) Acknowledgement

Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction to the study & Methodology

1.1 Introduction
1.2 Objective and importance of the study
1.3 Scope and limitations of study
1.4 Research Methodology

Chapter II – Theoretical Background

Chapter III – Introduction

a. Name of the unit
b. Location or address of the unit
c. Brief history of the unit and present position
d. Financial position
e. Organization chart

Chapter IV – Analysis or Interpretation of Data

Chapter V – Findings, Suggestions and Conclusions

Appendices

Bibliography

APPENDICES

The document charts, questionnaires, tables, schedules etc which are actually referred to in the body of the project report (this consists of chapters I to VI) are to be included under appendix or appendices. So, the appendices may include.

a. Questionnaires used for collecting information.
b. Schedules used for collecting information.
c. Tables formed for presenting the data.
d. Documents/forms etc., refereed to in the body of the project report.
e. Diagram, graphs etc. referred to in the body of the project report.
f. Guide student meeting record form.

BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner. It must be in the following manner.

The name of author (surname followed by initials), title of the book (is to be underline), year of publication, place of publication, number of the edition, name of the publisher in full (address), pages referred to. Or bibliography should be written following international standards as APA or MLM system.

# JOINING REPORT

Date:

To,
The Director,
……
……..
…….
Sub: Joining Report

Respected Sir,

I, Shri/Ms. ……have joined
……. for the summer inplant training from ……. for the Project Work to be carried out.
I would be carrying out project work under the guidance and supervision of
Shri. /Ms. ……..
(designation) …… in ……area.
The title of my project work is
I shall join the college immediately after completion of my training i.e. on 1st August 20 without
fail.

(Name & signature of the Student) (Name and Signature of the Industry Guide)
Seal of Organisation

PROGRESS REPORT
Progress Report No. _____

| | |
|---|---|
| Name of Student | |
| Title of the Study | |
| Name of Guide | |
| Organization | |
| Date of Joining Organisation | |
| Date of Progress Report | |
| Period of Progress Report | |
| Progress : | |

Signature
Students

Signature
Industry Guide

GUIDE STUDENTS MEETING RECORD

Student : Contact No :
Guide : Contact No :
Topic :
Organization : Contact Person :
Designation
Contact No.

| Sr.No | Date | Description | Signature of Guide / Experts | Signature of Student |
|---|---|---|---|---|
| 1 | | Presentation of in plant training project work | | |
| 2 | | Submission of First Draft | | |
| 3 | | Submission of Second Draft | | |
| 4 | | Submission of Third Draft | | |
| 5 | | Presentation of Project Work | | |
| 6 | | Submission of Final Draft of Project report | | |

| Sr.No. | Date | Signature of Guide | Signature of Student | Description of Discussion |
|---|---|---|---|---|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |

Director

**Choice Based Credit System**
**M.B.A.-II SEM-III**
**Elective I- MARKETING MANAGEMENT**
**PAPER-I**

## CONSUMER BEHAVIOR AND BRAND MANAGEMENT

| | | | |
|---|---|---|---|
| Course Objectives: | This course provides a deeper insight into the consumer psychographics. The course offers theoretical foundations in consumer behavior and decision making, and offers many practical insights, that helps to understand the mind of the consumer, and the different buying influences. The knowledge of various modules and framework also helps students to understand consumer behavior.<br>To provide an overview of branding aspects in the current context on product and brand management. To understand the various aspects related to Brand Management. | | |
| Expected Skills Impartation(Through theory and Practical's) | 4. Interpersonal Communication<br>5. Communication with Sample Customer<br>6. Relating Individual and Group Behaviour with Buying Behaviour<br>7. Investigation<br>8. Analytical Skills | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | Introduction to consumer Behavior –Concept and need for studying consumer behavior, factors influencing consumer buying behavior, consumer buying process. Consumer Modeling:- The economic model, Learning model, psychoanalytic model, The sociological model, The Howard Sheath model of buying behavior, The Nicosia model, The Engel–Kollat-Blackwell Model.<br>Industrial \ Organizational Buying Behavior – Participants in Industrial marketing- Buying decisions involved in industrial buying process- Factors influencing industrial buying behavior | | 10 Hours |
| b. Practical | Visit any professional concern be it a business house, educational institution and study buying process for purchases of organizational consumption. Also study factors influencing buying. | | 5 Hours |

| | | |
|---|---|---|
| Unit 2 : a. Theory | Individual Determinants of Consumer behavior-<br>Perception- Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion.<br>Learning –Meaning of learning, components or elements of learning process.<br>Personality- Meaning, Nature & Characteristics of Personality, Stages in the development of personality, personality influences and consumer behavior, self-concept or self-image.<br>Attitude and behavior- The concept of Attitude, Relationship between Attitude and Behavior, Factors involved in Attitude formation<br>Motivation- Meaning of Motivation, Needs And goals- The Dynamic Characteristic of Motivation. | 10 Hours |
| b. Practical | In your own home or neighbor's or friend's house, study around recently bought moderate or high involvement consumable product. Study how buying decision has been undertaken. Study individual buying influences. | 5 Hours |
| Unit 3 : a. Theory | Influence of Social class –Definition and meaning of social stratification, factors responsible for social stratification, characteristic features of social classes, Social influence on consumer behavior.<br>Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group, Reasons For formation of group, Types of Groups relevant to consumer behavior, Family life cycle, Friendship Group, Formal social clubs, Shopping Friends groups, Work group, Reference group | 10 Hours |
| b. Practical | In line with practical second study external buying influences and write detailed report. If possible record interviews and share it in the class. Practical number 2 and 3 can be undertaken simultaneously. | 5 Hours |
| Unit 4 : a. Theory | Brand Management – Meaning, definition, importance & functions of branding, Advantages & disadvantages of branding, types of brand. Managing brands- selecting brand name & logo, brand extension, brand rejuvenation, brand re-launch, brand proliferation, brand development through acquisition/ takeover, brand portfolio restructuring. Brand building process, Brand Equity – Meaning, brand equity models, building brand equity, measuring brand equity, brand valuation, managing brand equity, Brand positioning | 10 Hours |
| b. Practical | In line with practical 2nd and 3rd study brand selection process of family for a product bought. Also make an attempt to measure the perceived brand equity towards product family have bought. | 5 Hours |
| Note | Case studies should be discussed on topics given in syllabi. | |

| | | |
|---|---|---|
| Reference Books | 1. Consumer Behavior - Leon Schiffman, Leslie Lazar Kanuk, Pearson Prentice Hall<br>2. Consumer behavior – Loudon, Della Bitta, Tata McGraw Hill<br>3. Industrial Marketing - Hill, Alexander, Cross, Prentice Hall<br>4. Strategic Brand Management Building, Measuring, and Managing Brand Equity –Keller Kevin Lane, Prentice Hall.<br>5. Brand Management The Indian Experience - Moorthi, YLR, Vikas Publishing House Pvt, Ltd.<br>6. Marketing Management: Text & Cases - Panda Tapan, Excel Books<br>7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education<br>8. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. | |
| Suggested Additional Readings: (if web source then provide url) | American Marketing Association: https://www.ama.org/Pages/default.aspx | |
| Suggested Research Journal : | Indian Journal of Marketing<br>IUP Journal of Brand Management<br>IUP Marketing Mastermind. | |

**Choice Based Credit System**
**M.B.A.-II SEM-III**
**Elective I- MARKETING MANAGEMENT**
**PAPER-II**
**SALES AND DISTRIBUTION MANAGEMENT**

| | | | |
|---|---|---|---|
| Course Objectives: | To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. It is an application oriented coursework and hence emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. | | |
| Expected Skills Impartation(Through theory and Practical's) | 1. Interpersonal Communication<br>2. Selling Skills<br>3. Analysis and Interpretation | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | Sales Management – Evolution, Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods. Sales related marketing policies | | 10 Hours |
| b. Practical | Select an authorized dealer/distributor or company branch office preferably dealing in consumer products and study sales organization, the way they forecast the sales and their sales policies. | | 5 Hours |
| Unit 2 : a. Theory | Sales Force Management –Determining size of sales force, Determining kind of sales personnel, Controlling sales personnel, evaluating and supervising , Sales Meeting & Sales Contests, Sales Quota, sales Territory, Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis | | 10 Hours |
| b. Practical | In the same organization study sales force management, sales meetings, sales contests. Study sales control analysis in the organisaiton. Study sales personnel reporting system. Collect formats of different reports. | | 5 Hours |
| Unit 3 : a. Theory | Personal Selling –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation, B2B Selling | | 10 Hours |
| b. Practical | Make a field visit along with sales people of dealer/distributor and study personal selling process in details. | | 5 Hours |

| | | |
|---|---|---|
| Unit 4 : a. Theory | Logistics & Supply Chain Management - Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM. Distribution: 6 C's of distribution. Selection and appointing distributors. | 10 Hours |
| b. Practical | Study the logistic and supply chain management of the company the dealer is working for. Prepare report and share in the class. | 5 Hours |
| Note | Case studies should be discussed on topics given in syllabi. | |
| Reference Books | 1. Sales Management: Decision, Strategies and Cases- R.R.Still , E.W.Cundiff , N.A.P.Govani, Pearson Education<br>2. Sales and Distribution Management – K.K. Havaldar, V.M. Cavale, Tata McGraw Hill Company<br>3. Professional Sales Management -Anderson, Hair and Bush, McGraw Hill Company<br>4. Effective Salesmanship – Richard T. Hise<br>5. Sales Management – RustomDavar<br>6. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall.<br>7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education | |
| Suggested Additional Readings: (if web source then provide url) | American Marketing Association: https://www.ama.org/Pages/default.aspx. | |
| Suggested Research Journal : | Indian Journal of Marketing<br>The IUP Journal of Marketing Management<br>IUP Marketing Mastermind. | |

**Choice Based Credit System**
**M.B.A.-II SEM-III**
**Elective I- MARKETING MANAGEMENT**
**PAPER-III**
**SERVICE MARKETING AND RETAIL MARKETING**

| | | | |
|---|---|---|---|
| Course Objectives: | To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.<br>To develop and understand the importance of the "state of the art" service management thinking.<br>To promote a customer service-oriented mindset.<br>To understand the role of services marketing and discuss its theory and core concepts. | | |
| Expected Skills Impartation(Through theory and Practical's) | 1. Data Searching, Synthesis and Analysis.<br>2. Interpersonal Communication<br>3. Comprehension | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | Service Marketing – Meaning, definition, importance of services, distinction between services & goods, characteristics of services, Marketing Mix in Service Marketing- Product, Price, Place, Promotion, People – Moment of Truth, Service encounters service personnel issues, emotions and service situations, service profit chain, Physical Evidence- evidence types, role of physical evidence, stimulus response model, services scapes, Process – types, Service Blueprint, service process matrix, service recovery and empowerment<br>Service Quality –Gap model, SERVQUAL Model | | 10 Hours |
| b. Practical | Select any one service organization and study its marketing strategies. | | 5 Hours |
| Unit 2 : a. Theory | Application of 7 P's of Services Marketing – Tourism and Hospitality management, Banking, Insurance and Financial Services, Healthcare services, Education services, Entertainment, Consultancy, Transportation | | 10 Hours |
| b. Practical | Visit a service organization online and study details provided with respect to 7 P's of services marketing and strategies. | | 5 Hours |
| Unit 3 : a. Theory | Retail Marketing: Introduction to retail, Factors behind the change of Indian Retailing industry, Classification of retailers: Store based and Non-store based retailers, Organised and Unorganised Retailing, retail consumer, retail marketing mix, Store location and site evaluation, Store layout, design. | | 10 Hours |
| b. Practical | List out the organized retail outlets in your city as per the different retail formats. | | 5 Hours |

| | | |
|---|---|---|
| Unit 4 : a. Theory | Retail Strategies, store management, Managing the Retail Store: Store management, Role of Store managers, Retail Personnel Management Process, Retail supply chain management, Information system, Visual merchandise, Customer Service, Retail franchising, Ethical and Legal issues in retailing, Careers in Retailing: Employment opportunities, ownership opportunity. Online Retailing | 10 Hours |
| b. Practical | Visit any online retailing organization e.g. Amazon, Flipkart, Snapdeal, First Cry etc. Study retail strategies of company. | 5 Hours |
| Note | Case studies should be discussed on topics given in syllabi. | |
| Reference Books | 1. Services Marketing - Zha S.M., Himalaya Publishing House<br>2. Services Marketing - Zeithaml, Bitner, Gremler&Pandit, McGraw Hill Publication<br>3. Services Marketing – Harsh Verma, Pearson Education<br>4. Service Marketing – RajendraNargudkar,<br>5. Retail Marketing -A Sivakumar, Excel Books New Delhi<br>6. Retail Management -Suja Nair , Himalaya Publishing House Mumbai<br>7. Retailing Management: SwapnaPradhan, 'Tata McGraw-Hill Publishing Company<br>8. Retail Marketing Management- David Gilbert, Pearson Education | |
| Suggested Additional Readings: (if web source then provide url) | American Marketing Association: https://www.ama.org/Pages/default.aspx. | |
| Suggested Research Journal : | Indian Journal of Marketing<br>The IUP Journal of Marketing Management<br>IUP Marketing Mastermind. | |

**Equivalence:**

| Papers | Title of paper in Previous Syllabus | Papers | Title of course in this Syllabus |
|---|---|---|---|
| Paper – I | Contemporary Issues In Marketing | Paper – I | Consumer Behavior And Brand Management |
| Paper – II | Buying Behavior and Brand Management | Paper – II | Sales And Distribution Management |
| Paper – III | Marketing Strategy and CRM | Paper – III | Service Marketing And Retail Marketing |
| Paper – IV | Sales Management and Advertising Management | Paper – IV | Strategic Marketing |
| Paper – V | Retail and Rural Marketing | Paper – V | Contemporary Issues In Marketing |

# MBA- II Sem. IV

## Elective -II – Human Resource Management Paper- I

## Human Resource Planning & Procurement

| Marks :80 | Total Hours of Teaching : 60 | Theory : 40 | Practical : 20 |
|---|---|---|---|
| | | | |

**Objectives :-**

1) **To describe the detailed process of HRD.**
2) **To explain the recruitment and selection process in the organization.**
3) **To explain the different types of interviews.**

**Unit – 1. Job Analysis – (10)**

**Job Design -** Meaning, Different approaches to job design. Job Analysis – Concept, process of job analysis, Techniques of data Collection for job analysis. Job Description – Contents, steps in writing job description. Job Specification – Meaning , Contents. Job Evaluation – Meaning, Objectives, Methods/ Techniques of Job Evaluation.

Practical – Make a job analysis of any organization & submit a report on it (05)

**Unit – II Human Resource Planning & Recruitment (10)**

HR Planning Process - HR demand forecasting – HR supply forecasting, determining number and types of people, recruitment- Policy, e- Recruitment, evaluation and control of recruitment, : Recruitment Process, recruitment practice in India.

Practical :- Make a study of recruitment practice of any organization submit a report on it (05)

**Unit – III Selection of Human Resource – (10)**

Meaning, Selection Hurdles, Placement Induction Programme – Objective , benefit, Content of Induction Programme, Phases of Induction placement – meaning and Objective, Socialization – Concept, Phase of Socialization.

Practical :- Describe the selection process of any organization & submit a report on it (05)

**Unit – IV Interviewing :- (10)**

Types of Interviews- Unstructured , structured behavioral, Job related Principles of Interviewing – Do's and Don'ts Interviewing procedure – preparation, setting – physical and mental, conduct of interview, close.

Practical :- Visit the local organization & study the interview techniques in it and submit a report there on (05)

Books Recommended :-


1. Personnel Management by Edwin Flippo
2. Personnel 7 Human Resource Management – Text & Case by p. Subba Rao.
3. Human Resource Management by Garry Desslar, Pearson Education Asia.
4. Human Resource Management by S.S. Khanka, S.Chand & Co, New Delhi.
5. Human Resource Management and personal Management by Aswanthappa, Tata Mc Graw Hill, New Delhi.
6. Human Resource Management by Biswajeet Patnaik Hall of Indua Private Limited, New Delhi.
7. Human Resource Management – An Experimental Approach by H. John Bernandin & Joyce E.A. Russel.


**MBA- II Sem. III**
**Elective -II- Human Resource Management Paper - II**
**Human Resource Development**

| Marks :80 | Total Hours of Teaching : 60 | Theory : 40 | Practical : 20 |
|---|---|---|---|
| | | | |

**Objective :-**

(1) To explain the Concept of HRD
(2) To explain the different methods of Training & Development
(3) To explain about – career planning

**Unit-1.** **(10)**

**Human Resource Development -** Concept of HRD, Objective, Origin of HRD Focus of HRD:- Development human sub systems, Development of HRD Climate, Development of HRD process, Ethical issues in HRD

**Practical** :- Visit manufacturing and or service organization to study various HRD activities. Prepare a report featuring outcome of these activates in respective organization (05)

**Unit-2. Training and Development** – Concept, Principles of training, Difference between training and development, methods of training (on the job and off the job) and Executive Development Methods (Methods to develop managerial skills- decision making skills, interpersonal skills, organization knowledge, job knowledge etc.) Model of training and development :- Identification of training and development need, including 3 tier trining need survey, Designing training and development programme, conduct of training and development programme. Evaluation and Measurement of Training result. How to improve effectiveness of training programme? (10)

**Practical :-** Study the training and development system by visiting manufacturing and or service organization prepare a report comprise entire process, methodology and training programme imparted to employee in the preceding financial year. (05)

**Unit-3. Learning and Performance Appraisal –** concept of learning principles of learning theories of learning. Elements for effective integration of learning and training. Performance appraisal- essentials – Concept, essentials of performance appraisal, methods of performance appraisal.
Career Planning- Career anchor, Career development programme:- career need assessment, career opportunities, need opportunity alignment, designing career path. (10)

**Practical :-** Visit manufacturing and or service organization to do the micro analysis of performance appraisal system. Prepare a report contain methods of performance appraisal used in respective organization, problem encountered and criterion used to appraise performance.

(05)

**Unit-4.Organisation Development and Evaluating HRD-** Meaning of OD, phases Evaluating HRD-HR Accounting (Objectives, Methods of Human Resource Accounting ), HR Auditing (Scope, Process), Competency mapping, training instrument test:- Psychometric Test, Myers Briggs Type Indication (MBTI), Passive, Aggressive and assertiveness (PAA) (10)

**Practical :-** Do your own career planning : SWOC analysis Explore the occupation, Research labor market, Investigating source of additional training and education if needed. Developing job search strategy, Resume Writing, Gathering company information, Preparing for selection process. (05)

**References-**

1.S.K.Bhatia Training and Development, Deep and Deep Publications Pvt. Ltd.
2.P.N.Singh, Training for Management Development, Suchandra Publication s,
3.Tapomoy Deb, Training and Development, And Books Private Limited
4.Thomas N. Garavan, Carole Hogan, Training and Development, Peatagon Press
5.Margret Anne Red Harry Barrington, Training Intervention A Jaico Book
6.Patrick Forsyth Appraising Job Performance
7.G.Pandu Naik, Training and Development, Text and cases, Excel Books

**MBA –II, Sem - III**

**Elective -II- Human Resource Management Paper - III**

**Compensation Management**

| Marks :80 | Total Hours of Teaching : 60 | Theory : 40 | Practical : 20 |
|---|---|---|---|
| | | | |

Objective :- To understand

1. How organizational wages and salaries are fixed
2. How job evaluation is used in pay fixation & incentives
3. Legislation and polices related to payment off wages and salary.

Unit 1 : Introduction to Pay Systems (10)

Compensation – Meaning , types, philosophies, components, challenges and theories – reinforcement, expectancy, equity & agency. Factors influencing employee compensation, pay policies – wage policies in India. Concept of Minimum wage, Fair wage and living wage.

Practical – Visit local organizations & check compensation methods applied. (05)

Unit 2 :- Designing & Pricing pay plans (10)

Job Evaluation : Meaning, objectives, principles, procedure, methods/ techniques of job evaluation – non quantitative ( Ranking, job classification ), Quantitative ( points rating, factors comparison). Problems of job evaluation. 16 steps in designing market competitive pay plan, pricing managerial & professional jobs, contemporary aspects- competency based pay, broad banding, flexible/ cafeteria style compensation, wage differentials, components of pay structures in India ( basic wage, DA, HRA, Conveyance, LTA, medical reimbursement, bonus, special allowances, indirect compensation)

Practical - Job evaluation exercise – quantify jobs with point rating system. (05)

Unit 3 :- Incentives, Benefits & Services (10)

Motivation & Incentives, individual incentives, team & organization wide incentive plans – gain sharing, profit sharing, ESOP: Employee benefits in India, policy issues in benefits, Benefits – Voluntary & Government mandated benefits – Security, health care, Financial, retirement, personal services & family – friend time off & other.

Practical-study incentives and benefit plans of IT Industry. (05)

Unit 4:- Wage fixation & legislation (10)

Workmen Compensation Act, Employee State Insurance Act, PF Act, Employee Gratuity & Payment of Bonus Act, Minimum Wages Act, Equal Remuneration Act. Wage boards & pay commissions. (10)

Practical - Study cases of violation of compensation legislation. (05)

Books :-


1. Human Resource Management – Garry Dessler, Biji Varkkey – 14th edition
2. Human Resource Management an experiential approach – H John Bernardin – 4th edition
3. Managing Human Resources Wayne F. Cascio, Ranjeet Nambudiri – 8th edition
4. Human Resource Management – A south asian perspective – Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy
5. Human Resource Management Text & Cases – K Aswathappa
6. Compensation Management – Dr. Kanchan Bhatia
7. Personnel & Human Resource Management text & cases – P. Subba Rao


**M. B. A. Part-II Semester-III**
**Elective III- FINANCIAL MANAGEMENT**
**PAPER- I: INDIAN FINANCIAL SYSTEM**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **Introduction to Indian Financial System**- Overview, Organizational structure of Indian Financial System, Major Components, Financial Institutions-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions. | | **10 Hours** |
| **b) Practical** | i) Group discussion on organizational structure of Indian financial system/ Role of regulatory bodies in Indian financial system. | | **5 Hours** |
| **Unit 2: a) Theory** | **Financial Markets-**<br>a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds<br>b) Money Market: concept, Instruments in Money market- Commercial Papers, Certificate of Deposits, Treasury Bills, Bills of Exchange<br>c) Commodities & Derivatives Market: concept, Transactions- Swaps, Options and Futures<br>d) Foreign Exchange Market: concept and characteristics | | **10 Hours** |
| **b) Practical** | i) Visit to any bank branch to study commercial papers, certificate of deposits and bills of exchange and other instruments used in banks and foreign exchange transactions.<br>ii) Visit to broker's office to study Swaps, Options and Futures. | | **5 Hours** |

| | | |
|---|---|---|
| **Unit 3: a) Theory** | **Stock Exchanges:**<br>a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY<br>b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading<br>c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CSDL), Eligibility and functions of Depository Participants (DPs). | **10 Hours** |
| **b) Practical** | i) Opening demat account for studying its procedure.<br>ii) Visit to broker's office to study online trading of securities | **5 Hours** |
| **Unit 4: a) Theory** | **Financial Services:**<br>a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating.<br>b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India. | **10 Hours** |
| **b) Practical** | i) Developing and analyzing a case on hire-purchase or lease.<br>ii) Visit to any insurance company to learn about insurance business. | **5 Hours** |

**Note:**

**Reference Books:**


1) Bhole, L. M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Priviate Limited, New Delhi.
2) Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Priviate Limited, New Delhi.
3) Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. licensees of Pearson Education in South Asia, New Delhi.
4) Bhalla, V. K. (2004), Management of Financial Services, Anmol Publishing House
5) Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai.
6) Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.
7) Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.


**Suggested Additional Reading:**

1) www.finmin.nic.in
2) www.sebi.gov.in
3) www.rbi.org.in

**Suggested Research Journals:**

1) Indian Journal of Finance
2) RBI Bulletin
3) Finance India
4) Journal of Banking and Finance
5) Banking and Finance Review

**M. B. A. Part-II Semester-III**
**Elective III- FINANCIAL MANAGEMENT**
**PAPER- II: FINANCIAL DECISION ANALYSIS**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **Capital Structure Decisions:**<br>a) Capital Structure: concept of capital structure, Determinants of capital structure, Approaches to Appropriate Capital Structure (Net Income Approach, Net Operating Income Approach, Traditional Approach and Modigliani Miller Approach), Indifference point, EBIT-EPS Analysis, Capital Structure policies in practice.<br>b) Leverage: Financial Leverage, Operating Leverages and Combined Leverage. | | **10 Hours** |
| **b) Practical** | i) Making EBIT-EPS Analysis on the basis of data from annual reports.<br>ii) Comparing leverage of any company on the basis of data from annual reports. | | **5 Hours** |
| **Unit 2: a) Theory** | **Dividend Decisions:**<br>a) Concept of Dividend, Types of dividend, Legal and Procedural Aspects of Dividend, Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy.<br>b) Bonus Shares- concept, regulation, reasons, deciding bonus ratio. bonus shares and stock splits. | | **10 Hours** |
| **b) Practical** | i) Analyzing dividend policy on the basis of annual reports and discussion with authorities of a company. | | **5 Hours** |
| **Unit 3: a) Theory** | **Corporate Restructuring:**<br>a) Merger and Acquisition: Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Acquisition,<br>b) Portfolio Restructuring, Financial Restructuring, Organizational Restructuring. | | **10 Hours** |

| | | |
|---|---|---|
| **b) Practical** | i) Analyzing a case of merger on the basis of cost and benefit with calculations. | **5 Hours** |
| **Unit 4: a) Theory** | **Financial Management of Sick Units-** Definition of Industrial Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units. | **10 Hours** |
| **b) Practical** | i) Collecting and analyzing data about sick units, from industrial associations. | **5 Hours** |

**Note:** Problems should be covered on following topics only: (a) Capital Structure Decisions, (b) Divided Decisions and (c) Merger and Takeover.

**Reference Books:**


1) Kulkarni, P. V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai.
2) Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi.
3) Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.
4) Chandra Prasanna (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
5) Khan, M. Y. and Jain, P. K. (2014), Financial Management, McGraw-Hill India Pvt. Ltd., New Delhi.
6) Bhalla, V. K. (2014), Financial Management, S. Chand Publhishing, New Delhi.
7) Bhalla, V. K. (2014), Working Capital Management, S. Chand Publhishing, New Delhi.


**Suggested Additional Reading:**


1) Financial Management http://students.icai.org/?page_id=5210
2) Paramshivam, P and Subramanian T. (2014), Financial Management, New Age International Publishers, New Delhi.
3) Institute of Cost and Management Accountant, Financial Managment and International Finance icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf


**Suggested Research Journals:**

1) Journal of Financial Management
2) Indian Journal of Finance
3) RBI Bulletin
4) Finance India
5) Journal of Banking and Finance
6) Banking and Finance Review

**M. B. A. Part-II Semester-III**
**Elective III- FINANCIAL MANAGEMENT**
**PAPER- III: PROJECT PLANNING AND FINANCE**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **Project Planning:**<br>Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Feasibility & viability, Start-up India, Stand-up India. | | **10 Hours** |
| **b) Practical** | i) Testing of financial feasibility and making market analysis of proposed project.<br>ii) Group discussion on Start-up India and Stand-up India | | **5 Hours** |
| **Unit 2: a) Theory** | **Financial Estimates and Projections:**<br>a) Estimation of cost of project & means of finance, Projection of Financial Statements & Profitability,<br>b) Project Financing- Long Term Sources and Short Term Sources, Classification of internal and external sources of finance.<br>c) Appraisal of Term Loans by Financial Institutions, MUDRA Bank. | | **10 Hours** |
| **b) Practical** | i) Preparation of projected financial statements in respect of proposed project.<br>ii) Preparing project proposal for any proposed business unit. | | **5 Hours** |
| **Unit 3: a) Theory** | **Management Cash:**<br>a) Motive for holding Cash, Objective of case Management, Factors determine the cash needs; Determining cash Need-Cash Budget; Techniques of Cash Management Inter- Corporate deposits.<br>b) Cash Management Model- Baumol Model Miller-or Model, Orgler's Model.<br>c) Online Payment: Wallets, Fund Transfer, National Electronic Fund Transfer (NEFT) and Real Time Gross Settlement (RTGS), Payment Apps. | | **10 Hours** |
| **b) Practical** | i) Visit to bank branch or any business unit to discuss cash management policy and practices. | | **5 Hours** |
| **Unit 4: a) Theory** | **Receivables Management:**<br>a) Objective of Receivable Management, Credit Polices Credit Standards & Credit Analysis Credit terms, Cash Discount, Collection Policies.<br>b) Provisions, Bad debts, Doubtful debts, Problems of recovery and over-dues, Strategies for efficient collection. | | **10 Hours** |
| **b) Practical** | i) Visit to recovery department/ Marketing department to learn problems of recovery and strategies for efficient collection. | | **5 Hours** |
| **Note:** Practical Problems will be asked on cash Budget and projected financial statements. | | | |

**Reference Books:**


1) Chandra Prasanna (2014), Projects: Planning, Analysis, Selection, financing ....., McGraw-Hill India Pvt. Ltd., New Delhi.
2) Kulkarni, P. V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai.
3) Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi.
4) Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.


**Suggested Additional Reading:**


1) IIBF (2015), Principles and Practices of Banking, Macmillan Education, New Delhi.
2) Mary J. Cronin (1998), Banking and Finance on Internet, John Wiley and Sons, New York.
3) Financial Management http://students.icai.org/?page_id=5210


**Suggested Research Journals:**

1) Indian Journal of Finance
2) RBI Bulletin
3) Finance India
4) Journal of Banking and Finance
5) Banking and Finance Review

**MBA Part – II, Semester – III**
**Elective – IV : Production Management**
**Paper – I : Operations Management Strategies**.

I) Concept of Manufacturing and Operations Strategy :

Operation strategies in global economy –Today's global business conditions – Formation of operations strategy – Capacity planning – Formulation & implementation of manufacturing policies – Building competitive advantage through manufacturing policy – Technology management and competitiveness

II) Design of Organizations :

Structure – Human factor in Production – Production – Product life testing – Product designing – standardization – Principles of diversification and implementation.

III) Product Development :

Salient features – Production Process design and engineering layout – Design of jigs and fixtures – Flexible manufacturing system.

IV) Production system and project scheduling

Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM – Utility data and time cost curves – Direct indirect cost, Optimum cost, resources allocation and leveling – project programme review – Updated network – Activity based costing.

Books Recommended :

**1)** Norman Gaither, Greg Fraizer, "Operations Management" Thomson Asia Pvt. Ltd., Singapore
**2)** Chary S.N. "Production and Operations Management", Tata McGraw Hill, New Delhi.
**3)** Joseph S. Martin, "Production & Operations Management – An applied modern Approach" John Wiley and Sons (Asia) Pvt. Ltd., Singapore.

**MBA Part – II, Semester – III**
**Elective – IV : Production Management**
**Paper – II : Production Planning & Control**

I) Introduction to Production Planning & Control :

Production Planning – Objectives & Importance, Production control – Objectives, Scope and Importance. Elements of Production Planning & control, PPC in various manufacturing. systems, Aggregate Planning, Capacity Planning & shop floor planning.

II) Production Planning :

Work order preparation, Material planning – factors, techniques of material planning, Process planning – steps, Route sheets, Documents in Process planning, loading & scheduling – inputs for scheduling, Gantt Chart, Techniques of Scheduling.

III) Production control

Concept, functions of dispatching, dispatching in different situations, documents in dispatching, follow up – concepts, functions and documents in follow up.

IV) Implementation of PPC

Line balancing, Job shop scheduling, simulation – role of computer in PPC, Technologies in Manufacturing – JIT, FMS, CIM, ,robotics, Group technology .

Books Recommended :

**1)** Burbridge – "Principles of Production Control"
**2)** Garret Leonard J, Silver Milton – "Production Management Analysis"
**3)** Norman Gaither, Greg Faizer – "Operations Management – Thomson Asia Pvt. Ltd."
**4)** Le j, Krajwewski and Larry P ritzman, Operations Management – "Strategy and Analysis", Pearson Education (Singapore) Pvt. Ltd. Indian Branch.

MBA Part – II, Semester – III
Group – **Elective – IV :** : Production Management
Paper – III : Materials and Inventory Management

I. Introduction to Materials. Management

Meaning, Objectives, Importance of materials management, Purchasing of material, types of purchasing, organization structure of purchase department.

II. Inventory Planning

Demand management, qualitative & quantitative forecasting techniques, Purpose of inventory, Inventory cost, Lot size & safety stock, Material requirement planning, Bill of Material, M R P records.

III. Inventory Control :

Inventory models - EOQ, Inventory Model with price discounts, Selective Inventory Control techniques – ABC, VED, HML, FSN, fixed order period model

IV. Other aspects of Materials. Management

Codification , standardization, material handling, stores management, location of warehouses, supply chain & Physical distribution management.

Books recommended :

**1.** Production and Inventory control handbook – Greene, James – H.
**2.** Production and Inventory control – Mc Leavey, Dennis W & Narasimhan SL
**3.** Manufacturing Planning and Control – Valimari T.E.
**4.** Materials Management – An Integrated Approach – Prentice Hall India, New Delhi – P. Gopalkrushnan & M. Sudarshan
**5.** Materials Management – Procedure, Text & Cases – Prentice Hall India – A. K. Dutta.
**6.** Production & Opn. Management – S.N. Chary – McGraw Hill Publication
**7.** Operations Management – Amol Gore, Robert Pannizolo – Cengage Learning

| M.B.A. Part-II Semester-III<br>Elective V : IT & System Management<br>Paper I: Strategic Information Technology Management<br>(Choice Based Credit System) | | | |
|---|---|---|---|
| Marks:80 | Total Hours of Teaching:60 | Theory:80 | Practical:20 |
| **Syllabus Contents:** | | | |
| Unit-1 : a) Theory | Evolving Role of IS in organization, Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, Success factors, Organizational IS capability. Emerging trends on IT to device business strategies- web related technologies, mobile technologies. | | 10 Hours |
| b) Practical | **1. Case Study on emerging technologies & its impact on organizational strategies.**<br>**2. Report on strategic role of IT in gaining competitive advantage** | | 5 Hours |
| Unit-2 : a) Theory | Overview and Developing an IT Strategy, Strategy implementation, strategy tools and techniques, resource based view of strategy, approaches to information strategy development, problems, and barriers. The challenges of planning strategically for IT today, Establishing an IT strategy, process, scope objectives and expectations. Strategies for managing IT Infrastructure, outsourcing strategies, guideline for outsourcing decisions. | | 10 Hours |
| b) Practical | **Design of IT strategy for any manufacturing or service organization.** | | 5 Hours |
| Unit-3 : a) Theory | Definition and Purpose of IT Governance ,Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed | | 10 Hours |
| b) Practical | **Prepare a report on study of IT governance frameworks used in industry.** | | 5 Hours |
| Unit-4: a) Theory | Research on internet use- Online marketing, social media & digital marketing.<br>Steps for Planning and Implementation of strategic Information System (SIS) in the organization, success and failure factors for SIS. | | 10 Hours |
| b) Practical | Laboratory practical's on use of digital marketing & social media. | | 5 Hours |

Reference Books:

1) IT Governance, Peter Weill and Jeanne W Ross, Harward Business School Press
2) Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing
3) IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication
4) IT Governance, A Practical Guide by Christopher B Gillies
5) IT Governance : How Top managers manages IT decisions right for superior results By Peter Weill Harward Business School Press
6) Corporate Information strategy and Management By L M Applegate
7) Information Technology Management By Raner ,Potter and Turban.
8) Strategic Technology Management by Betz
9) IT strategy and Management by Sanjiva Dubay

Suggested research journals:

1. The Journal of Strategic Information Systems
2. International Journal of Strategic Information Technology and Applications (IJSITA)

M.B.A. Part-II Semester-III
Elective V : IT & System Management
Paper II - Information System Security and Audit
(Choice Based Credit System)

| Marks:80 | Total Hours of Tweaching:60 | Theory:80 | Practical:20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit-1 : a) Theory | IS Security History & evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information system data and resources, definition of information security. Cyber crimes, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security. Access control- identification, authentication, authorization, password control and management access control software. | 10 Hours |
| b) Practical | **Prepare report on IT assets classification, and security threats for any organization.** | 5 Hours |
| Unit-2 : a) Theory | **Data Security**: Threats to security, data access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dials in access security, network management control, Authentication protocols, Internet/intranet Security, supporting technology for database and application security. | 10 Hours |
| b) Practical | **Prepare report and presentation on data security.** | 5 Hours |
| Unit-3 : a) Theory | IS Audit and Control • Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in a audit. • Information System Control: framework of management control, introduction, top management control, evaluating the planning, organizing, leading and controlling function, preparation of audit report. | 10 Hours |
| b) Practical | Practical's on writing system audit report. | 5 Hours |
| Unit-4: a) Theory | Security policy- Administrative & technical, Security policy framework & infrastructure, introduction to Security policies ISO standards and Practices. Domain related Security studies | 10 Hours |
| b) Practical | Practical's on design of security policies for IT enabled manufacturing or service organization. | 5 Hours |

Reference Books:

1 EDP Auditing - Ron Weber
2 PC and LAN security – Stephen Cobb
3 Enterprise Security - Protecting Information Assets - Michel E. Kabey
4 Enterprise Disaster Recovery Planning – Miora
5 Computer Security - Summies
6 Internet Security – Derek, Alkins
7 Information security policies procedures and standards by Thomas Pettier
8 Information System Security: security Management frameworks and best Practices by Nina Godbole

Suggested research journals:

1. **International Journal of Auditing Technology**
2. **Journal of Information Security and Applications**

M.B.A. Part-II Semester-III
Elective V : IT & System Management
Paper III - software Project Management
(Choice Based Credit System)

| Marks:80 | Total Hours of Tweaching:60 | Theory:80 | Practical:20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit-1 : a) Theory | System: Definition of system, business system, analyst and his role, characteristics of system analyst, System analysis Method- Initial investigation, feasibility study, cost benefit analysis, requirement analysis, and detailed analysis. System Analysis tools and Techniques – DFD, data dictionary, Decision tree, decision table, E-R Diagram, defining the problems, developing solution, strategy, planning the process (Phased model, milestone, documents etc.)<br>Project scheduling, measurement. Introduction to Software, Software Engineering, system Software development life cycle, Project management overview, project communication and documentation, Planning of Software Project. | 10 Hours |
| b) Practical | 1. Practical's on DFD, decision table, decision tree and ERD.<br>2. Prepare SRS documents for any application software. | 5 Hours |
| Unit-2 : a) Theory | Project Management: Characteristics of project management . project plan and review project manager, tools CPM, PERT Gant Chart MS-Project, Risk analysis and reduction, software project scheduling software acquisition | 10 Hours |
| b) Practical | Case Study on PERT/ Gant chart and to identify risk in software project. | 5 Hours |
| Unit-3 : a) Theory | Cost Estimation - Introduction, software cost factors, software cost estimation Techniques, COCOMO FPA,NPA & ROI. Estimation of software maintenance cost, feedback control and feedback at various levels. | 10 Hours |
| b) Practical | Case study on cost estimation techniques | 5 Hours |
| Unit-4: a) Theory | System Implementation Introduction to SCM Change Management-Plan, Process, Version Management, Defect Management, Release Management Process, SCM Tools Software Quality Factors, Software quality metrics Quality Assurance activities. | 10 Hours |
| b) Practical | Prepare report on SCM process | 5 Hours |

Reference Books:

1. Software Engineering - Roger S. Pressman
2. Software Project Management - Edwin Bennatan
3. Software Engineering - Martin L. Shooman
4 Principles of Software Engineering Management – Glib T ( Add on Wesley)
5 Software Engineering Project Management- Thayer R.H. (IEEE, CS Press) 6 Software Project Management –Bob Hugues (TM

Suggested additional readings:

Suggested research journals:

1. **International Journal of Project Management**
2. **Project Management Journal**

**M.B.A. Part-II Semester-III**

**Elective VI : Paper-I: Agri- Business Management**

**Preamble :-** Agriculture is the main occupation of Indian population, since ancient period to now-a-days also, the rate of overall development of Indian economy depends upon the growth rate of agricultural sector. There are changes in globalization period in world economy and new initiatives to link Indian economy with global economy so, it is essential to change the role of Indian agriculture regarding the agricultural management, policy formulation etc. This necessitates an understanding of the structure of Indian agriculture, agricultural products market structure for agri-good, inputs, inputs, ok so, it is necessary to students have a knowledge of agricultural practices.

**Objectives :-**

1) Students should know the nature of agri business management
2) To make the students aware about the basic principles of agri- business management
3) To encourage the students about the agro-processing industries in India
4) To make the students aware about the agri-input supply Industries in India.

| **Unit No. 1 :** | **Introduction Agri-business** | Hours |
|---|---|---|
| Theory | Nature and scope of Agri-business, Importance of Agri-business Management, Difference between farm and non farm sectors, Demand for agri products and it's determining factors, Supply of Agri-products and it's determinants. | 10 |
| Practical | Presenting a seminar on farm and non-farm sector. Visit to any rural industry and prepare a report. | 5 |
| **Unit No. 2 :** | **Basic principles of Agri-business management** | |
| Theory | The value of farm production-farm prices, quality & price – cost of production- fixed and variable costs- Gross margins- comparative advantage- supplementary enterprises- Laws of returns- measurement of agricultural cost , ABC analysis. | 10 |
| Practical | Visit any Rural Industry and study the value chain and value addition of farm product its cost, quality and price. | 5 |
| **Unit No.3 :** | **Agro-processing industries in India** | |
| Theory | -Sugar industry- Dairy processing –Cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – Medicinal plants. Problems and prospects of Agro-processing industries in India. | 10 |
| Practical | Prepare the case study on any agro processing industry to study the problems and prospects of agro processing industries. | 5 |
| **Unit No. 4:** | **Recent Trends in Agri-business Management** | |
| Theory | ITC e-choupal, Contract Farming, Precision Farming, Organic Farming and logistics in agri products in India. | 10 |
| Practical | Case study on contract farming, precision farming and logistics in agri products in agri products. | 5 |

References :-


1. 'Bhave S.W.' "Agri-Business management in India" S.W. Bhave,
2. 'Brodway Ac and' A..A. Brodway Text book of Agribusiness Management
3. 'C.B. Mamoria' "Problems of Agriculture in India. Himalaya publishing House Mumbai, Delhi.
4. 'Meena R.K. & J.S. Yadav' "Horticulture marketing & Post harvest management" Pointer publications Jaypur- 2001
5. 'R.N.Soni' "Leading issues in Agricultural Economics"
6. 'S.K. Misra' V.K. Puri "Indian Economy" Himalaya publishing House Mumbai.
7. 'S.S. Achary' N.L. Agarwal "Agricultural Marketing in India.
8. 'Sadhu & Singh' "Fundamentals of agricultural Economics"
9. 'Smita Diwase' "Agi-Business Management" Everest Publishing House Pune-4
10. 'Thorats Sirohis' "State of Indian farmer" A millennium study Rural Infrastructure Academic Foundation, New Delhi.
11. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
12. Direct Taxes- Singhania, Taxman Publication.
13. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
14. Indian Economy since Independence- Uma Kapila, Academic Foundation.
15. M.Upton & B.O. Anlloio – "Farming as a Business " Oxford University Press, New York.

## M.B.A. Part-II Semester-III
## Elective VI :

# Paper-II: Agricultural Marketing

**Preamble**: - The agricultural situation in India has undergone a rapid change in Economic reform period. Investment in agricultural sector, both in public and private sectors, has risen. Agricultural marketing policies have also undergone substantial changes. In this syllabus we have kept in view the changes in the entire environment in which agricultural marketing system functions. It is necessary to kept the importance at retaining some of the policies, programmes and practices which constituted an important part of the agricultural marketing system till today. Students have to know about the agricultural pricing and role of CACP in pricing of agri. Products. This syllabus provides a proper knowledge & guidance about agricultural marketing.

Objectives:-

1) To understand the meaning, nature and structure of agricultural marketing
2) To study the marketing functions & system.
3) To study the pricing of agricultural products.

| **Unit No. 1 :** | **Agricultural Marketing** | Hours |
|---|---|---|
| Theory | - Meaning and scope<br>- Market structure, factors influencing marketable surplus.<br>- Estimation of marketable and marketed surplus.<br>- Agriculture marketing and Economic development<br>- Scientific marketing of farm products.<br>- Characteristics of a good marketing system | 10 |
| Practical | Visit any agro industry/APMC to study their marketing system and submit a report. | 5 |
| **Unit No. 2 :** | **Marketing Functions** | |
| Theory | - Meaning and Classification<br>- Grading and Standardization<br>- Storage and Warehousing<br>- Packaging and Transportation<br>- Processing and Value addition | 10 |
| Practical | Visit any agro industry and study any one marketing function i.e. Grading and Standardization, Storage and Warehousing, Packaging and Transportation, Processing and Value addition. | 5 |
| **Unit No.3 :** | **Marketing System** | |
| Theory | - Rural Marketing – Types<br>- Alternative marketing systems<br>- Marketing of farm inputs- Chemical fertilizers, seeds, pesticides, farm machinery.<br>- e-marketing<br>- Marketing Channels<br>- Promotion of agricultural products.<br>- Marketing institutions – Public sector, Private sector & Cooperative sector | 10 |
| Practical | Conduct a field visit of agro industry or agro service centers and submit a report on marketing channel /marketing of farm inputs. | 5 |

| **Unit No. 4:** | **Pricing of Agricultural Commodities** | |
|---|---|---|
| Theory | - Pricing decisions- factors influencing pricing decisions<br>- Administered prices<br>- Role of commission for agriculture costs and prices (CACP)<br>- Minimum support price & procurement price<br>- Statutory price control and rationing | 10 |
| Practical | Visit any agro industry and indentify the different cost and pricing practices and prepare a report. | 5 |

**References :-**


1. S.S. Acharya & N.L. Agarwal - Agricultural Marketing in India, oxford & IBH
2. publishing Co.Pvt. LTD, New Delhi
3. C.B. Memoria - Problems of Agriculture in India, Himalaya Publishing House, Mumbai.
4. Jain, Manohar Lal- Marketing of Agricultural Inputs, Himalaya Pulsing Company
5. Mumbai
6. Kahlon A.S. and M.V. George ,Agriculture Marketing and Price polices, allied publishers
7. private limited, New Delhi.
8. R.N. Soni, Leading Issues in Agricultural Economics
9. Singhal A.K.-Agricultural Marketing in India Anmol Publications New Delhi.
10. Bhattachrya B. State of Indian farmer A millennium Study in Agricultural export,
11. Academic Foundation New Delhi.
12. Singh and Sadhu - Fundamentals of Agriculture Economic
13. Dutta & Sundaram - Indian Economy, S chand publication, New Delhi.
14. Misra & Puri- Indian Economy, Himalaya Publication Mumbai.

# M.B.A. Part-II Semester-III
# Elective- V I

## Paper-III: AGRIPRENEURSHIP AND PROJECT MANAGEMENT

Preamble:- Entrepreneurship has a great application to modern agriculture as producers are searching for new ways to increase their incomes. This has forced many agriculturists to look for contemporary farm management practices that allow them for greater value creation. India being an agrarian economy, development of agriculturists becomes a vital issue. This will in turn minimize the disparities between urban and rural development. The syllabus is designed to explore entrepreneurial opportunities in the agribusiness sector while at the same time exposes students to basic issues of agri-project planning.

Objectives:-

1. To understand importance of entrepreneurship development amongst agriculturists
2. To understand the importance of agricultural project management.
3. To understand the importance of agro tourism.

| **Unit No. 1 :** | **Introduction to Agripreneurship** | Hours |
|---|---|---|
| Theory | Entrepreneurship, Meaning, definition, characteristics of successful entrepreneur, importance of entrepreneur for economic development, Concept of agripreneurship. Agripreneurship Qualities and Skills. | 10 |
| Practical | A Case study of successful agripreneur followed seminar presentation in your area. | 5 |
| **Unit No. 2 :** | **Farm management and Agri-preneurship development** | |
| Theory | Meaning, scope, definition and objectives of farm management and its relation with other services, farm management decisions, Agri production economics vis-à-vis farm management;<br>Institutional support for agripreneurship development, education and training to agripreneurs, extension services. Farm Budgeting. | 10 |
| Practical | Visit any farm/ agro training center/ agri support institutions and study the management practices and submit a report. | 5 |
| **Unit No.3 :** | **Agricultural Projects** | |
| Theory | Meaning, definition and concept, Types of agricultural projects relating to Food processing industry, green house, polyhouse, floriculture, horticulture and sericulture. | 10 |
| Practical | Visit any agro industry and prepare a project report on any one i.e. green house, floriculture, horticulture, sericulture etc. | 5 |
| **Unit No. 4:** | **Agro Tourism** | |
| Theory | Definition, Scope and Potential of rural territory in terms of agro tourism, The specifics of business in agrotourism, New experiments in agro tourism, Challenges before agro tourism. | 10 |
| Practical | Visit any agro tourism center and practically observe agro tourism practices and prepare a report. | 5 |

Reference:-


1. Entrepreneural Development-S.S. Khanka, S. Chand & Co. Ltd.
2. Entrepreneurship development- Vasant Desai,
3. Agricultural finance & management- S.Subha Reddy & P Raghu Ram, Oxford &
4. IBH Publishing Co. Pvt. Ltd.
5. Agricultural Economics- S. Subha Reddy, P Raghu Ram, T.V. Neelakanta Sastry,
6. Bhawani Devi. Oxford & IBH Publishing Co. Pvt. Ltd.
7. A Text book of Agri-business Management- A.C.Broadway & Arif A..Broadway,
8. Kalyani Publishers.
9. Fundamentals of farm business management- S.S. Johl, T.R. Kapur, Kalyani Publishers
10. Tourism Principles & Practices: Cooper et all
11. Tourism System: Mill & Morrison
12. Tourism and Development: Concepts & Issues: sharpley & telfer
13. S.S. Khanka, "Entrepreneurial Development" S. Chand Publication.

**M.B.A.-II SEM. III**

**Elective VII – Textile Management**

**PAPER I - FIBRE TO YARN MANUFACTURING**

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit 1: a) Theory | I**ntroduction t**o understand basic concepts of textile fiber to yarn manufacturing ( Spinning process)Definition of Textile fiber, fiber classification in detail Definition of yarns, Types (Filament, Textured yarn, Spun Staple),<br><br>Cotton Fiber Cultivation & Ginning:-Brief description of cotton cultivation, pricking, ginning, bale packing. Cotton varieties & their characteristics | 10 Hours |
| b) Practical | Collect samples of **different type of textile fibres**. Observe these samples carefully, and note down the fibre properties in your record book | 5 Hours |
| Unit 2: a) Theory | Fiber characteristics required for spun yarn production.<br><br>**Process flow chart** for conversion of staple fibres into yarns.<br><br>a) Mixing & Blow room – Objects of mixing, blow room, opening & cleaning, .<br><br>Machines used opening & cleaning. Chute feed system.<br><br>b) Carding – Objects of carding, construction of carding machine,<br><br>c) Draw frame – Concept of drafting, requirement of doubling, objectives of draw frame.<br><br>d) Comber Preparatory – Machine sequences used for comber preparatory, objectives of comber preparatory | 10 Hours |
| b) Practical | **Visit any spinning mill for understanding yarn manufacturing process** in detail. Yarn forming video from internet can be shown. | 5 Hours |

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| Unit 3: a) Theory | **Yarns Numbering System**:- Count calculations<br>• Direct system, indirect system, study of Tex Denier, English, Metric, Worsted, Woolen etc. systems.<br>• Study of folded yarn, resultant yarn count calculations<br>• Introduction to conversions between different systems of yarn numbering. | 10 Hours |
| b) Practical | Visit to any yarn manufacturing unit and **collect count details of yarn** and determine the formulas for yarn numbering systems. | 5 Hours |
| Unit 4: a) Theory | **Spinning Preparatory & Spinning:-**<br>a)Speed frame – Objectives of speed frame, description of machine, delivery package, Twisting system.<br>b)Ring Frame – Objectives of ring frame , description of machine, c)Winding – objectives and process sequence.<br>New Spinning Systems :- Introduction to<br>a) Compact spinning system.<br>b) Rotor spinning system.<br>c) Air Jet spinning system.<br>d) Twist less pinning system | 10 Hours |
| b) Practical | Collect samples of **different type of yarns** like Cotton yarn, Syntheticyarn , Ring spun yarn, Open end yarn and Air jet spun yarn and down yarn properties in your record book. | 5 Hours |
| **Note:** Relevant case studies based on the above units should be discussed in the class. | | |

Reference Books:

1. Natural Fibres by Mathews.

2. Introduction to Textile FibresbyDr. H.V.S. Murthy.

3. The technology of short staple spinning by W.Klein,

4. Cotton Carding by G.R. Merrill.

5.The Textile Institute publication – short staple spinning series Vol. I

6. Cotton Ginning, Textile Progress, The Textile Institute Publication.

7. A Practical Guide to Combing & Drawing by W.Klein. The Textile Institute

Publication, short staple spinning series Vol.3.

**M.B.A.-II SEM. III**

**Elective VII – Textile Management**

**PAPER-II - FABRIC MANUFACTURING**

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
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**Syllabus Contents:**

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|---|---|---|
| Unit 1:<br>a) Theory | I**ntroduction** to fabric forming such on weaving, knitting and non-woven. Brief general discussion about processes involved in these methods Different types of fabrics and their end use. | 10 Hours |
| b) Practical | Collect samples of different type of fabrics. Stick them in your Record Book. Observe these samples carefully, and note down in your record book | 5 Hours |
| Unit 2:<br>a) Theory | **Flow chart** for woven fabric<br>Basic terminologies like Warp, Weft, End, Pick, Selvedge | 10 Hours |
| b) Practical | Visit any weaving shed and study flow chart for woven fabric | 5 Hours |
| Unit 3:<br>a) Theory | **Warp Preparation** –<br>Object and passage of yarn through Winding machine, Functions of various<br>Important parts like creel, ten sioner, clearer, winding drum. Features of automatic Winding<br>Machine. Objects and passage of yarn through Beam Warping Machine. Objects and need of Sectional Warping Machine.<br>Objects and need of Sizing, Functions of various important parts like creel, sow box, drying<br>system, and head stock. | 10 Hours |
| b) Practical | Visit warping unit and study objectives and process of warping.. | 5 Hours |

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| Unit 4:<br>a) Theory<br><br>**Unit-5 Fabric Structure** | **Fabric Forming** –<br>i) **Weaving** – Classification of looms. Concept of weaving of fabric. Passage of warp through the plain loom. Various motions used on loom. Shedding, Picking, Beat Up –Let off , Take Up motion Auxiliary Motions – Objects of Weft Stop Motion, Warp protecting motion, Temple, Brake Limitations of Shuttle Loom. Features of Automatic Loom, Principles of picking of Projectile, Rapier, Air Jet and Water Jet.<br>ii) **Knitting** – Comparison of Knitting with Weaving. Structure of single jersey, Rib & Interlock fabrics. Types of stitches and their functions. Structure of Warp Knitted fabric and its applications.<br><br>**Unit-5 Fabric Structure** – Introduction to interlacement of threads, methods of representation of warp weft interlacement on graph paper. Design, draft, peg plan and denting order of plain, twill and satin weaves–<br><br>ii) Fabric weight of woven fabrics Warp, Weft. Sizing Cost, Cost of Fabric. | 10 Hours |
| b) Practical | Collect samples of different type of woven fabrics. Stick them in your Record Book. Observe these samples carefully, identify their weaves and note down in your record book | 5 Hours |
| **Note:** Relevant case studies based on the above units should be discussed in the class. | | |

Reference Books:

1) Weaving Mechanism by FOX.

2) Weaving Mechanism by Chakraborty.

3) Weaving Mechanism by N.N. Banerjee.

4) Winding & Warping by Dr. M.K. Talukdar.

5) Fancy Weaving by K.T. Aswani.

6) Textile Design &Colour by Watson.

7) Fabric Forming by Hasmukhrai.

8) Fabric Forming Systems by Peter Schwatz.

9) Knitting by Prof. D.B. Ajgaonkar.

10) Weaving Calculations by Sengupta.

11) Woven Cloth Construction by Dorries Garner.

**M.B.A.-II SEM. III**
**Elective VII – TEXTILE MANAGEMENT**
**PAPER-III - TEXTILE INDUSTRY IN INDIA**

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: |
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**Syllabus Contents:**

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|---|---|---|
| Unit 1: a) Theory | **Structure of India's Textile Industry**<br><br>Composite Mills and decentralized sector - Spinning - - Weaving - Knitting - Fabric Finishing- Clothing units and their Concentration patterns - Share in the market - Cotton Textiles -<br><br>Synthetic Textiles - Wool Textiles - Jute Textiles - Silk Textiles area wise production and sales patterns. History of Textile Industry<br><br>Pre independence Period, Post independence Quota Period, Downfall of Composite sector, Post Quota Period, Vision India 2010 for textiles, Historic study of Indian Textile policies – Salient features of Textile policies announced till dates – Textile parks | 10 Hours |
| b)<br><br>Practical | Visit any composite mill and study structure of mill and<br><br>Submit a report. | 5 Hours |
| Unit 2: a) Theory | .**Current position of Textile Industry in India**<br><br>Current measures for Textile Industry, Future Prospects, India's major competitors in the world,<br><br>Problem faced by Textile Industry in India, Power, Raw material quality, fragmentation. Cotton Textile Export Promotion Council, Effects of recession on Indian Textile Exports The Textile and Apparel Supply Chain<br><br>Complete fibre to fabric supply chain study for textile industry - Competitiveness of Indian<br><br>Textile and Apparel industry - Challenges and opportunities for Indian Textile and Apparel<br><br>industry - Cycle time - Innovation and Technology. | 10 Hours |
| b) Practical | Study problems faced by Textile Industry in India .Submit a report. | 5 Hours |

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| Unit 3:<br>a) Theory | **Technical Textiles**<br>Definition and scope of Technical Textiles - History of Development of Technical<br>Textiles - present status and future of Technical Textiles - Areas of<br>Application of Technical Textiles. Textiles in Defense - Textiles in<br>Transportation - Textile Reinforced Composite Materials - Space suits – Geotextiles – Raw material Requirement– Production facilities and Properties. | 10 Hours |
| b) Practical | Study Areas of Application of Technical Textiles | 5 Hours |
| Unit 4: a) Theory | **Working Globally**<br>Global garments Retail Management & logistics - Retail unit establishment - Retail supply<br>chain - Managing retail outlets - Internet based retail management system - Direct replenishing systems - challenges in a highly competitive and complex industry; types of retail institutions and their competitive strategies. Garment Manufacturing: processes - quality requirements -labour skill set requirements Garment Merchandising: | 10 Hours |
| b) Practical | a)Study online, different retail companies to understand their management.<br>b)Present seminar on garment manufacturing. | 5 Hours |
| **Note:** Relevant case studies based on the above units should be discussed in the class. | | |

Reference Books:

1. Textile Industry Development and Growth: Satish Tiwari
2. Textile Industry in post MFA Area: Concepts and Cases: KekaLahiri
3. Indian Textile Industry: Prospects and Challenges: R P Gupta
4. Indian Textile Industry Liberization and World Markets: JayantaBagchi
5. Decentralised sector of the Indian textile industry: R. S. Gandhi - Y. C. Mehta –

# MBA II Semester IV

PAPER 25

ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

(Choice-Based Credit System)

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
|---|---|---|---|

Objectives:1. To inspire students to start an enterprise
2. To understand the concept and importance of entrepreneurship
3. To understand the support system provided by the government
4. To study different entrepreneurial opportunities
5. To understand factors to be considered while planning and managing project

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| Unit 1:<br>A. Concept | **Entrepreneurship:**<br>a. Concept of entrepreneurship, Entrepreneur, Netpreneur, Entrepreneurship and Enterprise, Link between Entrepreneurship and Economic Development, Skill Development and Entrepreneurship Development.<br>b. Factors influencing Entrepreneurship Development- Economic and Non-economic like individual, environment, socio-cultural etc.<br>c. Innovations and Entrepreneurship- Link between innovation and entrepreneurship, Schumpeter's Theory Peter Ducker's systematic Hagen's Theory- practical David McClelland's Need for achievement theory, Role of entrepreneur in economic development. | 10 hours |
| B. Practical | Interview a local entrepreneur and understand attributes behind his/her success. Case studies of successful entrepreneurs can be discussed in class | 5 hours |
| C. Course Outcomes | Students will come to know various theories of entrepreneurship development and factors necessary for becoming successful entrepreneur. | -- |
| Unit 2<br>A. Concept | **Entrepreneurship Policy and Support System:**<br>a. Micro, Small and Medium Entrepreneurship Development Act 2006, Policies for MSMEs, Concessions and Incentives, Financial support schemes, District Industries Centre's (DIC) Role and Functions<br>b. Start-up India, Make in India and Digital India and<br>c. Export Promotion facilities for MSMEs and Global Vision for Entrepreneur.<br>d. Entrepreneurship Training and Development- Objectives of Training, Programmes, Contents and Method, Various Training and Development Institutions in India. | 10 hours |
| B. Practical | Visit to support institutions and understand their role in entrepreneurship development. Visit to DIC and Training Institutions. Visit to MSME units. which form would you like to begin for your start-up | 5 hours |
| C. Course Outcomes | Students will come to know government support system working for entrepreneurship development | -- |
| Unit 3<br>A. Concept | **Sectoral Entrepreneurship:**<br>a. Entrepreneurship in Agri and Rural Sector- Scope, Problems and Prospects.<br>b. Entrepreneurship in Manufacturing Sector - Scope, Problems and Prospects.<br>c. Entrepreneurship in Service Sector - Scope, Problems and Prospects.<br>d. Women Entrepreneurship- Scope, Problems and Prospects. | 10 hours |
| B. Practical | Visit any form of enterprise viz. Agro, rural, manufacturing, service units and women entrepreneurs units and study in detail the scope, problems and prospects of said unit. | 5 hours |

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| C. Course Outcomes | Students will come to know different types of start-up opportunities along with different forms of business organization | -- |
| Unit 4<br>A. Concept | **Entrepreneurship Launching:**<br>a. Developing and analysis business ideas.<br>b. Project report preparation.<br>c. Choice and form of business organization.<br>d. Area and size of operation, Sources and financial resources | 10 hours |
| B. Practical | Feasibility report of a new project should be prepared as a group task. | 5 hours |
| C. Course Outcomes | Students will learn the concept of feasibility report which in turn will assist them to prepare report of any proposed business | -- |

Web Portals:
MSME Act: http://dcmsme.gov.in/MSMED2006.pdf
Directorate of Industries: https://di.maharashtra.gov.in/_layouts/15/DOIStaticSite/English/investors_guide_dic.html.
Startup India: http://startupindia.gov.in/
Export Promotion Council: http://www.indiantradeportal.in/vs.jsp?lang=1&id=0,31,223,225

References:

Entrepreneurship Development by P.N.Singh and J.C. Saboo. Published by Dr. P.N. Singh

Entrepreneurial Development by S.S. Khanaka. Published by S.Chand and Company Ltd. New Delhi-110055

Dynamics of Entrepreneurship Development by Vasant Desai.

Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi-110002

**M. B. A. Part-II Semester-IV**
**Paper-XXVI**
**MANAGEMENT CONTROL SYSTEM**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **Introduction to Management Control System :**<br>A) Concept & Scope of Management Control System:<br>a) Basic Concept, b) Boundaries of Management Control<br>c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems, d) Functions of Controller, e) Management Control Process and Strategic Planning.<br>B) Designing Management Control Systems:<br>a) Process of working within Organizational Structure/ Constraints, b) Identification of Responsibility Centers: Types of Responsibility Centers – cost centre, Profit Centre and Investment Centre<br>C) Development of Measures of Performance, Monitoring and Reporting Results. | | **10 Hours** |
| **b) Practical** | | | **5 Hours** |
| **Unit 2: a) Theory** | **Management Control Techniques:**<br>A) Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting<br>B) Standard Costing and variance analysis,<br>C) Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of Activity Based Costing, Activity Based Management. | | **10 Hours** |
| **b) Practical** | | | **5 Hours** |

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| **Unit 3: a) Theory** | **Measurement of Performance:** A)Financial Measures of Performance- Return on Investment (ROI), Residual Income, Earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA)<br>B) Non-financial Measures of performance –a)Control of quality, Control of Cycle time, Control of Productivity and Balanced scorecard.<br>b) Behaviour Aspect of Management control- Motivation and Morale of Employees to achieve Goal congruence and Exert Managerial Effort through Rewards, participative and Responsive Management. | **10 Hours** |
| **b) Practical** | | **5 Hours** |
| **Unit 4: a) Theory** | **Management Control in Various Organization:**<br>A) Variations in Management Control: Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization<br>B) Management Control in Decentralized Organizational: a)Divisional performance Evaluation: Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization<br>b) Transfer pricing in divisionalized companies- objective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict. | **10 Hours** |
| **b) Practical** | | **5 Hours** |

**Note:** Problems should be covered on following topics only (Level of Knowledge: working):
a) Preparation of Functional budgets, Master budget, Flexible Budget (excluding cash budget), b) Problem on EVA and c) Problem on Activity Based Costing.

**Reference Books:**


1) Anthony, Robert and Govindrajan, Vijay(2006), Management Control Systems, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2) Charles T. Horngren and Gray L. Sundem (1994), Introduction to Management Accounting, Prentice-Hall of India Private Limited, New Delhi.
3) Maciariello, J. A. and Kirby C. J. (1994), Management Control System, Pretice-Hall.
4) Kenneth Merchant and Wim A. Van der Stede (2003) Management Control System, Pearson Education Limited.
5) Khan, M. Y. and Jain, P. K. (2013), Cost Accounting, McGraw-Hill India Pvt. Ltd., New Delhi.
6) Khan, M. Y. and Jain, P. K. (2014), Management Accounting, McGraw-Hill India Pvt. Ltd., New Delhi.


**Suggested Additional Reading:**


1) Giglione, G. B. & Bedein, A. G.(1974), A Conception of Management Control System, Academy of Management Journal, June 1974.
2) Study Material ICAI http://www.icai.org/post.html?post_id=10160


**Suggested Research Journals:**

1) Journal of Management Control
2) Management Accountant
3) Chartered Accountant
4) Indian Journal of Commerce
5) Indian Journal of Accounting

**MBA -II SEM-IV**

**Global Quality System**

(Choice-Based Credit System)

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
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1. To make aware students about quality concepts.
2. To foster thinking of students towards quality parameters and its implementation.
3. To facilitate hands on experience towards various quality concepts.

Syllabus Contents:

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| Unit 1: a) Theory | **I) Quality Concepts**<br>Evolution of Quality concept (Juran, Deming, Crosby), Definition, Quality Dimensions, Quality Process, system and human component- Customer Focused Quality, Drivers of quality, Quality Organization, Introduction to strategic quality management, Quality Strategy.<br>Quality costs- concept, types, balance between cost of quality and value of quality, failure analysis, Cost of poor quality, reliability and maintainability | 10 Hours |
| b) Fieldwork | Visit an organization and submit report on various quality strategies implemented by the organization. Discuss the report in the class. | 5 Hours |
| Unit 2: a) Theory | **II) Total Quality Management**<br>Objectives, procedures, and evolution of TQM, Approaches to TQM, 5S, Quality Circle, QFD, Poka Yoke. TQM in services sector- SERVQUAL model, TQM implementation in services, Business Process Reengineering. | 10 Hours |
| b) Fieldwork | Visit an organization and study TQM tools implemented by the organization. Discuss the report in the class and submit it. | 5 Hours |
| Unit 3: a) Theory | **III) Quality Improvement & Quality Control**<br>PDCA cycle, Benchmarking, Kaizen- procedure for implementation. Six Sigma- stages of six sigma implementation – Process improvement, Product and service improvement, Investor relations, design methodology, supplier improvement, Training & recruiting,.<br>QC tools- Ishikawa Diagram, Check sheet, Control chart, Histogram, Pareto chart, Scatter diagram, Stratification | 10 Hours |
| b) Fieldwork | Formulate MBA student Kaizen teams. Involve teaching & non-teaching staff and visitors. Kaizen suggestion boxes and forms should be located in each building. Encourage all teams to come up with Kaizen and implement it with the support of staff for betterment of the Institute. Discuss the report in the class and submit it. | 5 Hours |

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| Unit 4: a) Theory | **IV) Quality Certifications and Awards**<br>Significance of Quality certification system, Bureau of India Standards- Hallmark, Agmark, Eco Mark. ISO 9000, ISO 14000, QS 9000, ISO/TS 16949 & other standards.<br>International/National Quality Awards- Malcolm Baldrige National Quality award, Deming Prize in Japan by JUSE, European quality award, Rajiv Gandhi National Quality award in India. | 10 Hours |
| b) Fieldwork | Visit an organization and study quality certification achieved by that organization. Also find the awareness of quality awards among the managers of the organization. Discuss the report in the class and submit it. | 5 Hours |

**Books Recommended :-**

1. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.
2. Dale H. Bester field, Carol – Bester fied – Total Quality Management, Pearson Education.
3. Mikel Harry, Richard Scroeder, Doubleday Six Sigma, Random House Inc. New York.
4. Kanishka Bedi, Quality Management, Oxford University Press.

**Website:**

1. www.iso.org
2. www.asq.org.in

**Suggested Research Journal:**

1. The TQM Journal ISSN: 1754-2731 http://www.emeraldinsight.com/doi/abs/10.1108/17542730910995873
2. **Quality Management Journal http://asq.org/pub/qmj/index.html**

**MBA – II Sem . IV ( CBCS)**

**XXVIII – International Business**

| **Marks :80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
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**Objectives –**

(1) To explain the concept of International Business
(2) To develop the understanding of difference between domestic & international business
(3) To bring the awareness of International Business Environment& business strategies

Unit – 1 International Business –

Meaning, Nature & Scope; Stages of Internationalization Advantages and problems of International Business; International Business Environment – Economic, Political, Technological, Social & Cultural Environment; Economic Integration (Trade Blocks) – Types of Economic Integration. (10)

Practical– (05)

Select the organization having local base but engaged in International operations, and present a report on it-

Unit 2 – International Institutions - (10)

International Monetary fund – Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank – Policies of World Bank, Lending Programmes, World Trade Organization – Functions, Organization Structure; India & WTO

Practical :- Make the review of Literature of reviewed articles providing the information related with W.T.O. This exercise will be based upon gathering the secondary data. (05)

Unit 3– International Trade - (10)

Government Influence on trade – protectionism, tariff barriers, non – tariff barriers, state trading, regulation of foreign trade; Foreign trade Procedure export procedures, Import procedures, Financing techniques, export promotion; Foreign Direct Investment – Forms of FDI; Cost & benefits of FDI; FDI in India.

Practical - Select one organization having international business and study the various initiatives taken related with FDI (05)

Unit 4 – Multinational Corporations (10)

Characteristics, importance & benefits of MNCS; code of conduct to guide & regulate MCS; Transfer of Technology – Methods & Issues in Transfer of Technology – Methods & Issues in Transfer of Technology; Global competitiveness – Factors of competitiveness; Role of innovation in competitive advantage .

Practical:- Choose any one organization with international business activities and study the various functions to achieve global competitiveness. (05)

References –

1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.
2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi
3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.
4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.
5. International Business by Rakesh Mohan Joshi, Oxford Publication.

**Choice Based Credit System**
**M.B.A.-II SEM-IV**
**Elective -I**
**MARKETING MANAGEMENT**
**PAPER-IV**
**STRATEGIC MARKETING**

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| Course Objectives: | The course teaches principal concepts and tools of strategic marketing.<br>An understanding of and ability to critically discuss contemporary strategy frameworks and concepts<br>An identification of key strategic issues and challenges facing reallife organizations<br>The ability to apply analytical approaches and strategy frameworks to complex issues and contexts<br>The ability to work in a team and research, plan, structure and present a strategic analysis of a given organisation in a comprehensive yet concise way. | | |
| Expected Skills Impartation(Through theory and Practical's) | Comprehension<br>Analysis | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Strategic Role of Marketing. Formulating and implementing marketing strategy. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage. | | 10 Hours |
| b. Practical | Visit website of corporate unit and study the relationship of marketing strategy with strategic intent of corporate. | | 5 Hours |
| Unit 2 : a. Theory | Strategic Implications of Product Life Cycle, Market Entry Strategies - Pioneer Strategy and follower Strategy, Growth Market Strategies – Market Leaders Strategies - Flanker Strategy, Confrontation Strategy, Market Expansion, Contraction. Market Challenger Strategies – Frontal Attack, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack. Market Follower strategies – Cloner, Imitator, and Adopter. Market Nicher strategies. Strategic Choice for Mature Markets, Strategies for declining Markets. Services Marketing Strategies | | 10 Hours |
| b. Practical | Regularly read business newspapers and study unfolding strategies of business reported in the same. Study the news reported as a case and prepare report on the basis of analysis. | | 5 Hours |

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| Unit 3 : a. Theory | CRM as business strategy: concept, CRM process, measuring CRM, CRM framework, Tangible Components of CRM, CRM in services, CRM in product management, Zero customer defection, customer loyalty, and customer loyalty development strategies. International Marketing strategy –Entry strategies, International organization, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global pricing policy alternatives, Channel objectives & constraints, Advertising decision in international marketing. | 10 Hours |
| b. Practical | Select three popular FMCG products in the market which are selling like hotcake and find out the marketing strategy followed by the companies for making the product successful. | 5 Hours |
| Unit 4 : a. Theory | Green Marketing Strategy – Meaning & importance, issues involved in green marketing – social responsibility, pressure of government, competitive pressure, cost of profit. Problems of green marketing, green marketing strategies<br>Social marketing strategy – Meaning, nature, importance & scope of social marketing, types of non-business organizations, markets involved in social marketing, developing a marketing programe for social cause, Cause related marketing | 10 Hours |
| b. Practical | Visit any organization devoted for social cause, Study the functioning of entire organization from the view point of management in general and marketing in specific. | 5 Hours |
| Note | Case studies should be discussed on topics given in syllabi. | |
| Reference Books | 1. Marketing Strategy - Boyd, Walker, Mullins, Larrech, Tata McGraw-Hill Publishing Company Ltd., New Delhi.<br>2. Strategic Market Management -David Aaker, Wiley Global Education<br>3. Customer relationship Management - Sheth, Parvatiyar, Shainesh, Tata McGraw-Hill Publishing Company Ltd., New Delhi.<br>4. Handbook of Relationship Marketing - JagdishSheth, Atul Parvatiyar, Sage Publications<br>5. International Marketing - Francis Cherunilam, Himalaya Publishing House<br>6. Global Marketing Management - Keegan Warren J.,Pearson Education<br>7. Social Marketing: Influencing Behaviours for Good – Nancy Lee and Philip Kotler, Sage Publications<br>8. Marketing Management: Text & Cases - Panda Tapan, Excel Books<br>9. Marketing Management, Ramaswamy, Namakumari, McGraw Hill Education | |

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| Suggested Additional Readings: (if web source then provide url) | American Marketing Association: https://www.ama.org/Pages/default.aspx. | |
| Suggested Research Journal : | Indian Journal of Marketing<br>The IUP Journal of Marketing Management<br>IUP Marketing Mastermind. | |

**Choice Based Credit System**

**M.B.A.-II SEM-IV**
**Elective -I**

**MARKETING MANAGEMENT**
**PAPER-V**
**CONTEMPORARY ISSUES IN MARKETING**

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| Course Objectives: | The primary objective of the course is to provide each student with the background and experience necessary to develop and implement marketing communication strategies. The emphasis is on the planning of campaigns in which advertising is a major component. The emergence of alternative media and vehicles necessitates that attention also be devoted to such options (e.g., online advertising, social media) To provide an understanding of the 5 Ms of Advertising.<br>To help the students understand rural Indian markets. To help them understand and develop marketing strategies that are unique to rural India | | |
| Expected Skills Impartation(Through theory and Practical's) | 1. Drawing inference through observations<br>2. Evaluation<br>3. Research and Analysis<br>4. Synthesis | | |
| **Marks : 80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
| **Syllabus Contents:** | | | |
| Unit 1 : a. Theory | Advertising Management- Role & Importance of advertising, Setting advertising objectives, Types of advertising, Advertising Budget - methods, factors influencing on budget. Media planning strategy- Types of media, Advantages & disadvantages of different medias, Media planning process, Factors in media selection. Designing media plan.<br>Message design & development- Types of message appeals, Creative Process in visualization, Layout of advertisement, Incremental formats of layout. Advertising Effectiveness –Types of Advertising evaluation, Pre testing and post testing techniques of ads. Advertising Business and Advertising Agency – Functions of Advertising Agency, working of agency | | 10 Hours |
| b. Practical | Select any brand, set advertising budget and prepare media plan. | | 5 Hours |

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|---|---|---|
| Unit 2 : a. Theory | Internet Marketing & E- commerce – Meaning, Scope of e- marketing, Challenges & opportunities for e-marketing, e- marketing planning, Online buying process, Buying Behaviour in e- marketing era, e-marketing strategy | 10 Hours |
| b. Practical | Conduct a survey regarding the online marketing behavior of the customers in your city. | 5 Hours |
| Unit 3 : a. Theory | Social Media Marketing - Introduction to social media, Social consumers, social media marketing segmentation, Digital Communities. 4 Zones of social media – marketing applications of zones i.e. Social Community; Social Publishing; Social Entertainment and Social Commerce. Careers in Social Media Marketing. | 5 Hours |
| b. Practical | Conduct a campaign through facebook on solid waste management / non-smoking Champaign / environmental awareness / anti-plastic bags and the like. Prepare a report and discuss in the class. | 5 Hours |
| Unit 4 : a. Theory | Rural Marketing: Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behavior, STP for Rural Markets, Rural Marketing mix strategies, Rural Services Marketing – Telecommunication, ICT in Rural Areas –ITC's e Choupal, Project Shakti, n-Logue, Financial Services - Banking services, Microfinance and Credit services - Self Help Groups, Delivery Mechanism in Rural Finance: Multi Agency Approach, Regional Rural Banks(RRBs),Service Area Approach (SAA), The future of Rural marketing in India.<br>Marketing of Agricultural Inputs, agricultural products, non-farm products. | 15 Hours |
| b. Practical | Visit a village nearby and study the marketing activities in detail. | 5 Hours |
| Note | Case studies should be discussed on topics given in syllabi. | |
| Reference Books | 1. Advertising Management - David A. Aaker&John G. Myers, Prentice Hall<br>2. Foundations of advertising: Theory & Practice - S.A. Chunawala&K.C.Sethia, Himalaya Publishing House<br>3. e- Business & e – Commerce Management: Strategy, Implementation, Practice – Dave Chaffey, Pearson Education<br>4. e – Commerce: Strategy, Technologies & Applications – David Whiteley, McGraw Hill Education (India) Pvt. Ltd.<br>5. Social Media Marketing – Dan Zarrella, O'Reilly Media Inc., Canada<br>6. Social Media Marketing – Dave Evans, Jake Mckee, Wiley Publishing Inc.<br>7. Rural Marketing- C S G Krishnamacharyulu ,LalithaRamakrishnan, ', Pearson Education<br>8. Rural Marketing: PradeepKashyap, Siddhartha Raut , Biztantra, New Delhi<br>9. Rural Marketing- T P Gopalaswamy, Vikas Publishing House New Delhi | |

| | | |
|---|---|---|
| | 10. Rural Marketing-Bir Singh, Anmol Publications Pvt. Ltd. New Delhi.<br>11. **Social Media: Dominating Strategies for Social Media Marketing with Twitter, Facebook, Youtube, LinkedIn, and Instagram** by Michael Richards<br>12. **Social Media: Strategies To Mastering Your Brand- Facebook, Instagram, Twitter and Snapchat by** David Kelly<br>13. Social Media Marketing, Dave Evans with Jake McKee, Wiley Publishing Inc.<br>14. Likeable Social Media by Dave Kerpen.<br>15. Jab, Jab, Jab, Right Hook by Gary Vaynerchuk.<br>16. Audience: Marketing in the Age of Subscribers, Fans & Followers by Jeffrey Rohrs.<br>17. The Art of Social Media by Guy Kawasaki & Peg Fitzpatrick. | |
| Suggested Additional Readings: (if web source then provide url) | Advertising Agencies Association of India (AAAI): http://www.aaaindia.org/ | |
| Suggested Research Journal : | Indian Journal of Marketing<br>The IUP Journal of Marketing Management<br>International Journal of Rural Management by **Institute of Rural Management** (IRMA), Anand, India.<br>IUP Marketing Mastermind.<br>IUP Advertising Express | |

**Equivalence:**

| Papers | Title of paper in Previous Syllabus | Papers | Title of course in this Syllabus |
|---|---|---|---|
| Paper – I | Contemporary Issues In Marketing | Paper – I | Consumer Behavior And Brand Management |
| Paper – II | Buying Behavior and Brand Management | Paper – II | Sales And Distribution Management |
| Paper – III | Marketing Strategy and CRM | Paper – III | Service Marketing And Retail Marketing |
| Paper – IV | Sales Management and Advertising Management | Paper – IV | Strategic Marketing |
| Paper – V | Retail and Rural Marketing | Paper – V | Contemporary Issues In Marketing |

MBA II/ Sem – IV

**Elective –II** HUMAN RESOURCE MANAGEMENT – PAPER IV

EMPLOYEE RELATIONS AND LABOUR LAWS

| **Marks :80** | **Total Hours of Teaching : 60** | **Theory : 40** | **Practical : 20** |
|---|---|---|---|
| | | | |

Objective :-

1. To provide an idea of theories, techniques and approaches to manage employee relations
2. To understand the various labour laws and their implications
3. To familiarize in the major Industrial Relations Systems operating in different context.

Unit 1: (10)

1a. Theroy :- Employee Relations and Trade Union

Concepts of Employee Relations, Actors in employee relations, Approaches to Industrial Relations, Changing Dimensions of Industrial Relations in India. Salient features of Industrial Employment ( Standing Orders) Act, 1946.

Trade Union : Purpose, Functions of trade unions, Theories and Problems of Trade unions, Trade union recognition and registration, Measures to strengthen Trade Union Movement in India, Trade Union polities :- Linkage, Implications, White Collar Unionism, Trade Union Act (1926)

1b. Practical :- (05)

Arrange a debate about the duties of Trade Union : Ask students to meet atleast five trade union leaders and conduct an interview and present a report in class on the above.

To prepare a standing order for an organization employing more than 300 employees.

Unit II : (10)

2a. Theory :- Industrial Disputes , and Disciplinary Procedure

Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes - Relevant Provisions related to Industrial Disputes Act, 1947. Procedure and machinery for collective bargaining process, emerging trends in collective bargaining.

Collective bargaining and negotiation of service conditions, Non unionized organizations and industrial relation with non unionized workers.

Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure.

2b. Practical :- (05)

Give a case of collective bargaining and ask the students to prepare and present role play.

Give an industrial dispute case and ask students to prepare a reply of the employer for the said case Give a list of allegations reported against an employee and ask the students to draft the charge sheet.

Unit- III : (10)

3a Theory :- Employee Relations and Labour Administration

Participative Management :- Workers participation in Management ( Statutory and Non statutory Schemes), Quality Circles, Participation of workers in the Management Bill, 1990, Management of Grievances – Grievance Redressal Procedure., Whistle blowing :- Conditions for justified whistle blowing , dangers and benefits of organization whistle blowing policy, Whistle Blowers Protection Act 2013.

ILO, ILC – Indian Constitutional provisions in relation to Labour administration, Central Machinery of Labour Administration, Management of Sexual Harassment and Sexual Harassment Laws in India – Supreme Court verdict in Vishaka Versus State of Rajasthan case, and Management of Contract Labour.

3b.Practical:- (05)

Prepare a policy document to prevent Sexual Harassment at workplace.

Unit IV : (10)

4a Theory :- Labour Laws

Social Securities in India, Maternity Benefit act 1961, Bombay Shop and Establishment Act, Apprenticeship Act 1961, Factories Act 1948- Provisions related with health & safety of employees.

4b. Practical :- (05)

Understand the procedure and documents needed for the above acts

RECOMMENDED REFERENCES BOOKS :- (05)


1. ArunMonappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
2. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House
3. Michael R Carrel and Christina Heavrin, Labour Relations and Collective Baragaining- Private and Public Sectors, Merrill.
4. PRN Sinha, Industrial Relation, Trade Union, Labour Legislations, Person Education.
5. Pramod Verma, Management of Industrial relations, Reading and Cases, Oxford and IBH Publications.
6. Sarma AM, Industrial Jurisprudence and Labour Legislation, HPH.
7. Singh B.D, Industrial Relations – Emerging Paradigms, Excel Books.
8. Srivastava S.C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt.Ltd.

Journals :-

1. Indian Journal of Industrial Relations
2. Indian Labour Journal
3. Current Labour Report
4. Labour Law Journal
5. HRM Review

Internet Resources :-

1. www.ILO.org
2. www.labour.nic.in
3. www.laburlawreporter.com

## MBA- II Sem. IV HRM

### Elective –II Human Resource Management Paper-V

### Strategic Human Resource Management and International Perspective

| Marks :80 | Total Hours of Teaching : 60 | Theory : 40 | Practical : 20 |
|---|---|---|---|
| | | | |

**Context:** In the competitive environment Human Resource Management has to design the company's HR system which will be confirming to the other business strategies designed to achieve strategic goal of the company. HR manager has to take intelligent strategic decision regarding the HR issues facing the company. The complexity of such decisions is more while company functions on global level.

**Objectives:** At the end of the course, student would be able to – 1. Understand how to develop HR system that will help to achieve strategic goals of a company. 2. Know the strategic management process and role of HR in the strategic management process. 3. Challenges faced by the company while operating at global level.

**1. Strategic HRM** – (10)

Meaning, significance of strategic HRM, Evolution of SHRM, difference between traditional HRM & strategic HRM, 5- P model of strategic HRM, Outcome of strategic HRM .Strategic HR Tools – Strategy map HR Scoreboard , Digital Dashboards.

**Practical**- Visit to the nearest organization and study the 5- P model of Strategic HRM implemented and write the report. (05)

**2. Changing Environment of HRM -** (10)

Globalization, Technological development, Nature of work, Exporting jobs, Workforce Demographics, HRM and Change.

**Practical**- Visit to the organisation and study the effect of technological development on HRM, write the report. (05)

**3. Strategic Management Process – (10)**

Environment Scanning, Strategy formulation, strategy implementation, Evaluation and control, Role HR – translating strategy into HR policy and practice HRP & Strategic HRP, types of strategic HRP, strategic issues in recruitment, selection, training and employee separation.

**Practical –** Formulate the HR strategy for the identified organisation situated in industrial area and prepare the report on it. (05)

**4. International HRM –** (10)

Difference between Global & Domestic HRM, Strategic Global HR -Purpose, selection, orientation, ethnocentric, polycentric, geocentric, Repatriation, career and personal problems, Compensation, performance appraisal of expatriates, HRM Practices in India, China, USA, UK & Japan.

Practical- Visit the industrial establishment in your locality, identify the incumbent who is in dilemma of career and personal problem. Study the problem and suggest the remedies thereof. (05)

**Reference Books:**


1. Strategic Human Resource Management – Randall S. Schuler and Susan E. Jackson
2. Strategic Human Resource Management - Jeffrey A. Mello
3. Human Resource Management - V.S.P. Rao,
4. Strategic Human Resource Management –Tanuja Agarwala
5. Strategic Human Resource Management – Anjali Ghanekar
6. Human Resource Management - Gary Dessler
7. Human Resource Management – Aswathappa
8. Strategic Human Resource Management –Anuradha Sharma and Aradhana Sharma
9. International Human Resource Management – Subba Rao
10. International Human Resource Management – S.K. Bhatia

**M. B. A. Part-II Semester-IV**
**Elective III- FINANCIAL MANAGEMENT**
**PAPER- IV: INVESTMENT MANAGEMENT**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **Investment and its Avenues & Investment Management Framework:**<br>a) Investment : Concept, Objectives, Investment v/s speculation, Characteristics of Investment and Investment attributes.<br>b) Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates and ponzi schemes. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate.<br>c) Risk and Return: Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk, risk-return trade off and precautions to minimize the risk.<br>d) Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation. | | **10 Hours** |
| **b) Practical** | i) Collecting the information about various investment avenues, comparing them with each other and analyzing risk associated with them. | | **5 Hours** |
| **Unit 2: a) Theory** | **Analytical Framework for investment in Shares:**<br>a) Valuation of shares: Fundamental Analysis-Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis.<br>b) Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.<br>c) Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques. | | **10 Hours** |
| **b) Practical** | i) Compare minimum two companies (company analysis) by analyzing annual reports with investment perspective.<br>ii) Application of Random Walk Theory to specific listed company. | | **5 Hours** |

| | | |
|---|---|---|
| **Unit 3: a) Theory** | **Debt and Mutual Fund as Avenues of Investment:**<br>a) Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity.<br>b) Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end v/s Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load. | **10 Hours** |
| **b) Practical** | i) Collecting information about selected mutual funds schemes and compare them with each other.<br>ii) Examining risk profile of investors investing in debt instruments. | **5 Hours** |
| **Unit 4: a) Theory** | Investment plans for individuals at various life cycle stages:<br>a) Life cycle Stages: A) Young unmarried stage B) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living C) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage.<br>b) Income tax Provisions pertaining to investment plan. | **10 Hours** |
| **b) Practical** | i) Preparing Investment plan for above categories considering individuals under various tax brackets. | **5 Hours** |

**Note:** (1) Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.
(2) Problems to be covered on following topics: (a) Risk and Return, (b) Valuation of shares and Bonds and (c) Preparation of Investment plans for Individuals at various stages of life cycle.

**Reference Books:**


1) Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi.
2) Singh, Preeti (2006), Investment Management, Himalaya Publishing House, Mumbai.
3) Chandra, Prasanna (2010), Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
4) Avadhani, V. A. (2010), Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai.
5) Punithavathy Pandian (2012), Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
6) Yasaswy, N. J. (2011), Personal Investment & Tax Planning, Vision Books Pvt. Ltd., New Delhi.
7) Gerald Krefetz, The Basics of Investing, Vision Books Pvt. Ltd., New Delhi.


**Suggested Additional Reading:**

1) MSc Investment Management- ICMA Centre www.icmacentre.ac.uk/programmes/msc-investment-management/
2) Benjamin Graham, The Intelligent Investor

**Suggested Research Journals:**

1) Journal of Investment Management
2) Indian Journal of Finance
3) RBI Bulletin
4) Finance India
5) Journal of Banking and Finance
6) Banking and Finance Review

**M. B. A. Part-II Semester-IV**
**Elective III- FINANCIAL MANAGEMENT**
**PAPER- V: INTERNATIONAL FINANCE**
**(Choice-Based Credit System)**

| **Marks: 80** | **Total Hours of Teaching: 60** | **Theory: 40** | **Practical: 20** |
|---|---|---|---|
| **Syllabus Contents:** | | | |
| **Unit 1: a) Theory** | **International Finance:**<br>a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility- Current Account and Capital Account.<br>b) World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund (IMF). | | **10 Hours** |
| **b) Practical** | i) Group discussion on 'Current Account V/s. Capital Account Convertability | | **5 Hours** |
| **Unit 2: a) Theory** | Foreign Exchange Market:<br>a) Foreign Exchange Market: Structure , Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate<br>b) Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior.<br>c) Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk. | | **10 Hours** |
| **b) Practical** | i) Visit to bank branch to understand foreign exchange procedure and exchange rate risk coverage. | | **5 Hours** |
| **Unit 3: a) Theory** | **Import-Export Mechanism and Finance:**<br>a) Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India.<br>b) Export Import Financing Mechanism: Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance<br>c) Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA. | | **10 Hours** |
| **b) Practical** | i) Group discussion/ Case study on import/export finance. | | **5 Hours** |
| **Unit 4: a) Theory** | **Financial Management of Multinational Corporations (MNCs):**<br>Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements. | | **10 Hours** |
| **b) Practical** | i) Group discussion on Foreign Direct Investment/ Case study on double taxation avoidance. | | **5 Hours** |

**Note:** Problems should be covered on following topics only.
a) Exchange Rate quotations and arbitrage
b) Determination of exchange rate in spot market and forward market.
c) Techniques of covering risks
d) Multinational Capital Budgeting

**Reference Books:**


1) Vij, Madhu(2006), International Financial Management, Excel Books, New Delhi.
2) Avadhani, V. A.(2013), International Financial Management, Himalaya Publishing House, Mumbai.
3) Apte, P. G.(2011), International Financial Management, Tata McGraw-Hill Pvt. Ltd., New Delhi.
4) Rajwade, A. V. and Desai, H. G.(2014), Foreign Exchange International Finance and Risk Management, Shroff Publishers and Distributors Pvt. Ltd., Mumbai.
5) Cowdell, Paul; Hyde; Watson, Alasdair (2000), Finance of International Trade, Financial World Publishing.
6) Cheol D. Eun & Burce G. Resnick(2001), International Financial Management, Irwin McGraw-Hill.


**Suggested Additional Reading:**

Multinational Financial Management http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf

**Suggested Research Journals:**

1) International Finance
2) Journal of International Financial Management
3) Indian Journal of Finance
4) RBI Bulletin
5) Finance India

## MBA Part – II, Semester – IV
## Elective VI-: Production Management
## Paper – IV : Global Operations & Logistics

I. Global Operations & Logistics Strategies

Global Logistics, Concepts, Components and requirements of role of transportation in logistics & supply management, containerization, warehousing, packaging, distribution & retail supply chain – reverse logistics as a strategy.

II. Global Operations and Logistics Planning

Definition of third party logistics (3PL), Outsourcing benefits, 4 PL service providers, 7 PL concept, channels of distribution in physical distribution – Global SCM

III. Risk Management in Global Operations

Legal aspects for Carriage – custom formalities & documentation for exports / imports, documents for clearance of goods, tenants of costing in logistics & S.C.M

IV. Effective Management of Global Operations & Logistics.

Information management for global logistics, - performance management & evaluation in global logistics – measuring performance in function integration, organization structure of global logistics companies.

**Books Recommended**

1.Norman Gaither, Greg Fraizer, "Operations Management" Thomson Asia Pvt. Ltd., Singapore

2.Sunil Chopra And Peter Meindl, "Supply Chain Management – Strategy Planning And Operation", Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi.

**3.** Sunil Sharma, "Supply Chain Management", Oxford University Press.

4. Donald J.Bowersox & David J. Closs "Logistical Management" The integrated supply Chain Process, Tata,Mc-grawhill Edition.

5. S.K. Bhattacharya, Logistics management, S.Chand publication.

6. John T. Mentzer, "Fundamentals Of Supply Chain Management ($5^{th}$ Edition-2007)" Response Books.

**MBA Part – II, Semester – IV**

**Elective IV- Production Management**
**Paper – V : World Class Production Management**

I. World Class Manufacturing :

World class manufacturing – concept; global competitiveness, factors of excellence of world class companies, world class manufacturing strategy, business environment today, choice of technology.

II. Globalization with Reference to Manufacturing

Global competitiveness – concept, factors, affecting competitiveness, continuous improvement & world class manufacturing, managerial challenges today & in future – attitude towards globalization.

III. Emerging Concepts

Emerging concepts – Lean production system, just in time manufacturing – concept & prerequisites of J.IT manufacturingg, E manufacturing, IT based manufacturing system, FMS, Group Technology, Various manufacturing related softwares and its application.

IV. Related aspects of Manufacturing

Various aspects – World class quality management, World class supply management, environmental pollution global warming, Techniques to reduce various forms of pollution

Books :

**1.** Management Today – Burton and Thakur
**2.** Operations Management – Hughes Chris
**3.** Programmed learning for Production and Operations Management – Buffa Elwood's

## M.B.A. Part-II Semester-IV
## Elective V : IT & System Management
## PAPER IV - Business Process Re-Engineering
## (Choice Based Credit System)

| Marks:80 | Total Hours of Tweaching:60 | Theory:80 | Practical:20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit-1 : a) Theory | Business Process Reengineering Introduction & Conceptual foundation of BPR Need of BPR, BPR objectives Role of I.T .in BPR, Reengineering Process: The emergence of reengineering concept, concept of business process, rethinking of BPR process, phases, Process visioning and mapping Benchmarking, business process improvement, business process redesign, Man management of BPR implementation, Recognizing People and Managing Change. BPR and ERP | 10 Hours |
| b) Practical | Prepare a report on study of process reengineering in organization. | 5 Hours |
| Unit-2 : a) Theory | Evolution of ERP, Problems of system islands, need and introduction of ERP, Introduction of ERP models with their subsystems, ERP life cycle, ERP implementation, opportunities and problems in ERP selection and implementation team formation, role of consultant ERP, Preparing IT infrastructure, ERP implementation strategies phase wise- Big Bang, Parallel run etc. ERP costs. | 10 Hours |
| b) Practical | Prepare a report on ERP implementation life cycle. | 5 Hours |
| Unit-3 : a) Theory | ERP products and markets, ERP related technologies & introduction to Oracle ERP, features of Oracle ERP, subsystems in Oracle ERP. | 10 Hours |
| b) Practical | Prepare report on current ERP market. | 5 Hours |
| Unit-4: a) Theory | Application areas of ERP in SCM and CRM. Need for supply chain integration, application overview of supply chain solution.<br>CRM- Need for CRM, application overview of CRM. | 10 Hours |
| b) Practical | Case study and presentation on ERP/SCM/CRM. | 5 Hours |

Reference Books:

: 1. ERP - Plak, CarolA., Eli Schragenheim (St. LuciePress NY)
2. Reengineering Corporation – Mammer, Micheal , Jamis Chambey
3. Business Process Reengineering – Jayaraman M.S. (TMG)
4. Best Practices in Reengineering – Carr D.K. Johnanson H.J.(MGH)
5. Business Process Reengineering: Myth & Reality – Coulson Thomas C.
6. The Essence of Business Process Reengineering - Peppard J, RowlandP.(PH)
7. Process Innovation: Re-engineering Work Through Information Technology – Davenport T.H. ( HB SchoolPress)

Suggested additional readings:

Suggested research journals:

1. **Business Process Re-engineering & Management Journal**
2. International Journal of Business and Management

## M.B.A. Part-II Semester-IV
## Elective V : IT & System Management
## Paper V - Knowledge Management
## (Choice Based Credit System)

| Marks:80 | Total Hours of Teaching:60 | Theory:80 | Practical:20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit-1 : a) Theory | **Introduction to KM:** Definitions of Knowledge, Data, information & knowledge, wisdom basic types of knowledge, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy. Organizational knowledge – types, knowledge indexing knowledge,– conversion knowledge mapping techniques Knowledge Management-Definitions & specification, levels, targets, classification, information Management & knowledge Management, Knowledge Management, as best practice systems, K-Careers | 10 Hours |
| b) Practical | Case study and presentation on KM system prepare knowledge map for it. | 5 Hours |
| Unit-2 : a) Theory | **KM Architecture Designing Enterprise Knowledge Management System architecture** - A multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections, issues, challenges and benefits of KM. | 10 Hours |
| b) Practical | Conceptual design of KM system for manufacturing organization and service organization. | 5 Hours |
| Unit-3 : a) Theory | **AI & expert system-**<br>Introduction and concept of AI, Introduction to branches of AI -neural network, Fuzzy logic, genetic algorithm, robotics, natural language process. Expert system- Introduction need, architecture. | 10 Hours |
| b) Practical | Prepare report on conceptual framework for KM system for manufacturing or service organization. | 5 Hours |
| Unit-4: a) Theory | Business Intelligence-<br>Definition, concept and need of BI.<br>BI tools- include data visualization, data warehousing, dashboards, and reporting. | 10 Hours |
| b) Practical | Filed work on –to study BI system in any organization. | 5 Hours |

Reference Books:

1. Knowledge Management – Sudhir Warier, Vikas Publications.
2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.
3. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4. Developing Expert System for Business – Chandler/Liang.
5. Knowledge Management – Pankaj Sharma, APH Pub.

Suggested additional readings:

Suggested research journals:

1. Journal of Knowledge Management
2. **International Journal of Knowledge Management Studies**
3. **Journal of Information & Knowledge Management**

## M.B.A. Part-II Semester-IV
## Elective VI :

# Paper-IV: International Trade in Agriculture

Preamble: International trade is vital to the Indian agricultural sector. The economic liberalization initiated in 1991, effected a significant change in Indian agricultural trade. The changes in composition, volume and direction of trade have to be examined in view of compulsions created by WTO commitments. Indian agriculture is increasingly being perceived as an unrewarding profession. However, the trade policy initiatives in various sectors of agriculture and the export promotion measures can turn agriculture into a profitable profession. The contents of this paper will provide basic framework and operational understanding of international trade in agriculture.

Objectives:-

1. To gain an understanding of important theoretical and applied issues in international trade
2. To examine performance of India's agricultural trade.
3. To study International marketing system with quality and regulatory Standards for agricultural produce.

| **Unit No. 1 :** | **An Introduction to international trade & WTO** | Hours |
|---|---|---|
| Theory | -Meaning, Scope, Theory of comparative cost advantage, Gains from trade;<br>-Trade Policies- Tariffs, quotas, subsidies;<br>-WTO, Agreement on agriculture (AOA), WTO agreements & Indian Agriculture , Future challenges for WTO. | 10 |
| Practical | Visit any agro product exporting unit and study trade policies and submit a report. | 5 |
| **Unit No. 2 :** | **Present scenario of India's agricultural trade** | |
| Theory | Performance of Indian agricultural trade -Composition, Volume and direction of trade,<br>-Share of agricultural products in total imports and exports of India,<br>-Overview of World agricultural trade, India's share in world trade,<br>-Problems and prospects of International Trade of agricultural products. | 10 |
| Practical | Conduct a field visit to any agro industry and study the problems and prospects of agri export. | 5 |
| **Unit No.3 :** | **Policy, Promotion and regulatory framework** | |
| Theory | Agricultural trade policy of India, Foreign Trade Policy from 2004, Agri-Export zones, Vishesh Krishi Upaj Yojana,<br>-Export Promotion measures, Export promotion organizations- APEDA, MPEDA,FIEO, STC, MSAMB, Commodity boards.<br>-Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phytosanitary (SPS) measures, ISO 9000, ISO 14000, AGMARK. | 10 |
| Practical | Visit any agro industry promoting the export and prepare a report/ Visit any agro industry study the quality system and prepare a report. | 5 |

| **Unit No. 4:** | **International Agri-marketing system** | |
|---|---|---|
| Theory | International Agri-marketing channel system,<br>-Global business logistics- Modes of Transport, Sea transport, Containerization, Air transport<br>-Export- Import procedure and documentation, Marine insurance, Aligned Documentation System<br>- Use of ICT in International Agri-marketing | 10 |
| Practical | Visit any agro industry and prepare report on logistics management/distribution channel./<br>visit any agro industry and practically observe export procedure and documentation and prepare a report. | 5 |

References:-

1. Introduction to agricultural economics- John Penson, Oral Capps, C Parr Rosson, Prentice Hall.
2. International Trade and Export Management- Francis Cherunilam, Himalaya Publishing House.2006
3. Export Import Procedures and Documentation- Dr. Khushpat S. Jain, Himalaya Publishing House. 2007
4. Indian Agriculture & Multilateral trading system- Brajesh Jha, Bookwell, New Delhi.
5. Small Exporter's Guide- S.P. Wagh, MCED, Aurangabad.
6. B.Bhattacharya, State of Indian farmer- A millennium Study in Agricultural export, Academic Foundation, New Delhi.2004
7 Agricultural Exports of India : Lessons from East Asia, Santosh Sachdev. New Century publication, New Delhi.2000
8 International Marketing- P.K. Vasudeva, Excel Books. 2006
Note: Students can refer websites of Department of commerce,GOI; APEDA, MPEDA, WTO etc. for latest updates.
9. Indian Economy- Datt and Sundaram , S. Chand Publication.

# M.B.A. Part-II Semester-IV
# Elective VI :

## Paper-V: Agri-Business Finance Management

Preamble:-Agriculture and agri-business has been the main occupation in the Indian economy, where almost 70% of the population still depend on this sector for their livelihood. In recent times there has been a great change in the development of this sector, which has been responsible for raising the per capita income and also has been a major contributor to the National Income, in spite of the erratic behaviour of Nature, which is also partly responsible for the disparities in this sector. The globalization and post WTO scenario has also played its role in this development, which can be seen in the following chapters

Objectives:-

1. To understand the concepts of agricultural finance and financial management.
2. To microfinance in India.
3. To create awareness about agricultural indebtedness in India and financial support to agribusiness.

| **Unit No. 1 :** | **Introduction to Agriculture finance and Financial management** | Hours |
|---|---|---|
| Theory | -Meaning,<br>-Need, importance, scope,<br>-Principles of agriculture finance;<br>-Agricultural finance-Problems and remedies.<br>-Financial management for agri-business- Introduction,<br>-Accounting concepts,<br>-Farm accounting,<br>-Ratio analysis,<br>-Cash budget. | 10 |
| Practical | Visit any Farm and prepare farm budget/farm accounting for the farmers of any produce. | 5 |
| **Unit No. 2 :** | **Sources of Agri Finance** | |
| Theory | Non Institutional Sources.<br>Defects of Non Institutional Sources<br>Legal provisions to control the defects.<br>Institutional Sources- SBI, NABARD, Regional Rural Banks, Commercial Banks, Co-operative Sector, MUDRA, Kisan Credit Cards (KCC) | 10 |
| Practical | Visit any Commercial Banks/RRBs/Cooperative Banks and prepare a report on agricultural finance. | 5 |
| **Unit No.3 :** | **Micro Finance** | |
| Theory | -Meaning, History, Evolution and Principles of Microfinance<br>-Importance and scope,<br>-Introduction of Micro Finance in India, SHG's in India,Current status, Delivery models.<br>- Microfinance Innovative Concepts, Approaches and Financial Inclusion. | 10 |
| Practical | Visit any microfinance unit/SHG's and study the problems and prospects of microfinance and prepare a repo | 5 |

| **Unit No. 4:** | **Financial Support to Agri-Business** | |
|---|---|---|
| Theory | - Agricultural Indebtedness - Causes and Effects<br>- Budgetary provision to agri-business,<br>-Debt waiver and debt relief<br>-Agricultural subsidies,<br>-Crop Insurance,<br>-Agricultural taxation, | 10 |
| Practical | Visit any RRBs/PSBs/Cooperative Banks, insurance organization and study the crop insurance policies or agricultural subsidies for farm inputs and prepare a report. | 5 |

References :-


1. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Indian Economy- Datt and Sundarm S. Chand Publication.
3. Student Guide to Income Tax- Singhania, Taxman Publication
4. Indian Economy since Independence- Uma Kapila, Academic Foundation.
5. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
6. Direct Taxes- Singhania, Taxman Publication.
7. Microfinance - V. Neelamegam, Vrinda Publications

**M.B.A.-II SEM. IV**
**Elective VII – Textile Management**
**PAPER-IV**
**RETAIL MANAGEMENT IN TEXTILE AND GARMENT**

| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
|---|---|---|---|

**Syllabus Contents:**

| | | |
|---|---|---|
| Unit 1: a) Theory | **Introduction- Retail Management**<br><br>Introduction-Meaning , Evolution of Retail industry in India, Role of retailing, Trends in<br><br>Retailing, Emergence of organizational retailing, Classification of Retail Industry, Different<br><br>retail formats, Careers in Retailing-Garment retail sector. | 10 Hours |
| b) Practical | Visit any organization and study the different functional areas of<br><br>Management. Submit a report. | 5 Hours |
| Unit 2: a) Theory | **Retail Marketing**<br>Retailing Selection of Retail Location, Role of families and women in retailing, Impact of<br>Changing scenario of Indian household income, Changing Indian Consumer. Product Concept,<br>Product Classification in Retailing. Types of Consumer Products, Product line and Mix. Retail Customer –Retail market segmentation, Targeting and Positioning, E-Retailing. | 10 Hours |
| b) Practical | Visit any organization and study its organization structure and marketing function . | 5 Hours |
| Unit 3: a) Theory | **Retailing Concepts**<br>Brand Management, Product V/s Brand, Stocks and Sales relationship, Average Inventory and Planning, Markdowns, Markups, Gross Margin, Cash Discount, Terms of Sales, Stock Shortage.<br>Design Centre, Fashion Weeks, Haut Couture, Buying Centre, Market Weeks, Mart. Buying<br>Plans, Assortment Plans, Stock Keeping Units, Vendor Managed Inventory, Stock Turnover,<br>Stock to sell ratio, Open to buy. Purchase order, Advance order, Recorders, Back orders, Open orders, Special orders, blanket orders, Approval Buying. | 10 Hours |
| b) Practical | Visit any retail organization and study various retiling concepts. | 5 Hours |

| | | |
|---|---|---|
| Unit 4: a) Theory | **Organization of Textile Retail**<br><br>Introduction to the textile industry with respect to retail Organizational Structure of textile retail. Functions and process flow of Retail in Textile, Major Departments and Responsibilities, Challenges, Opportunities, Growth . Retail in Textile .FDI In Indian Retail and its Importance.<br><br>International Retailers in India and Strategies. Mall management-Meaning, Types of Various<br><br>retail formats. Factors influencing Malls Establishments. Indian Scenario for mall management. | 10 Hours |
| b) Practical | a)Study online, different retail organizations s to understand Major Departments and Responsibilities. | 5 Hours |
| **Note:** Relevant case studies based on the above units should be discussed in the class. | | |

**Reference Books:**

1) "Retailing Management" by **Mrs. Swapna Pradhan**, 2nd edition, 2007 & 2008, TMH.
2) "Integrated Retail Management" **James R. Ogden & Denise T. Ogden** 2007, Biztantra.
3) **"**Retail Management" **Levy &Weitz,** TMH 5th Edition 2002.
4) "Retail Management", by **Chetan Bajaj,** Oxford Publication.
5) "Retail Management", by **Uniyal& Sinha,** Oxford Publications.

| M.B.A.-II SEM. IV<br>Elective VII – Textile Management<br>Paper – V FASHION INDUSTRY | | | |
|---|---|---|---|
| Marks : 80 | Total Hours of Teaching: 60 | Theory: 40 | Practical: 20 |
| **Syllabus Contents:** | | | |
| Unit 1: a) Theory | **Basics of Fashion:**<br>Meaning, Principles and Dynamics of fashion, Fashion Vocabulary (Fashion, Accessories Avant-Garde, Classic, Design, Draped Fad or Craze, Haute Couture, Ready to wear, Style, Tailored, Trend, Wardrobe). | | 10 Hours |
| b) Practical | Study basic functions of fashion and submit a report. | | 5 Hours |
| Unit 2: a) Theory | **Design and fashion Business:-**<br>Meaning, The Design Process, Elements in Design, Classification Of fashion Apparels-Men's Wear, Women's Wear, Kid's Wear, Fashion Cycle (Body Shape, Form, Structure, Proportion, Harmony, Color Wheel, Primary, Secondary, Intermediate Colors). Role of fashion designer, Introduction to Color and Fashion Trends, Basic Color Schemes- (monochromatic, analogous, complementary, split complementary, triad ) Indian fashion culture and western fashion culture. Study and analysis of the contemporary creative movements of fashion. Design concept - Mass Market and High Fashion Cycle. Stages of Fashion Cycle.<br>Fashion Industry Segments, Types of Fashion and Activities in Fashion Forecasting. | | 10 Hours |
| b) Practical | Visit any fashion house and study classification of apparels. | | 5 Hours |
| Unit 3: a) Theory | **Fashion industry**<br>Various Fashion Houses in India and Abroad, Famous fashion designers in India and abroad and their collections, Fashion shows and Events, Indian Fashion trends, fashion products, trade associations and fashion magazines. | | 10 Hours |
| b) Practical | Study Famous fashion designers in India and abroad and their collections | | 5 Hours |
| Unit 4: a) Theory | **Visual Merchandising**<br>Meaning and objectives, Scope of Visual Merchandising, concept of VM (Walks and Entry, Landscaping, Window Display, Interior Presentation, Signage hemes**,** Props**,** Color and Lighting Props, Store Image, Store Exterior, Store Interior, Store Layout, Store Décor).<br>Merchandise Presentation, Types of Displays, Design and Visual Merchandising (Color, Line, Shape, Texture, and Light) | | 10 Hours |
| b) Practical | Visit any apparel retail store and study visual merchandising. | | 5 Hours |

**Note:** Relevant case studies based on the above units should be discussed in the class.

**Reference Books:**

1) **Doris H.Kincade, "**Merchandising of fashion products".
2) **Solomon - Michael R.**, **"**Consumer behavior in fashion".
3) **Jasbir Kaur, Colin Gale, "**Fashion and Textiles-An Overview".
4) **Design Journeys Kate Fletcher, "**Sustainable Fashion And Textiles"
5) **Jenny Udale, "**Textiles And Fashion( Series - Basics Fashion Design )".
6) **Sue Jenkyn Jones**, "Fashion Design".
7) **Tabassum**, "Be Your Own Fashion Guru Based On Indian Tradition And Culture".
8) **Pradip V. Mehta And Satish K. Bhardwaj, "**Managing Quality In The Apparel Industry".