

Course curriculum-MBA(INTEGRATED) PROGRAMME



PRESTIGE

INSTITUTE OF MANAGEMENT & RESEARCH, GWALIOR

AN AUTONOMOUS INSTITUTE ACCREDITED WITH UGC NAAC GRADE 'A' AND NBA (AICTE)

COURSE CURRICULUM
for
Master of Business Administration
(Integrated)

(Academic Year 2022-27)



Prestige Institute of Management & Research, Gwalior
Airport Road, Opposite DD Nagar, Gwalior
(Madhya Pradesh) INDIA

Course curriculum-MBA(INTEGRATED) PROGRAMME

PROGRAM OUTCOMES (PO): MBA (INTEGRATED)

PO1: Understand and use the principles of management to provide solutions to the practical multifaceted business issues

PO2: Apply analytical and critical thinking abilities through quantitative methods for decision-making.

PO3: Identify the business problems and apply data analytics methods to find an alternative course of action

PO4: Interpret cross-cultural business environment to give value-based benefits to society at large.

PO5: Discover and articulate business ideas for gaining leadership in business through fostering skills.



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EXAM SCHEME MBA (I) BATCH 2022-27

MBA (I) I Semester									
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA
MBA (I) 101	Core Course (CC)	Principles and Practices of Management	3	1	0	3+1+0	4	40	60
MBA (I) 102	Core Course (CC)	Business communication	3	1	0	3+1+0	4	40	60
MBA (I) 103	Core Course (CC)	Financial Accounting	3	1	0	3+1+0	4	40	60
MBA (I) 104	Core Course (CC)	Business Statistics	3	1	0	3+1+0	4	40	60
MBA (I) 105	Core Course (CC)	Business Laws	3	1	0	3+1+0	4	40	60
MBA (I) 106	Core Course (CC)	Computer Application in Management with MS Office	3	1	0	3+1+0	4	40	60
MBA (I) 107	Skill Enhancement Courses (SEC)	Tally Part I	0	0	2	0+0+2	2	50	00
MBA (I) 108	Skill Enhancement Courses (SEC)	Seminar Presentation	0	0	2	0+0+2	2	50	00
MBA (I) 109	Skill Enhancement Courses (SEC)	Personality development	0	0	2	0+0+2	2	50	00
MBA (I) 110	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100
		Total	18	-	10		34	390	460

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MBA (I) II Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 201	Core Course (CC)	Organizational Behavior	3	1	0	3+1+0	4	40	60	
MBA (I) 202	Core Course (CC)	Financial Management	3	1	0	3+1+0	4	40	60	
MBA (I) 203	Core Course (CC)	Marketing Management	3	1	0	3+1+0	4	40	60	
MBA (I) 204	Core Course (CC)	Human Resource Management	3	1	0	3+1+0	4	40	60	
MBA (I) 205	Core Course (CC)	International Business	3	1	0	3+1+0	4	40	60	
MBA (I) 206	Core Course (CC)	Entrepreneurship and small scale management	3	1	0	3+1+0	4	40	60	
MBA (I) 207	Skill Enhancement Courses (SEC)	Tally Part II	0	0	2	0+0+2	2	50	00	
MBA (I) 208	Skill Enhancement Courses (SEC)	Book Review	0	0	2	0+0+2	2	50	00	
MBA (I) 209	Skill Enhancement Courses (SEC)	Personality Development	0	0	2	0+0+2	2	50	00	
MBA (I) 210	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
		Total	18	-	10		34	390	460	

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MBA (I) III Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 301	Core Course (CC)	Company Law	3	1	0	3+1+0	4	40	60	
MBA (I) 302	Core Course (CC)	Cost Accounting	3	1	0	3+1+0	4	40	60	
MBA (I) 303	Core Course (CC)	Managerial Economics	3	1	0	3+1+0	4	40	60	
MBA (I) 304	Core Course (CC)	Research Methodology	3	1	0	3+1+0	4	40	60	
MBA (I) 305	Core Course (CC)	Management Information System	3	1	0	3+1+0	4	40	60	
MBA (I) 306	Core Course (CC)	Project Management	3	1	0	3+1+0	4	40	60	
MBA (I) 307	Skill Enhancement Courses (SEC)	Skill Development	0	0	2	0+0+2	2	50	00	
MBA (I) 308	Skill Enhancement Courses (SEC)	Social Project	0	0	2	0+0+2	2	50	00	
MBA (I) 309	Skill Enhancement Courses (SEC)	Industrial Visit	0	0	2	0+0+2	2	50	00	
MBA (I) 310	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
		Total	18	-	10		34	390	460	

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MBA (I) IV Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 401	Core Course (CC)	Strategic Management	3	1	0	3+1+0	4	40	60	
MBA (I) 402	Core Course (CC)	Higher Accounting	3	1	0	3+1+0	4	40	60	
MBA (I) 403	Core Course (CC)	Environmental Science	3	1	0	3+1+0	4	40	60	
MBA (I) 404	Core Course (CC)	Business Ethics, Corporate Social Responsibility and Governance	3	1	0	3+1+0	4	40	60	
MBA (I) 405	Core Course (CC)	Production and Operations Management	3	1	0	3+1+0	4	40	60	
MBA (I) 406	Core Course (CC)	E- Commerce	3	1	0	3+1+0	4	40	60	
MBA (I) 407	Skill Enhancement Courses (SEC)	Project: Financing from banks for inception of business enterprise	0	0	2	0+0+2	2	50	00	
MBA (I) 408	Skill Enhancement Courses (SEC)	Event Management	0	0	2	0+0+2	2	50	00	
MBA (I) 409	Skill Enhancement Courses (SEC)	Personality Development	0	0	2	0+0+2	2	50	00	
MBA (I) 410	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
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MBA (I) V Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 501	Core Course (CC)	Income Tax, Law and Practices	3	1	0	3+1+0	4	40	60	
MBA (I) 502	Core Course (CC)	Enterprise Resource Planning	3	1	0	3+1+0	4	40	60	
MBA (I) 503	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 1* (MK01/HR01/FIN01)	3	1	0	3+1+0	4	40	60	
MBA (I) 504	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 2* (MK02/HR02/FIN02)	3	1	0	3+1+0	4	40	60	
MBA (I) 505	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 1* (MK01/HR01/FIN01)	3	1	0	3+1+0	4	40	60	
MBA (I) 506	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 2* (MK02/HR02/FIN02)	3	1	0	3+1+0	4	40	60	
MBA (I) 507	Skill Enhancement Courses (SEC)	Export Management and Documentation	0	0	2	0+0+2	2	50	00	
MBA (I) 508	Skill Enhancement Courses (SEC)	Personality Development	0	0	2	0+0+2	2	50	00	
MBA (I) 509	Skill Enhancement Courses (SEC)	French Language Part I	0	0	2	0+0+2	2	50	00	
MBA (I) 510	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
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MBA (I) VI Semester									
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA
MBA (I) 601	Core Course (CC)	Operations Research	3	1	0	3+1+0	4	40	60
MBA (I) 602	Core Course (CC)	Corporate Accounting	3	1	0	3+1+0	4	40	60
MBA (I) 603	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 3* (MK03/HR03/FIN03)	3	1	0	3+1+0	4	40	60
MBA (I) 604	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 4* (MK04/HR04/FIN04)	3	1	0	3+1+0	4	40	60
MBA (I) 605	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 3* (MK03/HR03/FIN03)	3	1	0	3+1+0	4	40	60
MBA (I) 606	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 4* (MK04/HR04/FIN04)	3	1	0	3+1+0	4	40	60
MBA (I) 607	Skill Enhancement Courses (SEC)	Project Planning	0	0	2	0+0+2	2	50	00
MBA (I) 608	Skill Enhancement Courses (SEC)	French Language Part II	0	0	2	0+0+2	2	50	00
MBA (I) 609	Skill Enhancement Courses (SEC)	Learning Through Movies	0	0	2	0+0+2	2	50	00
MBA (I) 610	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100
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MBA (I) VII Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 701	Core Course (CC)	Supply Chain Management	3	1	0	3+1+0	4	40	60	
MBA (I) 702	Core Course (CC)	Data Analytics	3	1	0	3+1+0	4	40	60	
MBA (I) 703	Core Course (CC)	Specialization Group - 1 Elective 5* (MK05/HR05/FIN05)	3	1	0	3+1+0	4	40	60	
MBA (I) 704	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 6* (MK06/HR06/FIN06)	3	1	0	3+1+0	4	40	60	
MBA (I) 705	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 5* (MK05/HR05/FIN05)	3	1	0	3+1+0	4	40	60	
MBA (I) 706	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 6* (MK06/HR06/FIN06)	3	1	0	3+1+0	4	40	60	
MBA (I) 707	Skill Enhancement Courses (SEC)	Advance MS-Excel	0	0	2	0+0+2	2	50	00	
MBA (I) 708	Skill Enhancement Courses (SEC)	Aptitude & Mock Interview	0	0	2	0+0+2	2	50	00	
MBA (I) 709	Skill Enhancement Courses (SEC)	Major Research Project	0	0	2	0+0+2	2	50	00	
MBA (I) 710	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
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MBA (I) VIII Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 801	Core Course (CC)	Goods and Services Tax	3	1	0	3+1+0	4	40	60	
MBA (I) 802	Core Course (CC)	Total Quality Management	3	1	0	3+1+0	4	40	60	
MBA (I) 803	Discipline Specific Elective Course (DSEC)	Specialization Group - 1 Elective 7* (MK07/HR07/FIN07)	3	1	0	3+1+0	4	40	60	
MBA (I) 804	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 8* (MK08/HR08/FIN08)	3	1	0	3+1+0	4	40	60	
MBA (I) 805	Discipline Specific Elective Course (DSEC)	Specialization Group -1 Elective 7* (MK07/HR07/FIN07)	3	1	0	3+1+0	4	40	60	
MBA (I) 806	Discipline Specific Elective Course (DSEC)	Specialization Group - 2 Elective 8* (MK08/HR08/FIN08)	3	1	0	3+1+0	4	40	60	
MBA (I) 807	Skill Enhancement Courses (SEC)	Database Management System Using MS Access	0	0	2	0+0+2	2	50	00	
MBA (I) 808	Skill Enhancement Courses (SEC)	Aptitude & Interview	0	0	2	0+0+2	2	50	00	
MBA (I) 809	Skill Enhancement Courses (SEC)	Major Research Project	0	0	2	0+0+2	2	50	00	
MBA (I) 810	Ability Enhancement Compulsory Courses (AECC)	Comprehensive Viva Voce (Virtual Credit)	0	0	4	0+0+4	4	00	100	
		Total	18	-	10		34	390	460	

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MBA (I) IX Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 901	Core Course (CC)	Industrial Project Report	0	0	12	0+0+12	12	400	400	
		Total						800		
MBA (I) X Semester										
Paper Code	Course Type	Subject	L	T	P	L+T+P/ Hours	CREDIT	IA	EA	
MBA (I) 1001	Core Course (CC)	Industrial Project Report	0	0	12	0+0+12	12	400	400	
		Total					12	800		

ELECTIVES*

Specialization Group	Marketing (MK)	Semester
MK-01	Advertising and Brand Management	V
MK-02	Consumer Behavior	V
MK-03	Service Marketing	VI
MK-04	Digital Marketing	VI

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MK-05	Rural and Agriculture Marketing	VII
MK-06	Retailing	VII
MK-07	Marketing Analytics	VIII
MK-08	International Marketing	VIII

Specialization Group	HRM	Semester
HRM-01	Industrial Law	V
HRM-02	Social security and welfare	V
HRM-03	Industrial Relations	VI
HRM-04	Compensation Planning	VI
HRM-05	Managerial Behavior and Effectiveness	VII
HRM-06	Strategic Human Resource	VII
HRM-07	Human Resource Analytics	VIII
HRM-08	International Human Resource Management	VIII

Specialization Group	Financial Management	Semester
FM-01	Indian Financial System	V

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FM-02	Investment Management	V
FM-03	Financial Risk Management	VI
FM-04	Business Taxation	VI
FM-05	Banking and Insurance	VII
FM-06	Strategic Finance	VII
FM-07	International Finance	VIII
FM-08	Financial Analytics	VIII

***The course is a dual specialization course. Student have to select two specialization stream for the same and select a set containing two subject compulsorily from V semester onwards till VIII semester.**

	Grand Total of all Semesters (Credits)	Grand Total of all Semesters (Marks)
1st semester	34	850
2nd semester	34	850
3rd semester	34	850
4th semester	34	850
5th semester	34	850
6th semester	34	850
7th semester	34	850
8th semester	34	850
9th semester	12	800
10th semester	12	800
Grand Total of all Semesters	296	8400

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MBA (I) SEMESTER 1 MBA (I) 101 PRINCIPLES & PRACTICE OF MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organization. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of Management and its function.	3	3	3	0	0
CO1B	Analyze and understand the Planning, Objective Setting Process, and decision making	3	3	2	2	3
CO2	Designing and Evaluating Organizational Structure	2	1	0	2	3
CO3	Understanding the Staffing & Directing Process and motivation theories	2	0	1	2	3
CO4	Evaluating the Management Process and apply Control Methods	3	2	2	3	3

UNIT I

Management: Concept, Nature, Importance, Management vs. Administration, Management Skills, Levels of Management, Introduction to Functions of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Social Responsibility of Managers and Ethics in Managing.

UNIT II

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Objective Setting: Concept, Types and Process of Setting objectives. Operational Planning Tools. M.B.O., Concept, Process and Managerial Implications, Decision Making: Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty

UNIT III

Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs, Departmentation Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing

UNIT IV

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal
 Directing: Concept Direction and Supervision. Motivation: Concept, Maslow's Need Hierarchy Theory and X and Y theory, Leadership: Different types of Leaders.

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UNIT V

Controlling Concept, Process of Controlling, Methods of controlling: Pre-control, concurrent Control, Post-Control, tools for Pre-Control of Inputs, Concurrent Control of Operations. Post Control of Outputs, The Quality Concept Factor affecting Quality, Developing System, Total Quality Control,

Suggested Readings:

1. Robbins & Coulter (2000). Management (9th ed.). Delhi: Prentice Hall of India
2. Stoner, Freeman & Gilbert Jr (2009). Management (6th ed.). Delhi: Pearson Edu.
3. Agarwal, R. D. (1982). Organization and Management. New Delhi: Tata McGraw-Hill Edu
4. Koontz Harold & Weihrich Heinz (2008). Essential s of management (5th ed). New Delhi: Tata McGraw Hill.
5. Robbin S.P. and Decenzo David A. (2009). Fundamentals of Management Essential Concepts and Applications (6th ed.) Delhi: Pearson Education
6. Weihrich Heinz and Koontz Harold (2008). Management. A Global and Entrepreneurial Perspective (12th ed). New Delhi: McGraw Hill



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MBA (I) SEMESTER 1 MBA (I) 102 BUSINESS COMMUNICATION CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject will able to prepare effective business communication strategies and also able to apply appropriate problem solving skills to business communication.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand an overview and Prerequisites to Business Communication	3	1	2	2	2
CO1B	Determine the use of media for communication and understanding the types of communication	3	3	2	2	2
CO2	Analyzing the various techniques of group decision making through committees, conferences and getting the insights of business presentation.	1	3	3	3	3
CO3	Incorporate the concepts of written communication to inform, engage, persuade the business audience.	3	3	3	3	3
CO4	Apply the official communication in terms of minutes, agenda, notice. Comprehend with cross culture communication	2	2	3	3	2

UNIT I

Meaning and Objectives of Communication, Significance of Communication in business organization and its Briers. Inter cultural and Team Communication, Interpersonal Communication,

UNIT II

Meaning and Objectives of Communication, Communication Media Choices, Verbal and Non-verbal communication, Formal Vs. Informal of communication. Listening, Communication through Social Media,

UNIT III

Techniques of group decision-making, Committees: Meaning, Essentials, Advantages and Disadvantages and types of committees. Conferences: Meaning, Essentials, Importance and different between conference and committee, Business meetings, The role of Business Presentations, Planning and organizing presentation.

UNIT IV

Tips of clear writing, Drafting of effective business letter, kinds of business letters (a) Esquires and Replies (b) order and their execution (c) Complaints and Adjustment {d} Collection letter (e) Sales letter and Memo. Writing the report, planning the Report. Steps in writing Business Reports, Parts of a Report, corporate Report and Business Proposal.

UNIT V

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Drafting of Notice Agenda, Minutes, Report writing, Effective listening Speeches and Presentation. Interview and Modern technology of business communication, Mass Media, Public Relations Management, Cross Cultural and Global Communication.

Suggested Readings:

1. Subba Rao, P., Kumar. B. A. & Bindu, C. H. (2012). Business Communication, Cengage Learning India. Pvt. Ltd.
2. Pal. R.. & Korlahahi. J. S. (2013), Essentials of Business Communication. Sultan Chand & Sons.: New Delhi
3. Sen Gupta, S. (2011). Business and Managerial Communication, PHL
4. Newman. O. (2015). Communicating in business. Cengage Learning.
5. Bailey, S. (2013). Academic Writing for International students of Business. London: Routledge



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MBA (I) SEMESTER 1 MBA (I) 103 FINANCIAL ACCOUNTING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

This course is intended to Introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Basic Concepts of Financial Accounting	2	3	2	0	2
CO1B	Demonstrate the concept of Recording and Classifying the Data	3	3	2	0	2
CO2	Apply Critical Thinking and apply Problem Solving skills of Final Accounts and Bank Reconciliation	2	3	2	2	2
CO3	Calculate and interpret Department, Consignment and NPOs Accounts	2	3	2	0	0
CO4	Assess the IFRS, Royalty and Branch Accounts	2	2	2	0	2

UNIT I

Meaning of bookkeeping, accounting and accountancy (comparative study in terms of objectives, scope & relation). Objectives, scope, and limitations of accounting. Accounting information systems, Users of accounting information, accounting concepts, conventions and principles of accounting (GAAP), Introduction to accounting standards, Need, Benefits and limitations

UNIT II

Accounting cycle; Double entry system of accounting, Classification of accounting: traditional and modern and rules of journal entry, classification, journalizing of transactions, Sub division of journal, Posting to ledger, Preparation of trial balance, Practical on all aspects of journal, ledger and trial balance.

UNIT III

Rectification of errors, Adjustments and their entries, Bank Reconciliation statement, Preparation of final accounts, Advance practical problems on all aspects.

UNIT IV

Accounting of Non-profit organizations, Consignment Accounts, Departmental Accounts

UNIT V

Branch Accounts, Royalty Accounts. IFRS-Basics.

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Suggested Readings:

1. Lal, Jawahar and Seema Srivastava (2014). Financial Accounting, Delhi: S Chandpublishing,
2. Monga J.R. (2017). Financial Accounting: Concepts and Applications New Delhi: MayoorPaper Backs.
3. Maheshwari S.N. (2018). Financial Accounting Delhi: Vikas Publication
4. Shukla, M.C., T.S. Grewal and Gupta S.C.(2006). Advanced Accounts (16th ed Vol. 1.). New Delhi: S. Chand & Co.
5. Tulsian, P.C. (2007). Financial Accounting. Tata McGraw Hill, New Delhi.
6. Goyal B.K.and Tiwari, HN, (2018). Financial Accounting New Delhi: Vikas Publishing House
7. Jain, S.P. and Narang, K.L. (2014). Financial Accounting Kalyani Publishers, New Delhi



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MBA (I) SEMESTER 1 MBA (1) 104 BUSINESS STATISTICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Credit - 04

Course Objective:

The objective of this course is to develop student's familiarity with the basic concept and tools in business statistics. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand statistical data using measures of central tendency, dispersion, skewness and kurtosis	2	3	3	1	1
CO1B	Demonstrate and understand concepts relating to probability and its distribution	2	3	3	1	1
CO2	Define and understand components of time- series and analysis of trend	2	3	3	1	1
CO3	Understanding the Staffing & Directing Process and motivation theories	2	3	3	1	1
CO4	Knowledge about inferential aspects such as test of hypotheses and associated concepts	2	3	3	1	1

UNIT I

Role Of Statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, standard deviation, coefficient of variation (C.V.), Skewness, Kurtosis.

UNIT II

Probability Theory: Basic Terminology, Discrete and Continuous probability distributions, basic concepts and applications of Binomial, Poisson and Normal distributions.

UNIT III

Time Series Analysis: Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making:

UNIT IV

Correlation and Regression: Correlation: Meaning, and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application

UNIT V

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of 2 test, t-test, F_test and Chi-Square test

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Suggested Readings:

1. Beri. G.C. (2009). Business Statistics (3rd ed). TataMcGraw Hill.
2. Sharma, J.K. (2006). Business Statistics (2nded). Pearson Education, ISBN: 8131798666. 9788131798669
3. Gupta, S.P.(2014) Statistics (43rd d.). S. Chand & Sons.
1. Render and Stair J.R. (2000). Quantitative Analysis for Management 7th ed.). Prentice - Hall
2. Rubin, I. (2000). Statistics for Management, Pearson, New Delhi 7th Edition.
3. Black. K. (2009). Business Statistics for Contemporary Decision Making, Wiley Student Edition.
4. Richard I. Levin and David S. Rubin' (1998) Statistics for Management, Pearson Education, 7th Edition



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 1 MBA (I) 105 BUSINESS LAWS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with General Principles of contract formation enunciated in the Indian Contract Act, 1872. The course aims to acquaint the students with comprehensive information non-specific contractual relations like Indemnity, Guarantee, Pledge, Principles of Agency etc.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concepts related to Indian contract act	2	3	1	2	3
CO1B	Explain the concepts related to indian partnership act	3	2	2	3	2
CO2	Demonstrate the principles related to negotiable instrument and various types	3	1	2	3	3
CO3	Analysis the provisions of consumer protection	2	2	2	2	2
CO4	Evaluate the recent changes in the Information technology law 2000	3	1	2	3	3

UNIT I

Contract Act, 1872: Part A: Definition of a Contract and its essentials, Formation of valid Contract- Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts, Part B: Contract of Indemnity and Guarantee, Bailment and Pledge, Agency,

UNIT II

Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners; Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firm, Dissolution of firms.

UNIT III

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course. Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT IV

Consumer Protection Act, 1956: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and penalties.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

The Information Technology Act, 2000: Definitions, Digital signature, Electronic governance, Secure electronic records and secure Digital signatures, Regulating and certifying authorities. Penalties and adjudication, offences.

Suggested Readings:

1. Singh. A. (2013). Law of contract and specific relief (11th ed). Eastern Book, Company
2. Pollock, & Mulla (2013). The Indian contract and specific relief Act (14th ed). LexisNexis
3. Cheshire. & Fifoot (2010). Law of contract (10th ed). LexisNexis
4. N.D. Kapoor (2018). An introduction to Mercantile Law, Delhi: Sultan Chand And Sons
5. Singh, A. (2011). Sale of goods (7th ed). Eastern Book, Company
6. Anson (2010). Law of contract (29th ed). Oxford: Oxford University Press
7. Bridge M. G.(Ed.) (2013). Benjamin's Sale of Goods (8th ed). Sweet & Maxwell.
8. Atiyah, P.S. (2010). Sale of goods(12th ed). Pearson Education
9. M.C Kuchal , (2016). Business Law, Vikas publication New Delhi
10. Gulshan Kapoor (2018), Business Laws, New Age International Private Limited



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 1 MBA (I) 106 COMPUTER APPLICATION IN MANAGEMENT WITH MS OFFICE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basics of Computer hardware, software, operating system, data processing MS word, MS excel, MS Power-Point	0	3	2	1	0
CO1B	Analyze the need of computer hardware and software to the assigned task.	2	3	3	2	1
CO2	Apply the MS word for document preparation , MS power point to represent data and figure, MS excel to do some statistical analysis and MS access to perform the basic data base operation.	3	2	2	2	2
CO3	Utilization of internet concepts and protocol used in communication.	1	2	3	3	2
CO4	Explore the use of E-mail to communicate and search engine to gather data from internet.	1	2	2	1	2

UNIT I

Introduction: Computer hardware and software. Framework of computer, input and output devices, computer memories, central processing unit, types of computer; types of software: system software and application software, some basic terms related to operating system.

UNIT II

MS Word: Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creatine, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge.

MS Powerpoint: Preparation of PowerPoint: Preparation of Powerpoint presentation, what to include and what not to include in slides, inserting new slide and deleting any slide, use of master slide, insertion of figure, graphics and charts in presentation.

UNIT III

Introduction To MS Excel: Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Consolidation, Consolidating With Identical Layouts, Consolidating With Different Layouts.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT IV

Data Processing: File Management System, Database Management System, Database Models, Main Components of a DBMS, Creating and Using a Database, Introduction to MS Access: Introduction to DBMS, Databases. Basic Working of MS-Access, Tools and Menus in MS-Access, creating tables in MS-Access.

UNIT V

Basic Elements Of A Communication System: Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission, Multiplexing Techniques, Need for Computer Communication Networks, Types of Network,. Network Topologies, Network Protocol, OSI and TCP/IP model, The Future of Internet Technology, Internet Protocol, World Wide Web, E-mail, Search Engines.

Suggested Readings:

1. Sinha, P.K. & Sinha, P(2017). Computer fundamentals, BPB publication (6thed)
2. Morley and parker (2010). Understanding Computer: Today and Tomorrow, Cengage Learning
3. Lambert, J., & Cox, J. (2007). MS-Office word step by step Microsoft Press, ISBN: 9780735637887
4. Rajaraman (2014). Fundamental computers, publisher: Prenticehall of India, New Delhi
5. White, C.M. (2016). Data Communication and Computer Network White, Cenange learning
6. Shelly (2001). Business data Communication, publisher, Bombay: Thomson Learning
7. Ram, B. (2000). Computer Fundamentals, New AgeInt.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 1 MBA (1) 107 TALLY PART CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The Objective of the course is to develop expertise among the students in relation to application of accounting software (Tally ERP 9.0 Basic) for the maintenance of proper accounting reports, generation of reports and analysis & interpretation of report.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand tally features of creating a company and perform accounting of company.	3	1	1	1	0
CO1B	Demonstrating of creating single and multiple ledgers, group creation. ⁸⁹	3	0	0	0	0
CO2	Develop the understanding of stocks groups and managing inventory of an organisation	3	0	0	0	0
CO3	Assess and analysis the different Accounting and Inventory vouchers.	2	3	3	0	0
CO4	Evaluate the Different Financial Statement for managerial decision makings.	1	3	3	2	1

UNIT I

Introduction - Salient Features of Tally, Technological Advantages.

Getting Functional with Tally - Tally Start up, Mouse I Keyboard, Conventions, Switching between Screen Areas, Quitting Tally

Setting up of Company in Tally- Create a Company. Select a Company, Alter a Company, Shut a Company

Company Features - F1: Accounting Features, F2: Inventory Features, F3: Statutory & Taxation, F4: Tally.NET Features, F6: Add-On Features

Configurations - General Configuration, Numeric Symbols, Accts/Inventory Info, Configuration, Voucher Entry Configuration, Invoice /Orders Entry Configuration, Payroll Configuration, Banking Configuration, Printing Configuration, E-Mailing Configuration, Data Configuration, 11) L Configuration, Advanced Configuration, Licensing Configuration

Practical work out

UNIT II

Chart of Accounts - Pre-de-fined Groups of Accounts.

Groups - Creating Single Group, Creating Multiple Groups, Displaying Group, Altering Group.

Ledgers - Creating Single Ledger, Creating Multiple Ledgers, Displaying Ledger. Altering Ledger. Practical work out.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT III

Stock Groups - Creating Single Stock Group, Creating Multiple Stock Groups, Displaying Stock Groups, Altering Stock Groups

Stock Categories - Creating Single stock Category, Creating Multiple Stock Categories, Displaying Stock Category, Altering Stock Category

Units of Measure - Simple Units, Compound Units, Creating Simple Units, Creating Compound Units, Displaying Units of Measure, Deleting Units of Measure

Godowns - Creating Single Godown, Creating Multiple Godowns, Displaying Godowns, Altering godowns

Stick items - Creating Single Stock Item, Creating Multible Stock Items, Displaying Stock items, Altering Stock items

Practical work out

Unit IV

Voucher Types - Predefined Vouchers in Tally, Creating Voucher type, Displaying Voucher Type, Altering Voucher Types

Accounting Vouchers - Contra Voucher (F4), Payment Voucher (F5), Receipt Voucher (F76). Journal Voucher (F7), Purchase Voucher (F9). Sales Voucher (F8), Credit Note Voucher (Ctrl+F8), Debit Note Voucher (Ctrl+F9). Reversing Journal Voucher (F10), Memo Voucher (Ctrl+F10), Optional Vouchers, Post -Dated Vouchers

Inventory Vouchers - Purchase Order, Sates Order, Rejections Out, Rejection In, Stock Journal, Delivery Note, Receipt Note, Physical Stock Voucher

Practical work out

Unit V

Financial Statements - Balance sheet, Profit &Loss A/c, Trial Balance, cash flow statement, fund flow statement

Accounting Books & Reports - Cash Book, Bank-13 Micnrenase Register, sales Register, Journal Register, Debit Note Register, Credit Note Register, Day Book, Statistics

Inventory Books & Reports - Stock Summary, Stock Item Summary, Stock Group Summary. Stock Transfer Register, Movement analysis, Physical Stock Register

Exception Reports - Negative Stock , Negative Ledgers

Practical work out

Suggested Readings:

1. Tally.ERP 9 by Tally Education Pvt, Lid. Sahaj Enterprises, Bangaluru India
2. Official Guide to Financial accounting using Tally.ERP 9 With GST-(Largest Selling, Revised and 2018 Update Edition)
3. Simple Tally - Version 6.3 By A. K. Nadhani, K.K. Nadhani

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MBA (I) SEMESTER 1 MBA (I) 108 SEMINAR PRESENTATION CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The major objective of the course is to update students with latest topics in management

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the current topic of Management	4	3	4	3	3
CO1B	Analyze the business environment	4	2	2	3	3

The format of seminar report:

1. The seminar report has to be submitted in one hard copy in spiral bound*.
2. A soft copy* of the report is also required to be submitted.
3. The report should include the Cover Page, Declaration, Certificate of the faculty guide, Acknowledgement and Table of Contents with page numbers.
4. The cover should include title of the report, logo of PIMG, submitted to Prestige Institute of Management, Gwalior. submitted by-name of the students, and name of faculty guide.
5. The report should be proper and in APA format.
6. The font used will be Times New Roman.
7. The font size for main Heading -16, Sub-heading-14 bold, Text-12 and content must be justified.
8. All the reports should be signed by the respective faculty guide at the time of submission.
9. Grammatical mistakes and spelling errors should be avoided.
10. The total time for presentation of each group is 9 minutes. After that there will be 2 minutes for queries asked by the audience and faculty members.
11. It is compulsory for every participant of each group to, give-presentation of their respective topic.
12. The faculty has a right to reject the work of the students if inadequate and shoddy. Hence, students are specially advised to take care of the quality of material they develop and add adequate reference of the sources from which they have taken the material.
13. For the required format specimen copy of the report is available in the reference room.

Rules

- Group number and members in each Group for each section is displayed on notice board.
- The names of allotted Seminar faculty Guides is displayed on the notice board.
- Members of Group will not be changed in any case.
- Group topic of Seminar will be allocated to each Group by the respective faculty guide.
- Students are advised to contact their respective faculty guides as soon as their names are displayed on notice board. Take topic from them (Topic will be allocated by their respective faculty guide on first come first serve) and get same topic registered with the Seminar coordinator prescribed date

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- if topic is not registered within the given time frame fine @ 10/ day will be charged from the each student in each group
- Groups once registered under a faculty guide will not be changed in any case.
- Topics once registered with the Seminar coordinator will not be changed in any case.
- Seminar files should be spiraled (1 Hard copy) and soft copy CD) of the same submitted to Seminar Coordinator by prescribed date.
- If the seminar file is not submitted by the given date fine @ Rs 20/day will be charged from the each student in each group.

Note - Students are advised to adhere to the date and time limit.



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MBA (I) SEMESTER 1 MBA (I) 109 PERSONALITY DEVELOPMENT (Part I) CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

English Proficiency course will provide you with: The confidence to speak and write in English at your workplace, college or home. An understanding of English Grammar and a dramatically increased English vocabulary

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basics of Functional English Grammar with its application	2	2	1	1	1
CO1B	Enhance the vocabulary for better thought process & understanding.	2	2	1	3	2
CO2	Develop writing skills on topics of Gen. Interest to develop an acumen towards contextual comprehension	2	2	1	2	2
CO3	Improve presentaion skills through self & Institutional Discipline	2	2	1	2	2
CO4	Enhance communicative skills with corporate mannerisms	2	2	1	3	2

UNIT I

Communicative English Grammar (Functional): Parts of Speech + Exercises, Tenses + Exercises. Reported Speech + Exercises, Active passive (through activity & exercises), To help students in sentence construction & Comprehension + Exercise, Application Writing

UNIT II

Word Power: Vocabulary (Synonyms, Antonyms, Homonyms, Homophones) Pronunciation Drill + Exercises (Quizzing/Crossword) + Tongue Twisters, One Word Substitution, Etymology: Roots, Prefixes & suffixes

UNIT III

Writing Ability Test: Articles Reading from Newspaper: or from any other resource & writing a review on it (100-150 Words), Newspaper Reading: Elaboration of News in class (Students are supposed to collect the news from their own resource). Reading Ability Test: Unseen Passage/Comprehension — to be done by all the PD faculty members

UNIT IV

Grooming: (Routine Process): Self-presentation (... as is.....should be...) To focus on one's own self grooming & coming true to the Institute's discipline, Presentation Skills FOI (Field of Interest) (Presentation through power point by the students on the topics of their own choice in five minutes)

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Pick & Speak / Extempore / Jam (On The Spot Coaching): Individual Activity (On the availability of time/Stand by) Topics (could be situational) to be selected randomly he spot. Topics will be decided by the faculty, SPIN A YARN (Group Activity): Proverbs/ Idioms /Sayings (On the availability of time/Stand by), Body Language: General Mannerisms (On the availability of time/Stand by)

MBA (I) SEMESTER 1 MBA (I) 110 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (1) 201 ORGANISATIONAL BEHAVIOR CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

This subject integrates the study of management principles and practices with the study of human behavior within organizations. The focus is upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this subject is to prepare students for advanced leadership roles in modern organization.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept, policies pertaining to OB	3	1	2	2	2
CO1B	Predicting the individual behavior in terms of perceptions, learning, attitudes	3	1	2	2	2
CO2	Analyzing Group Behavior and role of leadership and motivation in an organization	2	3	3	3	3
CO3	Evaluating and applying the concepts of power and politics to successfully reduce stress and manage change	3	3	3	3	3
CO4	Analyzing and managing conflict to foster better organizational culture	2	2	3	2	2

UNIT I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behavior, Historical Development of OB, Relationship with Other Fields, Organizational Behavior: Cognitive Framework, Behavioristic Framework and Social Cognitive Framework.

UNIT II

Perception and Attribution: Concept, Nature, Process, Importance, Management and Behavioral Applications of Perception. Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity Personality: Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits, Major Personality Attributes Influencing OB Learning: Concept and Theories of Learning.

UNIT III

Motivation: Theories of Motivation, Early and Contemporary views. Leadership: Style and Theories of Leadership-Trait, Behavioral and Situational Theories, Analysis of Interpersonal Relationship Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making

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UNIT IV

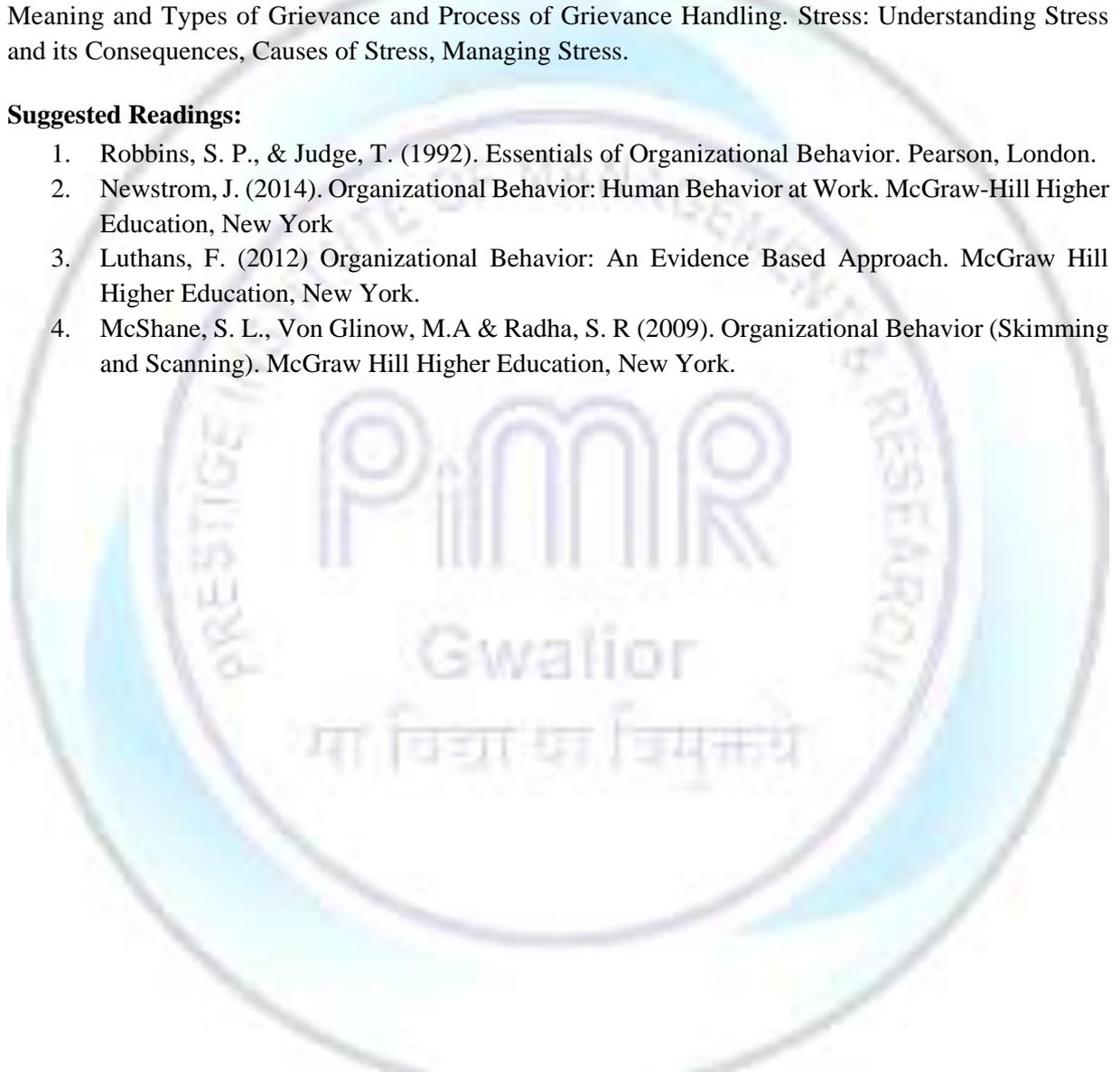
Organizational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Dysfunctional Uses of Power- Knowledge Management & Emotional Intelligence in Contemporary Business Organization Organizational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

UNIT V

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Infra Individual, Interpersonal, Intergroup and Organizational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and its Consequences, Causes of Stress, Managing Stress.

Suggested Readings:

1. Robbins, S. P., & Judge, T. (1992). Essentials of Organizational Behavior. Pearson, London.
2. Newstrom, J. (2014). Organizational Behavior: Human Behavior at Work. McGraw-Hill Higher Education, New York
3. Luthans, F. (2012) Organizational Behavior: An Evidence Based Approach. McGraw Hill Higher Education, New York.
4. McShane, S. L., Von Glinow, M.A & Radha, S. R (2009). Organizational Behavior (Skimming and Scanning). McGraw Hill Higher Education, New York.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (1) 202 FINANCIAL MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective

The subject focuses on the critical elements of financial decision - making for organizations, including investment decisions, sources of finance.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Basic Concepts of Financial Functions, Management, and Decision Making	2	0	2	2	1
CO1B	Evaluate various Projects based on Capital Budgeting Techniques	2	3	3	2	1
CO2	Critically examine the projects based upon the Cost of Capital	2	3	3	1	1
CO3	Demonstrate the understanding of Capital Structure Theories	2	3	3	0	3
CO4	Estimate and appraise projects based upon Degree of Leverage	2	3	3	0	3

UNIT I

Financial Management - Meaning and definition, nature, scope and importance of Finance, Financial Goal-Profit vs. Wealth maximization, Financial function Traditional and modern concept- Investment, Financing and Dividend Decisions, Responsibility of Financial Manager.

UNIT II

Capital Budgeting (Investment Decision) - Concept, Types of Investment, Methods of Evaluation - PBP, MPV, IRR, ARR & PI Methods.

UNIT III

Cost of Capital - Meaning and Significance of Cost of Capital ; Calculation of cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted); Cost of Equity and CAMP (Capital Asset pricing model)

UNIT IV

Capital Structure Theories: meaning and definitions capital structure theories (net income approach theory, net operating income theory, Modigliani and Miler theory and traditional theory) optimum capital structure, determination of capital structure.

UNIT V

Operating and Financial Leverage : Measurement of leverage: effect of operating and financial leverage on profit, Analyzing alternate financial plans, Calculation of operating financial and combine leverage, Degree of Operating and Financial Leverage.

Suggested Readings:

Course curriculum-MBA(INTEGRATED) PROGRAMME

1. Pandey, I.M.(2015). Essentials of Financial Management, 4th Edition, Vikas Publishing House.
2. Khan, M.Y., & Jain, P.K. (2018). Financial Management : Text, Problems and cases, Se, McGraw-Hill Education, New Delhi.
3. Banerjee, B. (2015), Fundamentals of financial management, PHI Learning Pvt. Ltd. New Delhi.
4. Chandra, P. (2011). Financial Management. Tata McGraw-Hill Education, New Delhi



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 203 MARKETING MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject will enable student to be clear with all the core concepts, contexts, theories and practical implication of Marketing in real world. The students will also understand the significance of Marketing as strategic and essential function in an organization business strategy.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concepts of Marketing, Marketing Research and Marketing Environment	2	0	0	3	2
CO1B	Learn concepts related to consumer Behavior and various type of mix	2	0	0	2	3
CO2	Momorizing the concept of segmentation, targeting and positioning	3	0	0	1	3
CO3	Learn about the distribution decisions, marketing channels and promotion mix	3	0	2	2	3
CO4	Identify concepts related to pricing decisions and various types of marketing	3	2	2	2	3

UNIT I

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research

UNIT II

Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets — Consumer Behavior — Cultural, Social & Personal Factors, developing products & brands — product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding

UNIT III

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting — evaluating market segmentation, selecting target market segmentation, positioning — Positioning and repositioning positioning maps, product positioning strategies

UNIT IV

Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial

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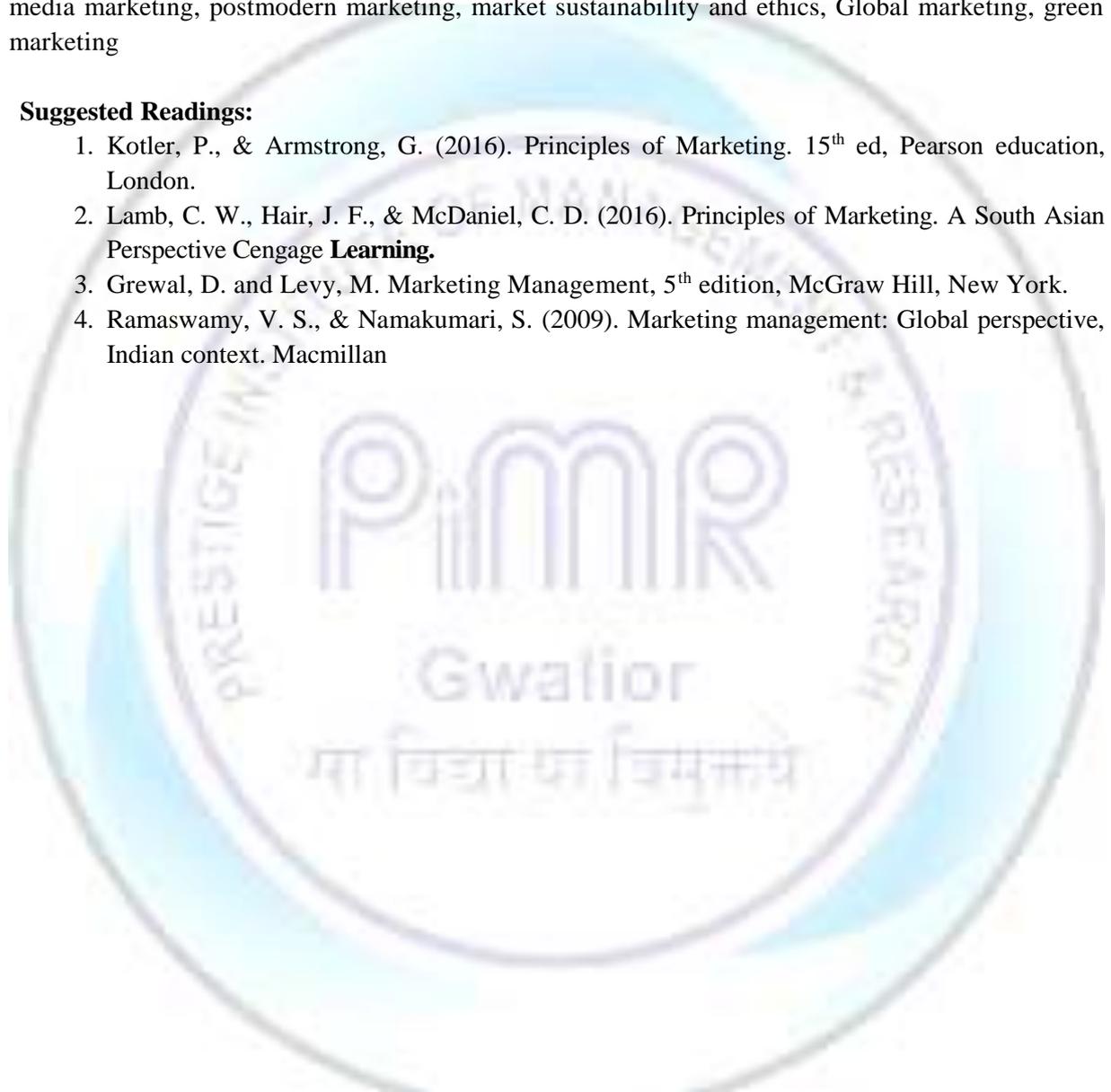
products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication-communication process, communication promotion mix, factors affecting the promotion mix

UNIT V

Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing

Suggested Readings:

1. Kotler, P., & Armstrong, G. (2016). Principles of Marketing. 15th ed, Pearson education, London.
2. Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2016). Principles of Marketing. A South Asian Perspective Cengage **Learning**.
3. Grewal, D. and Levy, M. Marketing Management, 5th edition, McGraw Hill, New York.
4. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 204 HUMAN RESOURCE MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The student is able to get a bird's eye view of concepts of human resource management including HR Planning, HR Development and retention

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Develop an understanding of the concepts of HRM and essential skill sets required to become HR professional.	3	3	2	2	3
CO1B	Inculcate the essential skill to forecast the manpower requirements.	3	3	3	2	1
CO2	Integrate the knowledge of HR to manage the different HR functions.	3	3	3	2	1
CO3	Evaluate and implement employee job analysis with the organizational objectives.	2	3	3	3	1
CO4	Contribute to the implementation and evaluation of plans related to employee recruitment, selection, appraisal processes in an organization. '	2	2	2	2	1

UNIT I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM; Human Capital in Organizations; Managing Human Resources in Organizations; HR Management Roles; Effects of Technology on HRM; Workforce Diversity; HR Management Competencies and Careers; Best HR Practices of Top Business Organizations in India. HR Metrics: Measuring - Employee Involvement, Diversity, Competencies.

UNIT II

Assessing the Internal Work force: Jobs and Skills Audit, Organizational Capabilities Inventory, Using a Skills Database; Forecasting HR Supply and Demand: Forecasting Methods and Periods, HR On-the-Job Discovering What Works with a "Skills Database", Forecasting the Demand for Human Resources, Forecasting the Supply of Human Resources; Measuring Effectiveness Using HR Metrics: HR Score Card, HR Audit.

UNIT III

Organization/Individual Relations: The Psychological Contract, Generational Differences; Job Satisfaction, Loyalty, and Commitment: Loyalty and Organizational Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation, Management Implications for Motivating Individual Performance; Retention of Human Resources: Myths About Retention, Why People Stay or Leave; Drivers of Retention: Characteristics of the Employer, Job Design/Work, Career Opportunities; Employee Absenteeism: Types of Absenteeism, Controlling

Course curriculum-MBA(INTEGRATED) PROGRAMME

Absenteeism; Employee Turnover: Types of Employee Turnover; Turnover and "Churn"; HR Metrics: Measuring - Job Satisfaction, Employee Loyalty and Employee Commitment.

UNIT IV

Jobs and Job Analysis: Nature of Job and Work; Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis; Job Design/Re-Design: Classic Approaches to Job Design, Characteristics of Jobs, Using Teams in Jobs, Types of Teams, Advantages and Disadvantages of Team Jobs; Nature of Job Analysis: Task- Based Job Analysis, Competency-Based Job Analysis, Choosing a Job Analysis Approach; Job Analysis Methods: Observation, Interviewing, Questionnaires, Computerized System; Behavioral Aspects of Job Analysis: "Inflation" of Jobs and Job Titles, Employee and Managerial Anxieties, Current Incumbent Emphasis; HR Metrics: Writing a Job Advertisement.

UNIT V

Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; Online Recruiting; Recruitment Alternatives; Foundation of Selection: Selection Process; Recruitment and Selection Process of Top Business Organisations in India; Establishing the Performance Management System: Introduction; Purpose; The Appraisals Process: Appraisals Methods; Evaluating Absolute Standard; Relative Standard Methods; Factors that can Distort Appraisals; Comparing Performance Appraisal Methods of Top Business Organizations in India; Stress Management: Models, Types, Techniques and Interventions of Stress Management; HR Metrics: Measuring — Stress, Performance

Suggested Readings:

1. Decenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management. John Wiley & Sons, Inc.
2. Mathis, R.L., & Jackson, J.H. (2008). Human Resource Management Cengage Learning.
3. Rao, P. (2014). Essentials of Human Resource Management and Industrial Relation. Himalaya Publishing House, new Delhi.
4. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.K. (2007). Managing Human Resource. Upper Saddle River, NJ: Pearson/prentice Hall.
5. Benardin, H.J. (2002). Human Resource Management: An Experiential Approach, Irwin Professional Pub.
6. Cascio, W.F. (2012) Human Resource Management, McGaw Hill.
7. Halder, U.K., & Sarkar, J. (2013). Human Resource Management, Oxford University Press, India.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 205 INTERNATIONAL BUSINESS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The objective is to develop understanding of international business, this is considered essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Comprehend the concept of International business and Issues in foreign Investment	3	3	2	3	2
CO1B	Understand the external environment with reference to International business.	3	3	2	3	1
CO2	Summarize various theories of International trade.	2	2	3	2	2
CO3	Relating various aspects of world trade+D88	2	3	3	2	1
CO4	Analyzing EXIM policies with various strategies to operate International Business	2	2	0	1	2

UNIT I

Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Differences in Culture; Ethics in International Business.

UNIT II

Economic, Political, Cultural and Legal environments in International Business; The Foreign Exchange Market; The International Monetary System; The Global Capital Market; Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

UNIT III

International Trade Theories; The Political Economy of International Trade; Regional Economic Integration; Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

UNIT IV

WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements; World trade in goods and services — Major trends and developments; World trade and protectionism — Tariff and non-tariff barriers

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Exporting, Importing, and Countertrade Global Production; Outsourcing, and Logistics Global Marketing; R & D Global Human Resource Management Accounting in the International Business; Financial Management in the International Business.

Suggested Readings:

1. Hill Charles, W. L. (1997). International Business: Competing in the Global Marketplace. Irwin/McGraw-Hill.
2. Aswathappa, A. (2005). International Business, 2e. Tata McGraw-Hill Education.
3. Ball, D. A., McCulloch, W. H., Frantz, P., Geringer, M., & Minor, M. (2008). International Business: The Challenge of Global Competition. McGraw-Hill/Irwin.
4. Paul, J. (2008). International Marketing: Text and Cases. Tata McGraw-Hill Education



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 206 ENTREPRENEURSHIP AND SMALL SCALE BUSINESS MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

This course introduces the students to the basics of entrepreneurship and small business management. Students gain an understanding of how to establish and manage a small business.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of Entrepreneurship.	2	0	0	1	0
CO1B	Memorizing the theories and scope of entrepreneurship.	0	0	0	0	0
CO2	Learn how to start an enterprise and design business plans.	1	2	1	1	3
CO3	Analyze the different funding agencies available for funding new enterprises.	0	2	3	0	0
CO4	Evaluate the different entrepreneurial agencies available for the development of Entrepreneurship in India	0	0	3	0	1

UNIT I

Evolution and Concept of Entrepreneurship, Concept of Entrepreneur, Manager, Individual and Corporate Entrepreneurs, Characteristics of Successful Entrepreneurs, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities Through Change, Entrepreneurship as a Career, the Changing Role of the Entrepreneur

UNIT II

Theories of Entrepreneurship - Innovation Theory by Schumpeter and Imitating, Theory of High Achievement by McClelland, X Efficiency Theory by Liebenste in, Influences On Entrepreneurship Development: Socio Cultural, Political, Economical, Personal, Entrepreneurial Success and Failure, Reasons And Remedies, Scope of Small Business activities in National Economy.

Women Entrepreneurs: Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

UNIT III

Entrepreneurship Training and Development Programme, EDP & its Phases Development of Support System, Need of License, Capital Issues and Legal Environment of Business; Entrepreneurial Planning and Monitoring.

UNIT IV

Course curriculum-MBA(INTEGRATED) PROGRAMME

Creating Entrepreneurial Venture-the Business Planas an Entrepreneurial Organization, Project Management-Technical, Financial, Marketing Personnel and Management Feasibility Reports (DPRs), Financial Schemes Offered by Various Financial Institutions Like Commercial Banks, Offered by Various Financial Institutions Like — Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angle Capitalist. Subsidies, Grants etc-With Special Reference to 'Export Oriented Units'.

UNIT V

Role of the following agencies in the entrepreneurship development

1. DIC- District industrial center, 2. SISI — small industry service institute, 3. EDII — Entrepreneurship Development Institute of India, 4. NIESBUD — National Institute of Entrepreneurship and small business Development, 5. NEDB — National Entrepreneurship Development Board, 6. SIB, 7. CSIO

Suggested Readings:

1. Desai, V. (2009). Dynamics of entrepreneurial development and management. Himalaya Publishing House.
2. Holt, D. H. (1992). Entrepreneurship: New Venture Creation. Pearson.
3. Taneja, S., & Gupta, S. L. (2001). Entrepreneurship Development-New Venture Creation. Global Media.
4. Nagarajan, K. (2005). Elements of Project Management. New Age International.
5. Dollinger, M. (2008). Entrepreneurship. Marsh Publications.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 207 TALLY PART II CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective

The objective of the course is to develop expertise among the students in relation to application of accounting software (**Tally ERP 9.0 Basics**) for the maintenance of proper accounting reports, generation of reports and analysis & interpretation of reports

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate a good understanding of security control of Tally ERP 9.0.	3	1	2	1	0
CO1B	Construct different cost categories & centers and use of advance accounting voucher in Tally.	2	3	2	0	0
CO2	Employ order processing management system.	2	2	3	1	0
CO3	Apply the concept of job costing in Tally.	1	3	3	0	0
CO4	Illustrate and analyse the different job order reports for managerial decision makings	1	3	3	0	1

UNIT I

Technological Advantages Of Tally: Tally Vault- Using Tally Vault Features; Security Controls- Activate Security Control, Create Security levels, Users and Password, Altering and Displaying a User /Type of Security, Loading Company with a User name; Tally Audit- Using Tally Audit Features

Backup and Restore- Backup, Auto Backup, Restore Split Company Data; Export and Import of Data — Export of Data, Exporting of Data, Re import into another company, Import of data, Export to Excel ODBC Connectivity

Web Enabled, Print Preview and Online Help- Web Enabled, Internet Publishing, Upload, Mass Mailing, Print Preview, and Local/Online Help; Printing Reports- Display & Print, Multi Account Printing, Type of Print Configuration, Print Format. Practical work out

UNIT II

Advanced Accounting In Tally: Bill Wise Details- Activating Bill wise Details, New Reference, View Outstanding Statement against Reference, View outstanding statement, View Ledger outstanding Report , View Age wise outstanding statement, Payment Performance of debtors, Advance on account, bill wise Details for Non Trading Accounts, Practice Exercises

Cost Centers and Cost Categories- Activating Cost Category and Cost Center, Creating Cost Categories, Creating Cost Center, Applying Cost Centers to Ledger accounts, View cost Center Reports

Voucher Classes- Creating a Voucher Class, Invoice Entry Using Voucher Class, Payment Entry using Voucher Class, Stock Journal using Voucher Class; Multiple Currencies — Creating Foreign

Course curriculum-MBA(INTEGRATED) PROGRAMME

Currencies, Altering Currencies, Deleting Currencies, Voucher Entry using foreign Currency, Displaying Forex Gain/Loss, Adjusting Forex Gain/Loss, Practice Exercises; Interest Calculations — Interest Calculation in Simple Mode, Interest Calculation in Advanced Mode Practice Exercise
Budget & Control — Activating Budget, Creating a budget, Displaying Budget and Variances, Altering a Budget, Deleting a Budget, Practice Exercises
Scenario Management — Reversing Journals, Memorandum Vouchers, Optional Vouchers, Activating Scenarios, Creating a scenario, altering a Scenario, Deleting a Scenario; Banking — Multiple Instrument Support & Tracking, Cheque Printing, Bank Reconciliation Statement, Deposit Slip, Payment Advice.
Practical Work Out

UNIT III

Order Processing — Purchase order Processing, Altering a Purchase Order Sales Order Processing, Altering a sales Order, Display Order Position, Display Columnar Order Stock Details, Adjusting Order; Recorder Levels — Defining Recorder Levels. Display Recorder Status, Practice Exercise; Tracking Numbers — Using Tracking Numbers, Display Purchase Bills Pending; Batch Wise Details, Activating Batch wise Details, Using Batch Wise Details in Purchase Invoice, and Using Batch Wise Details in Sales Invoice
Additional Cost Details — Activating Additional Cost Details, Creating Purchase Voucher with Additional Cost Details, Creating Purchase Invoice with Additional Cost Details, Creating Purchase Invoice with additional Cost details, appropriate additional Costs, Additional Costs incurred after Purchase, Practice Exercise
Bill of Material (BOM)- Creating Bill of Material, Creating a Manufacturing Journal, Using Bill of Material, Practice Exercises
Price Levels and Price Lists—Activating Price Lists and Defining Price Levels, Using Price Lists
Stock Valuation — Stock Valuation Method, Display Stock Summary
Zero Valued Entries — Craeting Zero Valued Entries
Inventory Ageing Analysis — View Inventory Ageing Report
Different Actual and Billed Quantities — Using Different Actual and Billed Quantities
Practical Work out

UNIT IV

Configuring Job Costing in Tally — Company setup, Enabling Job Costing in Tally; Creating Masters for Job Costing — Creating Jobs as Job Cost Centers, Creating Ledgers, Creating Godowns Dedicated to Job, Creating Units of Measures, Creating Stock Items, Creating Voucher Type with Voucher Class ; Recording Transaction — Creating receipt Note, Creating Purchase Invoice, Creating Transfer Journal, Creating Consumption Journal, Creating Payment Voucher, Creating Sales Invoice, Creating stock Journal of Return of Materials; Job Costing Repots — Job Work Analysis Report, Material Consumption Summary, Godown Summary, Comparative Job Work Analysis
Practical Work Out

UNIT V

Job Order Processing: Features of Job Order Processing in Tally
Configuring Job Order Processing Tally — Company Setup, Enabling Job Order Processing, Voucher Type Setup Job Order Processing — Job Work Out Order, Job Work in Order--Job Order Reports — Job Work out Reports, Job Work in reports
Practical Work Out

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Tally Education Pvt Ltd. (2015). Tally ERP 9. Bengaluru: Sahaj Enterprises.
2. Education, T. (2018). Now Official Guide to Financial Accounting Using Tally. ERP 9 with GST. BPB Publications.
3. Nadhani, A. K. & Nadhani K.K. (2018). Simple Tally Version 6.3. BPB Publications



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 208 BOOK REVIEW CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The major objective is to develop reading habits in students as well as developing their analytical skills.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Identify the genre or general field of the book.	0	0	0	0	0
CO1B	Gather knowledge about different books.	0	0	0	0	0
CO2	Pick out useful pieces of information from longer texts.	0	0	0	0	0
CO3	Learn critical analysis of a book.	3	3	0	0	0
CO4	Improve their reading, writing, and thinking skills.	0	2	0	0	0

Before reading, consider:

- Title - What does it suggest?
- Preface or Introduction - Provides important information about the author's intentions or the scope of the book. Can you identify any limitations? Has the author ignored important aspects of the subject?
- Table of Contents - Shows how the book's organized — main ideas, how they're developed (chronologically, topically, etc.)

Points to ponder as you read the entire book:

- What's the general field or genre? Does the book fit?
- From what point of view is the book written?
- Do you agree or disagree with the author's point of view?
- Make notes as you read, passages to quote in your review.
- Can you follow the author's thesis, "common thread"?
- 'What is the author's style? Formal? Informal? Suitable for the intended audience?
- Are concepts well defined? Is the language clear and convincing? Are the ideas developed? What areas are covered, not covered? How accurate is the information?
- Is the author's concluding chapter, the summary, convincing?
- If there are footnotes, do they provide important information? Do they clarify or extend points made in the text?

Course curriculum-MBA(INTEGRATED) PROGRAMME

- If relevant, make note of the book's format - layout, binding, etc. Are there maps, illustrations? Are they helpful?
- Is the index accurate? What sources did the author use -- primary, secondary? Make note of important omissions.

What did the book accomplish? Is more work needed? Compare the book to others by this author, or books in this field by other authors. (Use the books listed in the bibliography.)

Writing the Review:

- Include title, author, place, publisher, publication date, edition, pages, special features (maps, etc.), price, ISBN.
- Hook the reader with your opening sentence. Set the tone of the review. Be familiar with the guidelines -some editors want plot summaries; others don't. Some want you to say outright if you recommend a book, but not others.
- Review the book you read -- not the book you wish the author had written.
- If this is the best book you have ever read, say so -- and why. If it's merely another nice book, say so.
- Include information about the author-- reputation, qualifications, etc. -- anything relevant to the book and the author's authority.
- Think about the person reading your review. Is this a librarian buying books for a collection? A parent who wants a good read-aloud? Is the review for readers looking for information about a particular topic, or for readers searching for a good read?
- Your conclusion should summarize, perhaps include a final assessment Do not introduce new material at this point.
- To gain perspective, allow time before revising.

Writing a Fiction Book Review

Note: You don't have to answer every question -- they're suggestions!

Points to Ponder:

- What was the story about?
- Who were the main characters?
- Were the characters credible?
- What did the main characters do in the story?
- Did the main characters run into any problems? Adventures?
- Who was your favorite character? Why?

Your personal experiences

- Could you relate to any of the characters in the story?
- Have you ever done or felt some of the things, the characters did?

Your opinion

- Did you like the book?

Course curriculum-MBA(INTEGRATED) PROGRAMME

- What was your favorite part of the book?
- ,Do you have a least favorite part of the book?
- If you could change something, what would it be? (If you wish you could change the ending, don't reveal it!)

Your recommendation

- Would you recommend this book to another person?
- What type of person would like this book?

Things to Bear in Mind:

Don't be intimidated by famous authors -- many have written mediocre books.

Don't review books by people you know, love, or hate.

Do you want to be a book reviewer? Start by doing. Write book reviews for local newspapers. If they don't have a book review section, start one. If you have a specialty -- romance, mystery, dark fantasy -- cultivate it, become an expert.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 2 MBA (I) 209 PERSONALITY DEVELOPMENT (PART II) CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

To make student self-aware. An understanding of communicative English grammar A dramatically increased English vocabulary

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Make students understand about themselves & their basic traits through SWOT analysis.	3	3	2	2	2
CO1B	Understand the basics of Communicative English Grammar & its application.	2	1	1	1	1
CO2	Develop creative writing skills on topics of Gen.	2	3	1	2	2
CO3	Learn to imbibe human values by listening & watching great motivators of the time.	2	2	1	1	1
CO4	Help the students to express their thoughts on various issues with their peer group and enhance communicative skills with corporate mannerisms	1	2	1	1	1

UNIT I

Know Yourself/Who am I? To help students in identifying their core potential to from the VISION & MISSION, to help the students for what they found most important in the themselves or what is that area they want to improve, the students to make "ME CHART" through SWOT analysis.

UNIT II

Communicative English Grammar: Kinds of Sentences (based on structure), Simple, Compound & Complex Sentences, Transformation of Sentences, Active & Passive Voice; in the process from, Report speech: in the process from, In the process form: e.g. making a cup of tea/how to polish your shoes/making sandwiches/asking a baby to brush his/her how to wash your clothes. etc. with the help of using all the tenses: How you did it? (PAST). How to do it? (Present), How will you do it? (Future), framing Questions: Questions Tags & Answer Tags.

UNIT III

Word Power: Word often confused, Elaboration of Proverbs: Fill in the blanks, explain it & to make a story on it, Idiomatic Equals/Phrasal Verbs: Explaining the meaning & making a sentences on it, Prepositional phrases. Movie Review on Inspiring Movies/Video Clips: to ask the students give the write-up (on the video clip seen) in 300 words in his own handwriting, Dr. A P J Kalam, Steve Jobs, Harsha Bhogle, Shiv Khera, Stephen R. Covey, Zig Zigar, Deepak Chopra, etc.

UNIT IV

Group Discussion on current issues.

Course curriculum-MBA(INTEGRATED) PROGRAMME

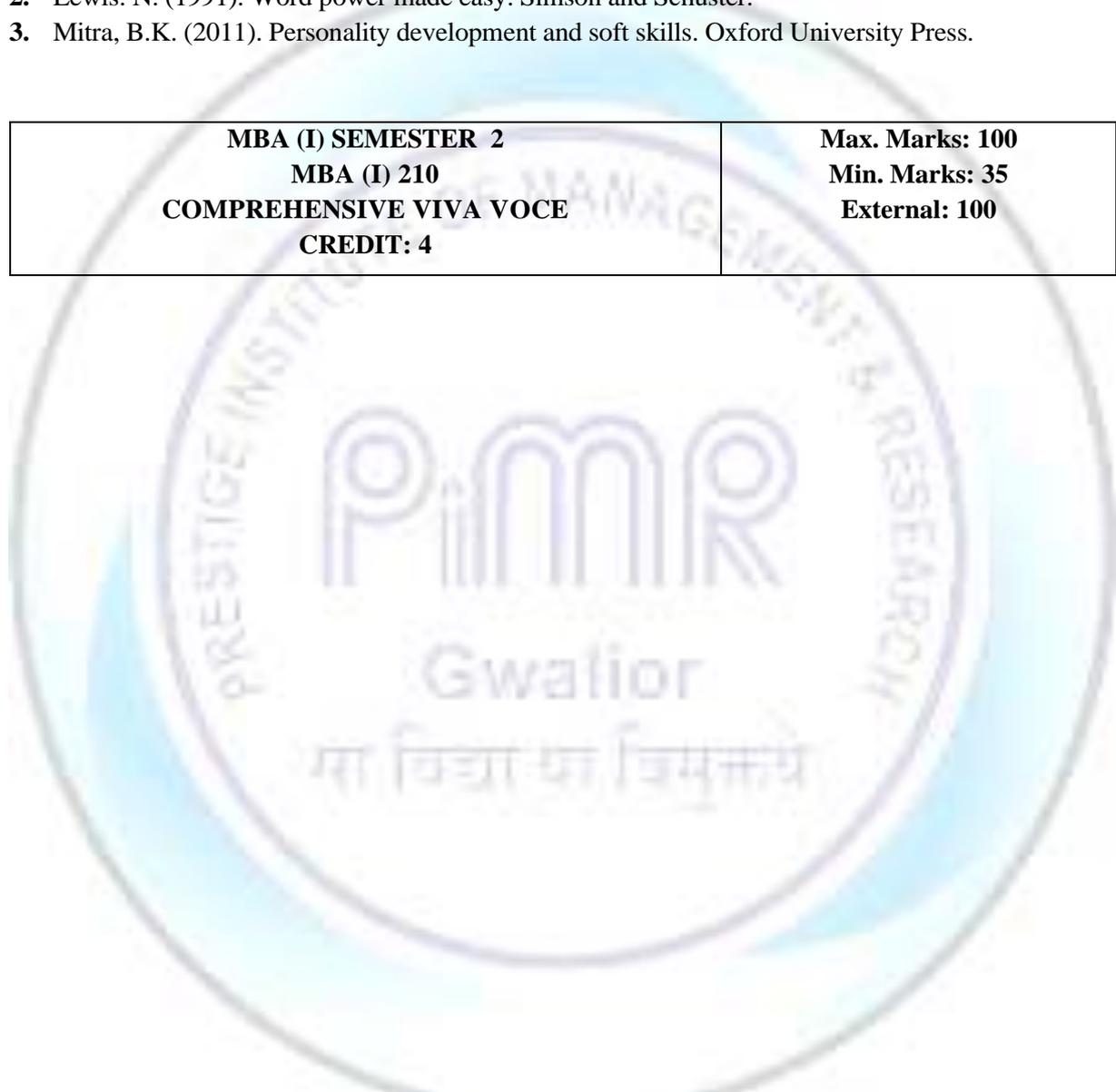
UNIT V

Speech Craft (Effective Public Speaking): On current issues like, Women Empowerment, Girl Child discrimination, Demonetization, Clean India, Terrorism, Environmental degradation (Save mother), Save water, INTER SEMESTER COMPETITINO CAN BE HELD on the above topics. Articulation Skills (On the availability of time/Stand by)

Suggested Readings:

1. Wren, P.C. Martin, H., & Prasad Rao, N.D.V (2008). High School English Grammar and Composition, New Delhi: S. Chand & Company Ltd.
2. Lewis. N. (1991). Word power made easy. Simson and Schuster.
3. Mitra, B.K. (2011). Personality development and soft skills. Oxford University Press.

MBA (I) SEMESTER 2 MBA (I) 210 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (1) 301 COMPANY LAW CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the students how a company is formed and which association could be termed to be a company. Along with this a comprehensive information on formation of a company, who are promoters and how a company is registered, is brought into and understand the procedure of incorporation of a company.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of Amended Company Law with types of the company and general administration	2	2	3	2	2
CO1B	Elucidate the formation of the company with incorporation including provisions related to promoters.	3	3	3	2	2
CO2	Describe the contents of Memorandum and article of association with alteration.	3	1	2	2	2
CO3	Analyze the role of Directors in the company with their powers and functions.	3	2	1	2	2
CO4	Evaluate the process of winding up of a company and concept of Prospectus.	3	3	3	2	3

UNIT I

Companies Act, 2013: History and Development of Company Law, Nature and definitions of company: Objectives of Company Law. Kinds of Companies. Advantages, Management and Administration of Company

UNIT II

Meaning of Formation of Company, Stags in the Formation of Company Promotion of Company, Registration and Incorporation of Company, Certificate of Incorporation and commencement of Business. Promoters Company Promoters, Legal Position of Promoters, Function of Promoters, Remuneration of Promotes, Duties and Obligation of Promotes and Liabilities of Promoters

UNIT III

Forms of Memorandum of Association. Clauses of Memorandum of Association, Article of Association, Alteration of Memorandum of Association and alteration of Article of Association

UNIT IV

Directors: Definitions, Types of Directors, Duties and Powers. Meetings- need of meetings, Kinds and procedures of meetings.

UNIT V

Course curriculum-MBA(INTEGRATED) PROGRAMME

Definition of Prospectus, Legal Rules Relating to the issue of Prospectus. Types of prospectus, Share and Share Capital, Borrowing Powers, Prevention of Oppression and Mismanagement. Provision Regarding Winding, Up of Company

Suggested Readings:

1. Indian Company Act, 2013
2. Avtar Singh- Introduction to Company Law
3. N. D. Kapoor Elements of Company Law. Sultan Chand Educational Publishers: New Delhi
4. Gower. L.C.B. (2013). Principles of Modern Company Law. Sweet and Maxwell: London.
5. Palmers, Palmers Company Law. Stevans: London.
6. R.R. Pennington. Company Law, (1990) Butterworths:
7. A. Ramiya. Guide to the Companies Act (1998), Wadhwa
8. Shah, S.M. (1998). Lectures on Company Law. Tripathi: Bombay.
9. Indian Company Law Act (2013).
10. Dr. N.V. Paranjpe- New Company Law 2013.
11. Prachi Mankar, Insight into the New Company Law,



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 302 COST ACCOUNTING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of cost accounting. The course aims to acquaint the Benefits of cost accounting. The course aims to acquaint the role of cost accountant Learning

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Basic Concepts of Cost Accounting- and Material Costing	2	3	3	2	3
CO1B	Demonstrate the management of Labor and Overhead Costing	2	3	3	2	2
CO2	Apply the concept on Cost Sheet Preparation, Cost audit and Cost Reduction	2	3	3	2	2
CO3	Execute the Concept of Process Costing	2	3	3	2	-
CO4	Estimate the cost of different operating operating services	2	3	3	2	2

UNIT I

Cost Accounting: Concept of cost accounting, Nature, Scope, Objectives and Functions of cost accounting, Advantages and Limitations of cost accounting, Methods and Techniques of cost accounting. Elements and Classification of cost, Concept of material control, Methods of pricing material issues

UNIT II

Labour Cost Control and Overheads: Labour cost management, Methods of remuneration, Labour turnover, Labour cost control. Classification of overheads, Codification of overheads, Sources of collection of overheads, Departmentalization of overhead, Allocation, Apportionment and Absorption of overheads.

UNIT III

Unit and Output Costing: Preparation of cost sheet, Statement of cost, Tender price or Quotation price. Cost audit and Cost reduction.

UNIT IV

Process Costing- Meaning, Accounting procedure of costing, Wastage, Scrap, Defectives and Spoilage, Treatment of normal, Abnormal losses and Abnormal gain, Oil refinery process, Inter process profit, By product Costing

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Contract Costing and Job Costing Concept and Objectives of operating cost, Transport services, Power house costing, Hotel costing, Canteen costing, Cinema costing and Hospital costing.

Suggested Readings:

1. Khan and Jain. (2012). Cost Accounting, Tata Mc-Graw Hill Publishing House: New Delhi.
2. Jain, N. (2014). Advance Cost Accounting, 8th Revised edition, Kalyani publishers: New Delhi.
3. Saxena V. and Vasishth, C. (2015). Advance cost accounting and management accounting, 4th edition, Sultan Chand and Sons: New Delhi.
4. Sharma & Gupta, K, S. (2014). Management Accounting, Kalyani Publishers: New Delhi.
5. Inamdar, S.M. (1991). Cost and Management Accounting, 14th edition, Everest publication: Pune, Maharashtra



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 303 MANAGERIAL ECONOMICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of managerial economics, nature and scope of Managerial Economics. The course also aims to acquaint the Production function

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the fundamental concepts of Managerial Economics	3	2	2	1	1
CO1B	Comprehend concepts related to utility, demand and supply analysis	3	3	3	1	2
CO2	Acquire knowledge of factor of production and production function	3	3	3	2	2
CO3	Analyze different market structures prevailing in Indian economy	3	3	2	3	2
CO4	Understand economic environment and economic conditions	3	2	3	3	2

UNIT I

Concepts and Techniques- Nature and Scope of Managerial Economics, Five fundamental concept of Economics (Incremental Concept, Opportunity Cost concept, Discounting Concept, EquiMarginal Concept, Time Perceptive Concept) Difference between Role and Responsibility of Managerial Economist, theory of firm.

UNIT II

Utility Analysis: Concept, Types of Utility, Features of utility, Law of Diminishing Marginal Utility assumptions & exceptions of Law of Diminishing Marginal Utility,

Theory of Demand: Meaning & definition, characteristics, Types of Demand, Law of Demand, Exceptions of Law of Demand.

Elasticity of Demand: Concept, Definition, Importance, Types and Measurement of Elasticity of Demand. Supply Analysis: Concept, Elasticity of Supply & Exception of Law of Supply.

UNIT III

Factor of Production - Land, Labor, Capital, Enterprise.

Meaning of Production, Production function, Types of Production, Law of Variable Proportion, ISOQUANT, Return of Scale.

UNIT IV

Course curriculum-MBA(INTEGRATED) PROGRAMME

Market Structure - Concept, Definition, Characteristics, Classification, Price determination under perfect Competition, Imperfect Competition - Monopoly, Monopolistic Competition, Oligopoly (Kinked Demand Curve)

UNIT V

New Economic Policy-1991; Liberalization, Privatization, Globalization, Impact of LPG on Present Economics Condition, Business Cycle, Inflation- Meaning Types, Measurement and Remedies of Inflation.

Suggested Readings:

1. Chopra,O.P. Managerial Economics, New Delhi Tata McGraw Hill
2. Divedi,D.N. Managerial Economics, Vikas Publication
3. Varshney, R.L. & Maheshwari, R.L. (2014). Managerial Economics
4. Dewett, K., K.. Modern Economic Theory, S. Chand Publication
5. Adhikary,M.. Business Economics, New Delhi, Excel Books
6. Koutsoyiannis,A.. Modern Micro Economics, New York, Macmillan:
7. Debrata Dutta, Managerial Economics, PHI



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 304 RESEARCH METHODOLOGY CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The student learns the application of research to various functions of management.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of research, its types, process and its design	2	2	2	1	1
CO1B	Develop an understanding of writing literature review and collecting sample by using various sampling techniques	3	3	2	3	1
CO2	Comprehend the Concept of Correlation, Regression & Chi-square and applying the same for the purpose of data analysis.	3	3	1	2	1
CO3	Apply T-test, Anova & Reliability test and applying these tests for analyzing the data.	3	3	1	1	3
CO4	Preparing a research report	2	3	1	2	3

UNIT I

Background:

1. Introduction to Research: Definition, Objectives, Nature, Significance
2. Types of Research
3. The Research Process
4. Developing Research Questions
5. Research Design

UNIT II

Literature Review:

1. Literature Review Development
 2. Styles of Referencing: HBR, APA, IEEE
- Quantitative Methods - I:

1. Sampling: Merits and demerits of sample and population, Techniques of sampling, Factors effecting sample size, Sampling design
2. Types of Data and methods of collection of data
3. Types of Variable
4. Designing and coding questionnaires
5. Data Entry and Screening: Editing, Tabulation and coding
6. Hypothesis Testing

UNIT III

Introduction to SPSS

Quantitative Methods- II: Using SPSS

Course curriculum-MBA(INTEGRATED) PROGRAMME

1. Association: Correlation Coefficients
2. Regression
3. Association - Chi-square Tests.

UNIT IV

Quantitative Methods- III: Using SPSS

1. Difference: T-tests,
2. Difference: ANOVA,
3. Reliability and Validity

UNIT V

Report Preparation

1. Types and Layout of Research Report.
2. Precautions in preparing the Research Report.
3. Research Ethics and Integrity

*Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

1. Chapman, C. (2015), R for Marketing Research and Analytics. New York, NY: Springer Science & Business Media, LLC.
2. Cooper, D.R & Schindler, P.S. (2014). Business Research Methods (Twelfth edition). New York, NY: McGraw-Hill/Irwin.
3. Malhotra, N.K., & Bries, D.F. (2007), Marketing Research: An Applied Approach (3. ed) Harlow: Financial Times Prentice Hall.
4. Poynter, R. (2010). The Handbook of Online and Social Media Research: Tools and Technique for Market Researchers, New York: Wiley.
5. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2013). Business Research Method. Cengage Learning.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 305 MANAGEMENT INFORMATINO SYSTEM CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course objective is to enable students to gain the perspectives and abilities that they will need to manage organizations in what is increasing being known as the information age. To make required personal and organizational changes to implement the new technologies in established and in new organizations.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate an understanding of the role of Management Information Systems for achieving competitive advantages through informed decision making.	2	3	3	2	1
CO1B	Analyze and synthesize business information and computer systems to facilitate and evaluation of strategic alternatives.	3	3	3	2	2
CO2	Effectively communicate strategic alternatives to facilitate decision making capabilities.	2	3	3	2	1
CO3	Establish an awareness of various techniques used in system analysis and design.	2	2	3	2	2
CO4	Develop an understanding of the Principles and techniques used for developing a Management Information System.	3	3	3	2	2

UNIT I

An overview MIS: Definition. The Role of information System in Business Today, Strategic Business Objectives of MIS with other Academic Disciplines; Operating elements of an Information system. Relational Database uses in MIS.

UNIT II

Management Information System structure: Based on management Activity: Hierarchy of Management Activity; Information systems for Operation Control; Information system for management Operation Control and Information systems for strategic Planning. Based on Organizational Function: Sales and Marketing Subsystem" Production Subsystem; Logistics subsystems; personnel Subsystem; Financial and Accounting Subsystems; Information processing subsystem; Top Management Subsystem, Synthesis of MIS Structure; Some issues in MIS structure.

UNIT III

Decision Support System, Expert System, Concept of Information: Definitino presentation: Quality of Information; Value of Information in decision Making and other value; Age of Information

Course curriculum-MBA(INTEGRATED) PROGRAMME

Human as an Information Processor: General Mode, Newell Simon Model, Limits and Characteristics of Human Information Processing, Managers as information Processors.

UNIT IV

System Concept: Definition, General model and Types of systems Subsystems: System stress; System Change; Preventing System Entropy; System Concept and Organization; System Concept Applies to MIS; Computer aided software engineering (CASE tool).

UNIT V

Systems Analysis and Design: System Development Life Cycle Stages; Initiation Planning; system Analysis; Design, Coding and Testing Implementing and Training; Prototyping; Rapid application Development (RAD); End User Computing; object oriented Programming Contemporary/ emerging technologies:

- Cloud and mobile computing
- E-commerce, m-commerce
- Internet of Things

Suggested Readings:

1. Goyal, P. D., (2000), Management Information System: Managerial Perspectives, Macmillan India Limited, New Delhi
2. Davis, B., Gordon (1984), Management Information Systems: Conceptual Foundations, structure and Development (2nd ed), McGraw Hill international Edition, New York
3. O'Brien, J.A., & Marakas, G. (2010). Management Information System (10th ed.) New Delhi: Tata Mc Graw Hill Higher Education.
4. C.S.V. Murty: Management Information System: Text, Cases and Application, Himalaya Publishing House, Mumbai, 2014

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 306 PROJECT MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Project Management. The course aims to acquaint the Nature and Scope of Project Management. The course aims to acquaint the Project Appraisal & Projects Monitoring.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the fundamentals of project development in the realistic environment.	2	1	0	2	1
CO1B	Learn the various stages of project formulation.	1	0	0	0	0
CO2	Analyze the feasibility of project by technical, economic, financial, legal and social aspects.	3	3	3	1	1
CO3	Comprehend with project scheduling and networking techniques.	3	3	3	0	2
CO4	Evaluate project with project monitoring and control.	3	2	3	2	2

UNIT I

Concept of a project, Categories of project, Project development cycle. Concept of project management, Tools and techniques of project management

UNIT II

Project identification, Project formulation and preparation: Market and demand estimation, market survey, Demand forecasting technical factors-Material inputs, Technology, Production, Plant capacity, Location and site, Civil works, charts, Layouts, Work schedule, Cost of project, Means of financing, Estimates of cost, Financial projections.

UNIT III

Technical Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, Wage rate, Exchange rates, Treatment of taxes, Social cost-benefits, Treatment of risk and uncertainty, Sensitivity analysis and probability approach single as well as multiple projects.

UNIT IV

Project scheduling, Network techniques or resource and cost budgeting and scheduling, Project management teams and coordination.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Monitoring and Control of Projects Monitoring and post implementation, Evaluation of the project, Project financing.

Suggested Readings:

1. Dr. Prasanna Chandra, Project: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill Education; 8 edition



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 307 SKILL DEVELOPMENT CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The course will enhance the corporate readiness skill among learners.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand various skill development project for enhance applicability of learning	3	3	4	4	3

Under this subject student will undergo different skill development projects and they have to prepare a report in the following format:

1. Skill learnt
2. Name of the trainer
3. Duration
4. Explanation of the process
5. Applicability of the skill
6. Learning

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 308 SOCIAL PROJECT CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

In this course students will be concerned for social fronts of the society among learners. This also aims to sensitize students for the weaker sections of the society.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Gain Interpersonal skills by being a part of social activities.	2	3	1	3	3
CO1B	Sensitize with issues of weaker sections of society	3	2	1	3	2
CO2	Generate solutions for societal issues	3	3	1	3	2
CO3	Engage in social welfare activities	2	2	1	3	2
CO4	Identify several beneficiary schemes aimed for social welfare	3	2	1	3	3

In this subject students have to undertake social activities and prepare report on how the social projects were carried out. The format of report submission will be as follows:

1. Idea Generation
2. Coordinator of the event
3. Invited Guests
4. Beneficiaries
5. Process

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 3 MBA (I) 309 INDUSTRIAL VISIT CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The course aims are developing student for practical scenarios in the industry.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Learn practically through interaction, working methods and employment practices.	3	0	0	0	0

FORMAT FOR RESEARCH BASED REPORT

CHAPTER -1

1. History of the Organization & Objectives of the organization
2. Organizational Structure
3. Financial Performance (Including quantitative aspects) & position, Costing methods and analysis of statements
4. Personnel: Recruitment process, Personnel Policies, Training and Development and welfare activities
5. Productions/ operations: products/ services offered , lay out of the facility, quality control, materials planning & control future plans
6. Marketing: areas of operations, competitors, market share, advertising & sales promotion

CHAPTER-2

- a. Strengths and weakness of the organization
- b. Suggestions: discuss with management
- c. Any other special point observed by you

MBA (I) SEMESTER 3 MBA (I) 310 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 401 STRATEGIC MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject introduces the student to the various aspects of strategic management. To build up an understanding of evolving theories and trends of domestic and global sustainable development and their relation with business management.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the impact of strategic decision-making implementation and evaluation.	3	0	0	0	0
CO1B	Implement tools and techniques for strategic analysis and decision-making.	0	3	0	1	0
CO2	Discuss various aspects of Strategic Implementation.	2	3	0	3	0
CO3	Understand and analyze turnaround and diversification strategy.	1	3	3	1	1
CO4	Relate the strategic evaluation and control for strategic performance measurement	0	3	1	3	1

UNIT I

Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis' and Competitive advantage.

UNIT II

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT III

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in Globalizing markets and Internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy –Planning systems for implementation.

UNIT IV

Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why

Course curriculum-MBA(INTEGRATED) PROGRAMME

firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT V

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance -strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Suggested Readings:

1. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
2. Thompson, & Strickland. Strategic management, concepts and cases. TMH 2009.
3. Wheelen, & Hunger. Strategic management, 2009
4. Hitt, Ireland et al. (2013). Strategic management: A South Asian perspective. Cengage Learning, 9e, 2013
5. Gregory Dess and G.T. Lumpkin: Strategic Management - Creating Competitive Advantage , TMH. 2009.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 402 HIGHER ACCOUNTING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Higher Accounting and Principles of partnership. The course aims to acquaint the Accounting Applications in Various service provider's companies.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand and Analyse the concept of partnership in case of admission, retirement and death of a partner	3	0	0	0	0
CO1B	Apply the knowledge for insolvency ,amalgamation and sale of partnership firm	0	3	0	1	0
CO2	Analysis of various accounting records of Hire purchase ,installment purchase system and investment account	2	3	0	3	0
CO3	Assess the various conditions of maintaining accounts of insurance companies, accounting for banks along with policies of banking sector.	1	3	3	1	1
CO4	Formulate the double accounting system for electricity company and hotel companies.	0	3	1	3	1

UNIT I

Concept of partnership, Partnership deed, Preparation of capital account, Past adjustment, Goodwill, Change in profit sharing ratio, Admission of a partner, Retirement of a partner, Death of a partner.

UNIT II

Dissolution of a partnership firm with insolvency, Amalgamation of partnership firms, Sale of firm.

UNIT III

Accounts for hire purchase and installment system, Investment accounting.

UNIT IV

Accounting for insurance companies and Accounting for banks, Accounting policies for banking sector

UNIT V

Double account system (including accounts of electricity companies), Hotel company's accounts

Suggested Readings:

1. Grewal, T. S. (2017). Double Entry Book Keeping, Sultan Chand publishing

Course curriculum-MBA(INTEGRATED) PROGRAMME

2. Shukla, M. C., Grewal, T. S., & Gupta, SC. Advanced Accounts. Vol. I S. Chand, & Co. New Delhi
3. Sehgal, Ashok. and Deepak Sehgal, Advanced accounting. Part— I. Taxmann Applied Services. New Delhi:
4. Tulsian, P. C. Advanced accounting. Tata: McGraw-Hill, New Delhi.
5. Jain, S.P., and K.L. Narang Financial accounting. Kalyani Publishers, New Delhi:
6. Gupta, Nirmal Financial accounting. Sahitya Bhawan, Agra.
7. Compendium of statements and standards of accounting. The Institute of Chartered Accountants of India New Delhi



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 403 ENVIRONMENTAL SCIENCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To impart environmental education to students and to generate sensitivity in students towards the environment.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate the multidisciplinary nature of the environment.	2	1	2	2	0
CO1B	Understand the various Natural and artificial resources	1	0	0	0	0
CO2	Analyze the different ecosystems and appreciation of intrinsic value	0	1	0	0	0
CO3	Understand the value of biodiversity and help to conserve the environment	0	0	2	0	0
CO4	Demonstrate an integrative approach to environmental issues with a focus on sustainability.	0	0	0	0	1

UNIT I

Multidisciplinary Nature Of Environmental Studies Definition, Scope And Importance and Need for public awareness.

UNIT II

Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems.

- a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e) Energy resources: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
- f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
 - Role of an individual in conservation of natural resources.
 - Equitable use of resources for sustainable lifestyles.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT III

Ecosystems

- Concept of an ecosystem.
- Structure and function of an ecosystem.
- Producers, consumers and decomposers.
- Energy flow in the ecosystem.
- Ecological succession.
- Food chains, food webs and ecological pyramids.
- Introduction, types, characteristic features, structure and function of the following ecosystem:-
 - a. Forest ecosystem
 - b. Grass land ecosystem
 - c. Desert ecosystem
 - d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

UNIT IV

Biodiversity and Its Conservation

- Introduction— Definition: genetic, species and ecosystem diversity.
- Biogeographically classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels.
- India as a mega-diversity nation
- Hot-spots of biodiversity.
- Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

Environmental Pollution

Definition

- Cause, effects and control measures of:-
 - a. Air pollution
 - b. Water pollution
 - c. Soil pollution
 - d. Marine pollution
 - e. Noise pollution
 - f. Thermal pollution
 - g. Nuclear hazards
- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution.
- Pollution case studies.
- Disaster management: floods, earthquake, cyclone and landslides.

UNIT V

Social Issues and The Environment

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case Studies
- Environmental ethics: Issues and possible solutions.

Course curriculum-MBA(INTEGRATED) PROGRAMME

- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies.
- Wasteland reclamation.
- Consumerism and waste products.
- Environment Protection Act.
- Air (Prevention and Control of Pollution) Act.
- Water (Prevention and control of Pollution) Act
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation.
- Public awareness.

Human Population and the Environment

- Population growth, variation among nations.
- Population explosion — Family Welfare Programme Environment and human health.
- Human Rights.
- Value Education.
- HIV/AIDS.
- Women and Child Welfare.
- Role of Information Technology in Environment and human health.
- Case Studies.

Exercise

- Visit to a local area to document environmental assets river/ forest/grassland/hill/mountain
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 404 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To have grounding on theory through the understanding of real life situations and cases

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept and theories pertaining to ethics	3	1	2	2	2
CO1B	Identify the concepts related to Work ethics and code of conduct	3	1	2	2	2
CO2	Evaluate the role of corporate ethics and theories of ethics	2	3	3	2	2
CO3	Incorporate environmental ethics and applying the laws related to ethics	3	3	2	3	3
CO4	Apply corporate social responsibility and governance	3	3	3	2	2

UNIT I

Introduction

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II

Ethics Theory And Beyond

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical Behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

UNIT III

Legal Aspects Of Ethics

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV

Environmental Ethics

Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Corporate Social Responsibility And Governance

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

Suggested Readings:

1. S. A Sherlekar,. Ethics in management, Himalaya publishing house. 2009
2. William B. Werther and David B. Chandler,. Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks, and Nell Minow. Corporate Governance. Hoboken: John Wiley and Sons, 2011
4. W. H. Shaw, Business Ethics. Cengage Learning, 2007.
5. Beeslory, Michel and Evens, Corporate social responsibility. Taylor & Francis.1978
6. Philip Kotler, and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005 Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly. Edward Elgar Publishing. 2007
7. Satheeshkumar, Corporate Governance. Oxford University, Press, 2010.
8. Bob Tricker, Corporate governance- Principles, policies and practices. Oxford University Press, 2009
9. Larue Tone Hosme and Richard D., The ethics of management. Irwin, Inc.1995
10. Joseph A. Petrick, and John F. Quimn, Management Ethics—Integrity at work, Sage, 1997.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 405 PRODUCTION AND OPERATIONS MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The students learn the nuances of layout planning, forecasting, production planning, aggregate planning and inventory.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basic concepts of operations, product design, plant location and Layout planning	3	1	2	1	0
CO1B	Analyze the concept of forecasting, its quantitative & Qualitative techniques, work design & measurements.	3	3	2	1	3
CO2	Demonstrate the fundamentals of production planning, capacity planning, aggregate planning, and master scheduling.	2	2	2	0	0
CO3	Comprehend the concept of Inventory Management, its techniques and Just in Time Production	3	2	2	2	0
CO4	Identify the concept of Project Management and its various phases	3	2	1	0	0

UNIT I

Introduction - An overview, Definition of production and operations management, Production cycle, Process Selection and Design, Responsibilities of operations manager Product design, Plant location, Layout planning.

UNIT II

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and controlling forecasting models, Box-Jenkins method. Productivity and work study, Method study, Work measurement.

UNIT III

Production planning techniques, Capacity Management, Lean Production, Line of balance, Scheduling types & principles, Aggregate Planning - Techniques, Aggregate Planning in Services, Disaggregating the aggregate plan, Master Scheduling, The Master Scheduling Process.

UNIT IV

Inventory management - Objectives, Nature, Importance, Inventory ordering Policies, Inventory control techniques-ABC, VED, EOQ, SED, FSN analysis, Just in Time Production.

UNIT V

Project Management — Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows. Project

Course curriculum-MBA(INTEGRATED) PROGRAMME

Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure

Suggested Readings:

1. Stevenson, W.J. (2018). Operation Management, 12th Ed. McGraw Hill Education.
2. Krajewski, L.J., Ritzman, L.P., Malhotra, M.K. and Srivastava, S.K. (2011). Operations Management: Processes and Supply Chains, 9th Ed. Pearson.
3. Chase R.B., Jacobs, F.R., Aquilano, N.J. (2003). Operations Management for Competitive Advantage, 10th Ed. Tata McGraw Hill.
4. Mahadevan, B. (2010), Operations Management: Theory and Practice, 2nd Ed. Pearson.
5. Chary, S.N. (2009), Production & Operations Management, 4th Ed., Tata McGraw Hill.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 406 E- COMMERCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The basic purpose of this paper is to familiarize the students with the preliminary aspects of ecommerce. So that they may have an overall view while applying the concept of this subject.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Articulate and demonstrate a basic understanding of E-commerce.	1	2	2	2	3
CO1B	Illustrate a better understanding of the basics of internet and its related technologies.	2	2	2	2	3
CO2	Develop and apply the knowledge of Electronic payment systems and mechanism.	2	3	3	2	2
CO3	Apply the knowledge of content creation, content management and security features.	3	2	2	2	3
CO4	Demonstrate an effective grasp of the importance and applications Google tools like SEO and AdWords.	3	2	2	2	1

UNIT I

E-Commerce: Introduction, meaning and concept; Needs and advantage of e-commerce, Electronic commerce vs Traditional commerce, related concepts, i.e. m-commerce, and digital interface, Challenges of implementing e-commerce, A framework for electronic commerce.

UNIT II

Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.

UNIT III

Electronic Payment Systems: Overview of the Electronic Payment Technology, The Online Shopping Experience, Limitations of Traditional Payment Instruments, Electronic or Digital Cash, Digital Cash in Action, Electronic Checks (e-checke), Online Credit Card-Base System, Types of Credit Card Payments, Other Emerging Financial Instruments, Debit Cards at the Point of Sale (POS), Smart Cards, E-Banking-IMP, NEFT, RTGS, Paypal.

UNIT IV

E-Marketing: Models of e-marketing Business to Business (B2B), Business to customer (B2C) e-commerce, Online Sales force, online Service and Support, Marketing issues: Attracting Customers, Marketing Issues: Keeping Customers: Technology and Marketing Strategy: Marketing Decision Support Systems.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Legal Aspects and Security Issues: Legal aspects of e-commerce, Security issues of e-commerce, Firewalls and Network Security, Types of firewalls, firewall Security Policies, E-locking; Transaction Security, Encryption and Transaction Security - Secret-Key Encryption, Public-Key Encryption; Cyber laws-aims and salient provisions; Cyber laws in India and their limitations.

Suggested Readings:

1. Kalakota, R. & Andrew, B. (2000), Winston, Frontiers of Electronic Commerce India: Pearson Education.
2. Chan, H. Lee R. Dillon, T. & Change, E. (2007), E-Commerce, Fundamentals and applications, India, John Willey & Sons.
3. Varey, R.J. (2002) Relationship Marketing Dialogue and Networks in the E-commerce era Chichester Wiley.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 407 PROJECT: FINANCING FROM BANKS FOR INCEPTION OF BUSINESS ENTERPRISE CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The course aims at enhancing understanding on the process of establishing an enterprise and its financing procedure. The aim of the course is to establish an enterprise after thorough market and cost benefit analysis.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Acquire functional knowledge about loan financing for start-ups or existing firms.	2	0	0	1	2
CO1B	Comprehend with the process of loan financing for the start-up at banks and financial institutions.	1	1	1	0	1
CO2	Learn to develop business plan after analyzing financial, technical and marketing analysis.	2	2	2	1	0
CO3	Apply various analytical methods for cost-benefit analysis of the project.	3	3	3	0	3
CO4	Formulate financial plan and project proposal for presentation.	0	0	0	0	0

For a small business to get off the ground, or to keep one operating, it must have financing which is often in the form of a business loan. One form of small business financing is debt financing. Small businesses can apply to banks or other financial institutions, like credit unions, for commercial loans. Usually, banks do not make loans to startups, but they do make loans to ongoing businesses. In this project students have to make a detail plan of their proposed business idea for the loan application process.

This project will provide the functional knowledge to the students about loan financing process for start-ups or existing firms. Business owners, whether the firms are start-ups or existing firms, need to take some time and be able to articulate why they need a business loan and how much they need. Often, businesses may, not be able to address the question of how much they need until they prepare their financial statements as part of their business plan. This detail business plan must contain that how much they need and how it will be disbursed. In fact, until having a good business plan, chances won't even know how much money you need or how fast you can repay it. The business plan is in addition, to the loan application required by the financial institution. Business plans consist of many parts. A good business plan will have several years of past and project financial statements for your business. It will include a statement of collateral or the type and value of assets you will use to secure the loan. You will need to include an analysis of the market your business will serve as well as a statement of your own experience. During the preparation of project of financing from Banks for Inception of Business Enterprise students have to prepare a presentation of their business plan and application for their loan officer.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (1) 408 EVENT MANAGEMENT CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The current era needs management learners to be efficient event managers as well along with other management skills. Thus the course is designed in such a way that the practical aspect of managing an event independently is taught to students.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Event	2	3	2	2	2
CO1B	Apply all the steps of planning and organizing an event.	3	2	3	2	3
CO2	Discuss ways of strategic marketing and promotion planning for events.	2	2	3	3	3
CO3	Demonstrate knowledge and ability to execute and manage the key processes involved Event.	3	2	2	2	3
CO4	Summarize the knowledge and ability to review, analyze, and collect feedback related to event management.	2	2	2	3	3

Under the subject students/s are required to be a part of core committee of any one event which institution is organizing in this particular semester to learn the insights of event management right from the Planning till execution of the event. Following will be the heads/ steps for preparing Event report.

1. Allotment of Event for Student/s by Faculty Coordinator
2. Planning of event
3. Execution of Event
4. Submission of Report on event under supervision of faculty Coordinator on following Heads:
 - a. Title Page
 - b. DCA (Declaration, Certificate and Acknowledgement)
 - c. Introduction of the Event
 - d. Objectives of the Event
 - e. Recording of Events from First meeting till event day including meetings details, Guest Details, Committee Details, Responsibility list
 - f. Suggestions
 - g. Summary

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 4 MBA (I) 409 PERSONALITY DEVELOPN'IBNT (PART III) CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective: Transition (Communication Skills)

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Basic fundamentals of functional grammar, Creative & Critical Writing Skills	2	2	2	3	3
CO1B	Build their vocabulary for structured discussion on various current issues	2	2	2	3	3
CO2	Participate and communicate in group activities effectively.	3	2	2	3	3
CO3	Inculcate the soft skills in students for corporate acceptance.	3	2	1	3	3
CO4	Prepare the students face the open forum on various burning issues.	2	2	1	2	2

UNIT I

Letter Writing, Report Writing: Official Reports, Newspaper Report (Event), Communicative English
Grammar: Finite & Non-finite Verbs, Auxiliaries, Modals, Common Errors in English

UNIT II

Word Power: Quizzing. Crossword, Group Discussion: Educational, Current Issues, Sport

UNIT III

Debate, Role Plays (Individual/Group Activity)

UNIT IV

Soft Skills (Activity Based): Goal Setting, Time Management, Confidence Building, Leadership Games, Decision Making

UNIT V

Symposium (On the availability of time/Stand by), Open Forum: (On the availability of time/Stand by)-
Topics to be decided by the Faculty & distributed amongst the students, Audience can participate to cross question the group, Developing Writing Skills on a given topic (On the availability of time/Stand by)

MBA (I) SEMESTER 4 MBA (I) 410 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 501 INCOME TAXES, LAWS AND PRACTICES CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Income tax law and practices and Benefits of Tax assessment. The course aims to acquaint the role of income tax authorities

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basic terms and concepts of Income tax	3	0	0	0	0
CO1B	Assess the taxable income under the head of Salary, House Property and Profits & gains from business and profession	0	3	0	1	0
CO2	Compute taxable income under capital gains and other sources & understand the process of set-off, carry forward and clubbing	2	3	0	3	0
CO3	Discuss the various benefits/ deductions under Chapter VI-A of the Income tax act, 1961 and compute the net total income of an individual	1	3	3	1	1
CO4	Calculate tax liability & perform assessment procedures and file ITR	0	3	1	3	1

UNIT I

Basic concepts of income, Agriculture income, Assessee, Previous year, Assessment year, Residence and Tax liability, Exempted incomes

UNIT II

Income from salaries, Income from house property, Profits and gains of business or profession

UNIT III

Capital gains, Income from other sources, Set off and carry forward of losses, Clubbing of income

UNIT IV

Deduction from gross total income available to all types of Assessee, Rebates and relief from tax liability, Assessment of total income of individuals

UNIT V

Computation of tax liability of individuals, Procedure of assessment, Income-tax authorities

Suggested Readings:

1. Mehrotra, H. C. (2018). Goods and services tax. In Sahitya Bhawan Publication house
2. Singhanian, Dr V. K. (2018). Income tax act-as amended by finance act 2018. Taxman (62nd ed)

Course curriculum-MBA(INTEGRATED) PROGRAMME

3. Ahuja, G., & Gupta, R. (2018). Systematic approach to taxation: Containing income tax and GST. New Delhi: Bharat Law House Pvt Ltd.
4. Ahuja, G., & Gupta, R. (2019). Systematic approach to income tax. New Delhi: Bharat Law House Pvt Ltd



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 502 ENTERPRISE RESOURCE PLANNING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To understand the business process of an enterprise and to grasp the activities of ERP project management cycle. To understand the emerging trends in ERP developments.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concepts associated with ERP systems for business	2	2	3	2	2
CO1B	Interpreting the ERP solutions and function modules for best business practices	2	2	3	2	2
CO2	Analyze the issues to be considered in planning, designing and implementing integrated ERP systems	2	3	3	2	2
CO3	Evaluating and applying ERP system and identifying the post implementation challenges.	2	3	2	3	2
CO4	Identify emerging trends in ERP development	2	3	2	3	2

UNIT I

Introduction

Overview of enterprise systems — Evolution - Risks and benefits - Fundamental technology — Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II

ERP Solutions and Functional Modules

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business Process Management, Functional modules.

UNIT III

ERP Implementation

Planning Evaluation and selection of ERP systems - Implementation life cycle — ERP implementation, Methodology and Frame work- Training — Data Migration. People Organization in Implementation- Consultants, Vendors and Employees

UNIT IV

Post Implementation

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V

Emerging Trends On ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Leon, A. (2008). ERP demystified (2nd ed). Tata: McGraw-Hill.
2. Sinha, P. M., & Word, J. (2012). Essentials of business process and information system.
3. Vaman, J. N. (2018). ERP in practice. Tata: McGraw-Hill.
4. Leon, A. (2008). Enterprise resource planning. Tata: McGraw-Hill.
5. Jaiswal, M., & Vanapalli, G. (2009). ERP. India: Macmillan.
6. Grag, V. K., & Venkitakrishnan, N. K. (2006). ERP- concepts and practice. Prentice hall of India.
7. Summer (2008). ERP. Pearson Education.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 507 EXPORT MANAGEMENT AND DOCUMENTATION CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The subject provides information regarding various export policies; rules and regulations; essential documentation; Overall it provides guidance on how an exports business can run successfully. Export Management and Documentation is a practical subject. Focused on providing practical subject, focused on providing practical exposure on Export Management and Documentation.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of Export and Import Management.	3	1	0	1	1
CO1B	Learn about setting up an export unit and be aware of various benefits provided by the government.	2	3	0	1	1
CO2	Identify various types of documentation required in international business.	1	1	2	2	1
CO3	Memorize the importance of INCOTERMS in international business.	1	1	1	3	2
CO4	Analyze the various methods of exchange control and Payments.	2	2	1	2	3

TOPICS TO BE COVERED

1. Introduction to Export and Import management.
2. Setting up of an export unit.
3. Benefits/subsidies provided by the government in the establishment of Export firm.
4. Need and role of Documentation and their Classification.
5. Processing an Export Order
6. Incoterms and their mechanism.
7. Identify various methods of payments used in international business.

Suggested Readings:

1. Export Import Policy, (2008), New Delhi: Ministry of Commerce, Government of India.
2. Janardhan, N. (1997). Electronic Commerce, New Delhi: Indian Institute of Foreign Trade
3. Ram, P. & Garg, N. (2017), Export-What, where and how, New Delhi: Anupam Publishers.
4. Nabhi's Board of Editors (2004), Exporters Manual and Documentation New Delhi: Nabhi Publication.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 508 PERSONALITY DEVELOPMENT (PART IV) CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The student will learn to develop attractive resume. To develop soft skills required in professional arena. A dramatically increased current affairs knowledge.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the format to prepare effective resume & cover letter.	1	3	2	0	1
CO1B	Learn vocabulary for structured discussion on various current issues	2	2	3	3	3
CO2	Participate and communicate in group activities effectively.	2	2	2	2	2
CO3	Inculcate the soft skills in students for professional arena.	2	2	2	2	3
CO4	Prepare the students perform stage activities on contemporary issues	1	1	2	2	2

UNIT I

Resume Writing: Resume Writing + Covering Letter (Lab Activity)

UNIT II

Group Discussion

- Current issues
- Sports

UNIT III

Word Power

- Quizzing
- Crossword

UNIT IV

Soft Skills

- P's & Q'
- Decision Making
- Assertiveness
- Team Building
- Positive Attitude
- Stress Management

UNIT V

Activity

Course curriculum-MBA(INTEGRATED) PROGRAMME

- k. Skits (on Social/Burning Issues)
- l. Social Campaigns



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 509 FRENCH LANGUAGE PART I CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective

This paper is to make students understand the basics of French languages and its importance on today's time.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Comprehend the simple sentences into French to English	0	0	0	0	0
CO1B	Understand about the conjugation of sentences	0	0	1	0	0
CO2	Quoting the French vocabulary and accents	0	0	0	0	0
CO3	Selecting the parts of speech and types of sentences	0	0	0	0	1
CO4	Evaluate and critique each other's oral and written performance for learning purposes.	0	1	0	0	0

UNIT I

Vocabulaire, Les nombres, Interrogatif, Translations of simple sentences from English in to French

UNIT II

Conjugaison, Questions based on grammar of unit 3 and unit 4 of the prescribed book, L'heure

UNIT III

Adjectifs, Les saisons, Les sign orthographiques, Les comparatives, Questions on the lesson of unit 3 of the prescribed book.

UNIT IV

Les verbs pronominaux, Les pronoms, Les Verbs(1 st,2nd,3rd), Questions on the lesson of unit 4 of the prescribed book.

UNIT V

Presenter quelqu'un, Presentez-vous, Easy writing (small paragraph): 1. Mon ami(e), 2 Mon cours de Francais, 3. Ma ville, 4. Un site touristique.

Suggested Readings:

1. Initial (part-I)-Unit 3 and 4 -Sylvie poisson- uinton, Marina Sala.
2. Bonne Route
3. Sans Frontiere- part I
4. Dictionary: Larousse, Cassels, Oxford, Collins

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) 510 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) 601 OPERATIONS RESEARCH CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The objective of this course is to acquaint the student with quantitative techniques that are helpful in managerial decision-making practices.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the scope, role, and phases of operations research.	2	3	3	1	1
CO1B	Define and apply LPP to translate a real-world problem.	2	3	3	1	1
CO2	Analyze and optimize transportation problems to reduce time and cost.	2	3	3	1	1
CO3	Know and understand the various techniques of decision-making environments.	2	3	3	1	1
CO4	Acting out statistical quality control methods to quantify and sketch variations in variables and attributes.	2	3	3	1	1

UNIT I

Nature, Scope and Role of Operations research, Models in operations research, Phases of operations research, Techniques of operations research, Application of operations research techniques, Significance and Limitations of operations research.

UNIT II

Meaning of linear programming, Advantages and Limitations of linear programming, Application areas of linear programming, Formulation of linear programming problems, Graphical method of linear programming.

UNIT III

Introduction, Balanced or Unbalanced Transportation Problems, Various methods of finding initial basic feasible solution: North-west corner method, Least cost method and Vogel's approximation method, Test of optimality by Stepping Stone method and Modi method.

UNIT IV

Introduction and Structure of decision-making problems, Types of decision-making criteria, Decision-making under certainty, Decision-making under risk- Expected monetary value, Expected opportunity loss, Decision-making under uncertainty- Maximin, Maximax, Minimax regret, Hurwicz and Laplace criterion.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Meaning of quality control, Statistical quality controls Basics of statistical quality control, Chance causes and assignable causes, Objectives of statistical quality control. Benefits of statistical quality control. Control chart for variable: mean chart, R- chart, Control chart for attributes: c chart, np - chart and p - chart.

Suggested Readings:

1. Paneerselvam, R. (2008). Operations research, prentice hall of India, fourth print.
2. Vohra, N. D. (2010). Quantitative techniques in management. Tata McGraw Hill.
3. Pradeep Prabakar, P. Operations research—Principles and practice, Oxford higher education.
4. Hamdy A Taha, (2004). Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint
5. G. Srinivasan,(2007). Operations Research -Principles and Applications, PHI
6. Gupta P.K, Hira D.S,(2007). Problem in Operations Research, S.Chand and Co
7. Kalavathy S,(2004). Operations Research, Second Edition, Vikas Publishing House
8. Frederick & Mark Hi Ilier,(2005). Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hil



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) 602 CORPORATE ACCOUNTING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of corporate accounting. The course aims to acquaint the accounting for amalgamation and reconstruction. The course aims to provide information about different decision making accounting techniques.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the accounting treatment & valuation of goodwill and shares	3	0	0	0	0
CO1B	Demonstrate good understanding of accounting treatment with respect to issue and redemption of debentures in capital structure of company.	0	3	0	1	0
CO2	Examine the valuation method of shares and goodwill and measurement of performance of companies.	2	3	0	3	0
CO3	Evaluate and compare the consolidated balance sheet of holding with one subsidiary company along with liquidation of company	1	3	3	1	1
CO4	Prepare and exhibit accounting for banking companies and analyzing the effect of NPA on the profitability of banks.	0	3	1	3	1

UNIT I

Accounting For Share Capital: Issue and Forfeiture Of shares, Redemption of shares, Buyback of shares.

UNIT II

Accounting for Debentures: Issue of Debenture and Its classification, Different terms of issue of debenture, Redemption of debenture, Final accounts of limited liability companies as per the existing company Act, Contingency and events occurring after the balance sheet

UNIT III

Final accounts: Final accounts of limited liability companies as per the existing company Act. Valuation of Goodwill, Valuation of Shares.

UNIT IV

Accounting For Amalgamation and reconstruction: Forms of amalgamation and its motive, Types of Amalgamation, Methods Of amalgamation, Internal and External reconstruction and its accounting treatment, Difference between internal and external reconstruction.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Holding Companies: Accounting of Holding and Subsidiary Companies, and Liquidation of Companies

Suggested Readings:

1. Maheshwari, S. N., & Maheshwari, S. K. (2009). Corporate accounting. New Delhi: Vikas
2. Shukla, S. M., & Gupta, K. L. (2018). Corporate accounting. Sahitya Publication
3. Monga, J. R. (2011). Basic corporate accounting. New Delhi: Mayur Paperbacks
4. Gupta, N., & Sharma, C. (2008). Corporate Accounting theory and practice). Ane Books, Pvt. Ltd.
5. Shukla, M. C., Grewal, T. S., & Gupta, S. C. (2019). Corporate accounting. New Delhi: S. Chand and Co
6. Sehgal, A., & Sehgal, D. (2008). Advanced accounting. New Delhi: Taxman
7. Mukherjee, & Hanif (2017). Corporate accounting. New Delhi: Tata McGraw Hill



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) 607 PROJECT PLANNING CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The course will enable students developing their own entrepreneurial projects. The purpose of the paper is to examine the project environment for planning, to consider the purpose for planning, to focus on stages of project planning

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Evaluate the various sources of funds and choice of techniques used in the business.	1	3	3	0	1
CO1B	Analyze the gap between demand and supply and different licenses required to start a business.	0	2	3	0	0
CO2	Execute the marketing plans by evaluating different cost such as operation, transportation, labor, repair and production.	1	3	2	1	1
CO3	Assessment of the financial viability and cost benefit analysis of the project, and rebates for priority projects.	2	3	3	1	2
CO4	Comprehend the concept and preparation of project report.	1	2	2	3	2

Students are required to make a project on any business of their choice. As far as feasibility is concerned, the project should elaborate the formulation, appraisal and sanction stages, involving the identification of investment options by the enterprise.

The guidelines are summarized as under:

1. General information: Priority of particular trade/ business, allocation of investment of funds, choice of techniques etc.
2. Preliminary analysis of alternatives: Gap between demand and supply for the output which are to be produced, data on the capacity to be produced at the time report is prepared, letters of intents/ licenses to be issued/ have been issued, technical feasibility. Location of project, profitability of different options, foreign exchange transactions (if required rate of return on investment (to be calculated). alternative cost calculation.
3. Project description: The report should contain a list of the operational requirements of plant. Requirement of resources like power and water, requirement of personnel. Transport costs. And activity wise phasing of construction/production/etc. and factors affecting it.
4. Marketing, plan: Data on plan, demand and supply, selected markets, price sensitivity. Past trends in prices etc.
5. Capital requirement and costs: Information on all items of costs should be carefully collected and presented.
6. Operating requirements and costs: Costs related to raw materials and intermediaries, fuel, utilities, labour. Repair and maintenance, selling and other expenses.

Course curriculum-MBA(INTEGRATED) PROGRAMME

7. Financial analysis: II relates to financial viability of the project. A proforma balance sheet for the project data should be presented, depreciation. Provision for clearance of foreign exchange requirement, feasibility report related to income tax. Rebates for priority industries. Incentives for backward areas, accelerated depreciation etc. including sensitivity analysis.
8. Economic analysis: Data related to costs and returns including indirect costs and benefits.
9. Miscellaneous aspects

An Illustrative implementation schedule related to following heads should be attached-

- a. Formulation of project report
- b. Application for term loan
- c. Term loan sanction
- d. Possession of land
- e. Construction of building / hiring of premises
- f. Getting power and water
- g. Placing orders for machinery
- h. Receipt and installation of machinery
- i. Manpower recruitment
- j. Trial production/ marketing/ services
- k. Commencement of production/ marketing/ service



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) 608 FRENCH LANGUAGE PART II CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective

The paper is to make students understand the basics of French languages and its importance on today's time.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand about French alphabets and their forms of politeness.	0	0	0	0	0
CO1B	Incorporate about daily vocabulary and paragraph reading.	0	0	1	0	0
CO2	Present themselves and helps to enhance oral communication.	0	0	0	0	0
CO3	Compare about degrees of adjectives and grammar exercises	0	0	0	0	1
CO4	Distinguish about basics of the French article and understand the simple dialogue in French	0	1	0	0	0

UNIT I

Les alphabets, Les nombres, Formules de politesse rencontre, Translations of simple sentences from French in to English

UNIT II

Les jours de la semaine, les mois de l'annee, Questions based on grammar of unit 1 and unit 2 of the prescribed book.

UNIT III

Temps, Les sign orthographiques, Questions on the lesson of unit 1 of the prescribed book.

UNIT IV

Noms, Les pronoms, Les verbs(1st,2nd,3rd), Questions on the lesson of unit 2 of the prescribed book.

UNIT V

L'heure, Les articles, Presentez-vous, Singulier et pluriel, Simple dialogue writing on a given topic.

Suggested Readings:

1. Initial (part-I)-Unit 1 and Unit2-Sylvie poisson-Quinton, Marina Sala.
 1. Bonne Route
 2. Sans Frontiere- part
 3. Dictionary:Larousse,Cassels,Oxford,Collin

Course curriculum-MBA(INTEGRATED) PROGRAMME



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) 609 LEARNING THROUGH MOVIES CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

To stimulate learner's reflection of management concepts through cinema.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basic concept and guidelines for preparation of report.	1	2	0	0	2
CO1B	Analyze management concept and link them with movies.	3	2	1	0	2
CO2	Develop comprehensive skills along with conceptual skills.	1	2	1	0	1
CO3	Enhance the presentation skills and creativity within group.	1	2	0	2	2
CO4	Prepare report file related to the concept	0	1	0	0	1

FORMAT OF THE REPORT

1. The LTM report has to be submitted in hard copy in spiral bound*.
2. A soft copy* (CD) of the report is also required to be pasted and submitted.
3. The report should include the Cover Page, Declaration, Certificate of the faculty, Acknowledgement and Table of Contents with page numbers.
4. The cover should include title of the report, logo of PIMG, submitted by-name of the students, and name of faculty guide.
5. The font used will be Times New Roman.
6. The font size for main Heading -14, Sub-heading-12 bold and capital, Text-12.
7. All the reports should be signed by the respective faculty guide before submission.
8. Grammatical mistakes and spelling errors should be avoided.
9. The total time for presentation of each group is 10 minutes. After that there will be 5 minutes for queries asked by the audience and faculty members.

FORMAT OF THE REPORT (WRITE-UP)

1. Front page.
2. Declaration.
3. Certificate.
4. Acknowledgement
5. Table of contents

Chapter 1 Introduction

Chapter 2 Movies Undertaken

Chapter 3 View by Group

Course curriculum-MBA(INTEGRATED) PROGRAMME

<p>MBA (I) SEMESTER 6 MBA (I) 610 COMPREHENSIVE VIVA VOCE CREDIT: 4</p>	<p>Max. Marks: 100 Min. Marks: 35 External: 100</p>
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) 701 SUPPLY CHAIN MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To help understand the importance of and major decisions in supply chain management for gaining competitive advantage

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of supply chain and role of its various drivers	2	2	0	0	0
CO1B	Learn outsourcing, supplier selection, negotiation and supplier development	3	1	2	3	3
CO2	Identify the utility of distribution network design and distribution strategies	3	3	3	0	2
CO3	Learn the concept of demand, inventory, pricing and revenue management	3	3	3	2	2
CO4	Know about the current trends in supply chain and importance of IT	2	0	1	0	3

UNIT I

Introduction: Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II

Strategic Sourcing: Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing

UNIT III

Supply Chain Network: Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies -Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees

UNIT IV

Managing supply chain cycle inventory. Uncertainty in the supply chain -- Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management

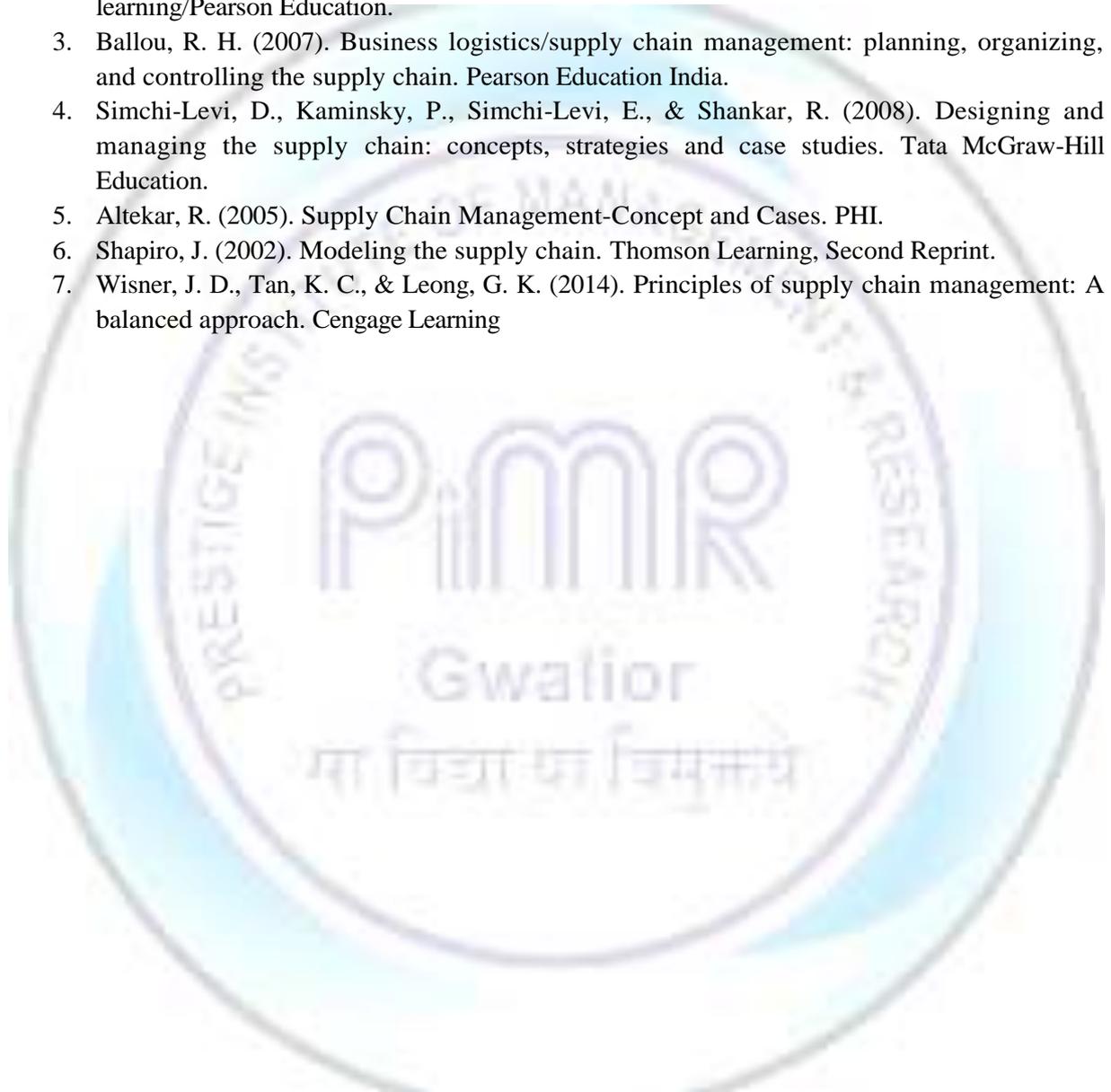
UNIT V Current Trends

Course curriculum-MBA(INTEGRATED) PROGRAMME

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain.. SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

Suggested Readings:

1. Shah, J. (2009). Supply chain management—Text and cases. Pearson Education.
2. Chopra, S., & Meindl, P. (2007). Supply chain management-strategy planning and operation, PHI learning/Pearson Education.
3. Ballou, R. H. (2007). Business logistics/supply chain management: planning, organizing, and controlling the supply chain. Pearson Education India.
4. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain: concepts, strategies and case studies. Tata McGraw-Hill Education.
5. Altekar, R. (2005). Supply Chain Management-Concept and Cases. PHI.
6. Shapiro, J. (2002). Modeling the supply chain. Thomson Learning, Second Reprint.
7. Wisner, J. D., Tan, K. C., & Leong, G. K. (2014). Principles of supply chain management: A balanced approach. Cengage Learning



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) 702 DATA ANALYTICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To know various multivariate data analysis techniques for business research

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand basic concepts apropos to univariate, bivariate, and multivariate techniques.	2	3	3	1	1
CO1B	Examine various scales of measurement of data and identification of statistical techniques.	2	3	3	1	1
CO2	Demonstrate and understand the basics of MLR, factor analysis, and canonical analysis.	2	3	3	1	1
CO3	Recognize the basics of the discriminant, cluster, and conjoint analysis.	2	3	3	1	1
CO4	Knowledge of advanced statistical techniques like MDA, and SEM.	2	3	3	1	1

UNIT I

Introduction — Basic concepts — Uni-variate, Bi-variate and Multi-variate techniques — Types of multivariate techniques — Classification of multivariate techniques — Guidelines for multivariate analysis and interpretation — Approaches to multivariate model building

UNIT II

Introduction — Conceptualization of research problem — Identification of technique - Examination of variables and data — Measurement of variables and collection of data — Measurement of errors — Statistical significance of errors. Missing data — Approaches for dealing with missing data — Testing the assumptions of multivariate analysis — Incorporating non-metric data with dummy variables.

UNIT III

Multiple Linear Regression Analysis — Introduction — Basic concepts — Multiple linear regression model — Least square estimation — Inferences from the estimated regression function — Validation of the model.

Factor Analysis: Definition — Objectives — Approaches to factor analysis — methods of estimation — Factor rotation — Factor scores - Sum of variance explained — interpretation of results.

Canonical Correlation Analysis - Objectives — Canonical variates and canonical correlation — Interpretation of variates and correlations.

UNIT IV

Multiple Discriminant Analysis - Basic concepts — Separation and classification of two populations- Evaluating classification functions — Validation of the model. Cluster Analysis — Definitions — Objectives — Similarity of measures — Hierarchical and Non — Hierarchical clustering methods —

Course curriculum-MBA(INTEGRATED) PROGRAMME

Interpretation and validation of the model. Conjoint Analysis — Definitions — Basic concepts — Attributes — Ranking: — Output of Conjoint measurements — Utility - Interpretation.

UNIT V

Multi-Dimensional Scaling — Definitions — Objectives — Basic concepts — Scaling techniques — Attribute and Non-Attributes based MDS Techniques — Interpretation and Validation of models. Advanced Techniques — Structural Equation modeling — Basic concepts — Stages in SEM — Application of SEM in business research.

Suggested Readings:

1. Hair, F. J., Anderson, E. R., Tatham, L. T., & Black, C. W. (2005). Multivariate Data Analysis, Pearson Education, New Delhi.
2. Tabachnick, B. G., Fidell, L.S. (2012). Using multivariate statistics. (Vol. 5). 6th Edition, Pearson.
3. Johnson, R. A., & Wichern, D.W. (2005). Applied multivariate statistical analysis. Prentice hall. New Delhi.
4. Anderson, R. D., Seveency, J. D., & Williams, A.T. (2002). Statistics for Business and Economics. Thompson, Singapore



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) 707 EXCEL AND ADVANCED EXCEL CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

Through this course it is intended to familiarize the students with the concepts of MS-Excel along with its practical use.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand, Analyze and Implement MS excel basics, edit a worksheet/workbook using various excel features, use of various excel formula's and protection	0	3	0	0	0

UNIT I

Introducing Spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data.

UNIT II

Spreadsheet Basic: Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; Suggested reading between worksheets. Time and date calculations: Dates; Times and Duration; Date and Time functions; Date & Time custom formatting.

UNIT III

Ranges And Functions: Creating named ranges; Using named ranges; Google Sheets. Different type of Charts. Controls in Ms-Excel, Macros, Working with formulas/functions: Lookup and Suggested Readings Functions, Logical Functions, Database functions, Date and time functions, Information functions, Math and trigonometry Functions, Statistical Functions.

UNIT IV

Conditional Formatting: Using Conditional formatting, Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting, Creating new rules and managing existing rules Data Sorting and Filtering: Sorting data A-Z and Z-A, Using Filters to sort data, Advance filtering options Pivot tables, Creating Pivot tables and using pivot table options, Changing and updating data range, Formatting Pivot table and making Dynamic Pivot Tables Pivot Charts: Changing and updating Data Range, Types of pivot charts and their usage, Formatting pivot charts and making Dynamic Pivot Charts, producing reports with a pivot table.

UNIT V

Analyzing Data With The Analysis Tool Pak: Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, T-test, Z-test

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Harvey, G. (2015). Excel 2016 All-in-one for Dummies. John Wiley & Sons.
2. Alexander, M., Decker, J., & Wehbe, B. (2014). Microsoft Business Intelligence Tools for Excel Analysts. John Wiley & Sons
3. Bucki, L. A., Walkenbach, J., Alexander, M., Kusleika, R., & Wempen, F. (2013). Office 2013 Bible: The comprehensive tutorial resource (Vol. 808). John Wiley & Sons.
4. Winston, W. (2016). Microsoft Excel Data Analysis and Business Modeling. Microsoft press.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) 708 APTITUDE AND MOCK INTERVIEW CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

To develop his course is taught to students to prepare them for placement.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Learn to use the concepts of percentage for calculating profit and loss, rather than applying formulas.	1	3	2	1	1
CO1B	Recognize and apply ratios and proportions to solve real-life problems.	1	3	2	1	1
CO2	Apply the formulae of speed, work, time and its effects on distance.	1	3	2	1	1
CO3	Compare and apply statistical techniques to solve using standard techniques.	1	3	3	1	1
CO4	Develop the skills needed for approaching different types of interviews.	1	1	2	1	3

UNIT I

Percentage (Basic + Advance), Profit and Loss, Simple Interest, Compound Interest.

UNIT II

Ratio and Proportion, Partnership, Allegation and Mixture, Average, Age

UNIT III

Time, Work, Speed Distance, Train

UNIT IV

Inequality, Data Interpretation and Statistics.

UNIT V

Basic rule (Square root and cube root), Series, Analogy, Menstruation, Algebra, Basic Arithmetic.

Mock Interview: Mock interview will be conducted by external experts from Industry, Students will be trained with all three types of interview methods i.e. Face-to-face, telephonic, Skype

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) 709 MAJOR RESEARCH PROJECT (PART I) CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

To develop deep understanding of basic research methods and its application to solve various business problems.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept, process, design, tools and techniques of Major Research Project	2	3	3	2	3
CO1B	Apply tools, techniques/methods to assist various functions of management.	2	2	3	2	1
CO2	Analyze the data collected.	3	3	2	1	1
CO3	Evaluate the results, interpret and present findings.	3	3	2	1	2
CO4	Prepare Major Research Report	3	3	3	3	2

REPORT FORMAT (SYNOPSIS)

COVER PAGE

TABLE OF CONTENT

I. DECLARATION

II. CERTIFICATE

III. ACKNOWLEDGEMENT

1 INTRODUCTION

1.1 Conceptual Framework

1.2 Review of literature

1.3 Rationale

1.4 Objectives

2 RESEARCH METHODOLOGY

2.1 The study

2.2 The sample design

2.2.1 Population

2.2.2 Sample size

2.2.3 Sample element

2.2.4 Sampling technique

2.2.5 Tools to be used for Data collection

2.2.6 Tools to be used for Data Analysis

Course curriculum-MBA(INTEGRATED) PROGRAMME

3. CHAPTER SCHEME

MBA (I) SEMESTER 7 MBA (I) 710 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) 801 GOODS AND SERVICES TAX CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Goods and Service Tax. The course aims to acquaint the Benefits of implementing GST. The course aims to acquaint the role of technology in GST.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basic concepts of Indirect tax system in India.	3	3	2	1	0
CO1B	Assess the concept of GST and Functions, Power, Structure of GST Council.	0	0	0	0	0
CO2	Acquire the knowledge about input tax credit, payment and claiming refund under GST law.	3	3	3	0	0
CO3	Comprehend the GST assessment, return, GSTN and GSP eco system.	3	3	2	0	0
CO4	Equip with the basics of custom duty rules and calculations.	3	3	3	0	0

UNIT I

Introduction Of Indirect Tax: Meaning, features, objectives, types of indirect tax- Central excise duty: Concept, salient feature, importance, ad-valorem duty central sales: Concept, salient feature, importance Value added Tax (VAT): Concept, salient feature, importance service tax: Concept, salient feature, importance.

UNIT II

GST (Introduction): Introduction to GST: Meaning Objectives and basic schemes of GST, salient features, subsuming of taxes, Benefits of implementing GST, Constitutional amendments, Structure of GST (Dual Model). GST Council- structure, powers & Functions, Provisions for amendments. GST Acts- CGST, SGST(M.P.), and IGST act

UNIT III

Procedures & Levy Under GST: Registration under GST: Procedure for registration, Types of registration, Special provisions for casual taxable persons & non-resident taxable persons, exempted goods & services/rates of GST. Procedures relating to levy: CGST & SGST: scope of supply, tax liability on mixed & composite supply, time of supply of goods & services, value of taxable supply- Computation of taxable value & tax liability. Procedure relating to levy: IGST: Inter-state supply, Intra-state supply, zero rate supply, value of taxable supply- Computation of taxable value & tax liability, Input tax credit: eligibility, apportionment, inputs on capital goods, distribution of credit by input service distributor (ISD)- transfer of input tax credit- simple problems on utilization of input tax credit

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT IV

Assessment & Returns: Furnishing details of outward & inward supply, first return, claim of input tax credit, matching reversal and reclaim of input tax credit, Annual return and Final return, Problem of Assessment of tax and tax liability.

GST and Technology: GST Network: Structure, vision & mission, powers & functions. Goods & Service tax Suvidha providers (GSP): Concept, framework & Guidelines & architecture to integrate with GST system, GSP eco system.

UNIT V

Custom Duty: Introduction & nature, types of custom duty, provision of import & export, valuation of rules, transaction value & assessable value, computation of assessable value and calculation of custom duty.

Suggested Readings:

1. Khatoon, C. M., Kumar, N., & Venkatesh, S. N. (2017). Goods and services tax. Himalaya publishing house
2. Swain; A. K., & Agrawal, G. P. (2018). GST concepts and application. Himalaya publishing house
3. Modi, & Gupta (2019). Goods and services tax (GST). In Sahitya Bhawan publication depot
4. Mehrotra, H. C., & Agarwal, V. P. (2019). Goods and services tax GST. In Sahitya Bhawan Publication house
5. Joseph Thoomkuzhy, r. T., Dr Jaya Jacob, M., & Mariam Chacko, Ms C. (2017). GST the essentials of goods and services tax. Himalaya Publishing House.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) 802 TOTAL QUALITY MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course is designed to enhance the knowledge on Quality control and the techniques to be adopted for the same.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand basic concepts and framework of total quality management.	3	2	1	0	0
CO1B	Comprehend the contribution of quality rurus in TQM journey.	3	2	0	1	3
CO2	Apply concepts of statistical process control in quality management.	3	3	3	0	0
CO3	Demonstrate tools and techniques for quality management.	3	3	3	0	3
CO4	Examine the role of Quality Standards and inter-personal aspects on quality improvement and management.	3	2	3	2	3

UNIT I

Introduction: Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality

UNIT II

Principles and Philosophies Of Quality Management: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and SD methodology.

UNIT III

Statistical Process Control: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV

Tools and Techniques For Quality Management: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process.

Course curriculum-MBA(INTEGRATED) PROGRAMME

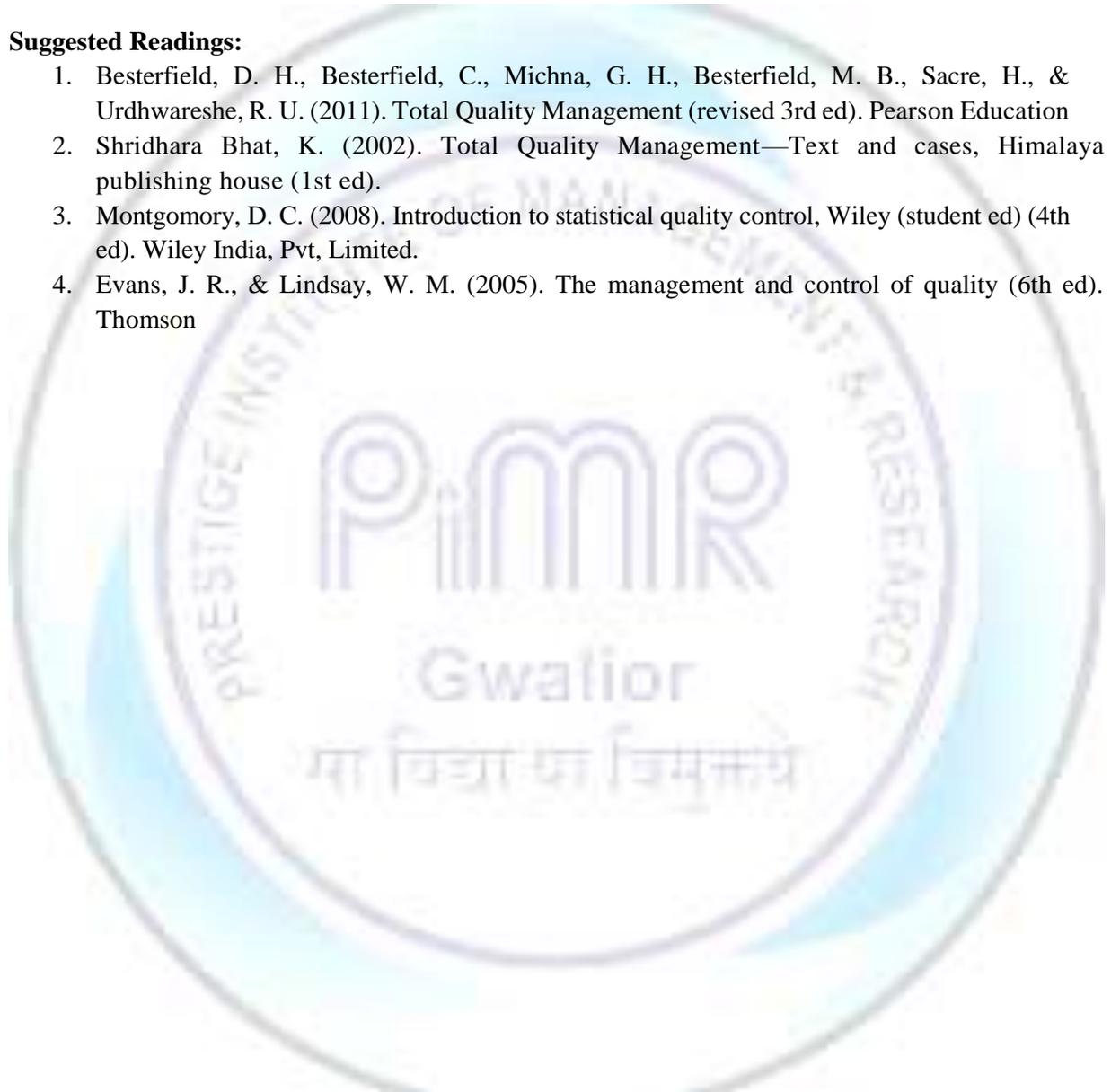
Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE

UNIT V

Quality Systems Organizing And Implementation: Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles

Suggested Readings:

1. Besterfield, D. H., Besterfield, C., Michna, G. H., Besterfield, M. B., Sacre, H., & Urdhwareshe, R. U. (2011). Total Quality Management (revised 3rd ed). Pearson Education
2. Shridhara Bhat, K. (2002). Total Quality Management—Text and cases, Himalaya publishing house (1st ed).
3. Montgomery, D. C. (2008). Introduction to statistical quality control, Wiley (student ed) (4th ed). Wiley India, Pvt, Limited.
4. Evans, J. R., & Lindsay, W. M. (2005). The management and control of quality (6th ed). Thomson



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) 807 DATABASE MANAGEMENT SYSTEM USING MS ACCESS CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

Through this course it is intended to familiarize the students with the concepts of MS-Access along with its practical use.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand, Analyze and Implement MS Access basics and perform basic database operation	0	2	2	0	0

UNIT I

Basics of RDBMS, Access Basics

UNIT II

Design a Database, Build a Database, Working with tables

UNIT III

Work with Forms, Sort, Retrieve, Analyze Data

UNIT IV

Working with Query, Work With Reports

UNIT V

Access with Other Applications, Manage an Access Database

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) 808 APTITUDE AND MOCK INTERVIEW CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

The objective of this course is to prepare students for placements

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Enhance the student's ability to understand and reason using words, and tests his/her skill rather than learned knowledge.	1	1	1	2	2
CO1B	Learn the basic techniques of syllogism, analytical reasoning and inequality and to implement them.	1	2	2	1	1
CO2	Analyze information in order to evaluate evidences and communicate inferences.	1	1	1	1	1
CO3	Learn cube and cuboidal formulae and implement its dimensional properties.	1	2	2	1	1
CO4	Learn cube and cuboidal formulae and implement its dimensional properties.	1	1	2	1	3

UNIT I

Verbal Reasoning: Coding-Decoding, Blood Relation, Distance and direction, order and ranking, sitting arrangement, puzzle, data sufficiency, alphabetical series

UNIT II

Analytical Reasoning: Inequality, Syllogism

UNIT III

Logical reasoning: Statement and Course of Action, Statement and assumption, cause and effect, statement and argument

UNIT IV

Non Verbal reasoning: Series analogy, Dice, Figure, count, missing term; Classification: **Add**, one out, cube and cuboids.

UNIT V

Mock Interview: Mock interview will be conducted by external experts from industry. Students will be trained with all three types of interview methods i.e. Face-to-face, telephonic, Skype.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) 809 MAJOR RESEARCH PROJECT PART II CREDIT: 2	Max. Marks: 50 Min. Marks: 18 Internal: 50
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Course Objective:

To develop deep understanding of basic research methods and its application to solve various business problems.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept, process, design, tools and techniques of Major Research Project	2	3	3	2	3
CO1B	Apply tools, techniques/methods to assist various functions of management.	2	2	3	2	1
CO2	Analyze the data collected.	3	3	2	1	1
CO3	Evaluate the results, interpret and present findings.	3	3	2	1	2
CO4	Prepare Major Research Report	3	3	3	3	2

REPORT FORMAT

Cover Page

Table of Content

- I. Declaration
- II. Certificate
- III. Acknowledgement

Chapter 1: Introduction

- 1 Conceptual Framework
- 2 Literature Review
- 3 Rationale
- 4 Objectives

Chapter 2: Research Methodology

- 1 The Study
- 2 Sampling design.
- 3 Tools used for data collection
- 4 Tools used for data Analysis

Chapter 3: Results and Discussion

Chapter 4: Suggestions and Implications

Chapter 5: Summary

Chapter 6: Conclusion

References: (in APA format)

Course curriculum-MBA(INTEGRATED) PROGRAMME

Annexure

**Note: The report should be written in Times New Roman Format only with major headings in 16 font size, sub headings in 14 font size and rest of the matter in 12 font size. Line Spacing should be 1.5 with left indentation 0.4 and right indentation 0.3. Paragraph Spacing should be (before 12 and after 0)..Plagiarism must be less than 10% as per Tunitin report (excluding quotes and bibliography)

MBA (I) SEMESTER 8 MBA (I) 810 COMPREHENSIVE VIVA VOCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 100
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Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 9 MBA (I) 901 INDUSTRIAL PROJECT REPORT CREDIT: 12	Max. Marks: 400 Min. Marks: 140 External: 400
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Course Objective:

To prepare students for campus placement as well as industrial project

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
C01	Enhance industry ready skills	2	2	2	2	3

The students will be doing an industrial training in the entire semester arranged by the institute in the different organizations after the completion of eight semester of program. Students will be evaluated on the basis of their training report and subsequent presentation. The evaluation will be done by external and internal examiner.

The report will on the format prescribed by Training and Placement cell under head “Internship Manual”

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 10 MBA (I) 1001 INDUSTRIAL PROJECT REPORT CREDIT: 12	Max. Marks: 400 Min. Marks: 140 External: 400
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Course Objective:

To prepare students for campus placement as well as industrial project

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
C01	Enhance industry ready skills	2	2	2	2	3

The students will continue doing an industrial training in the entire semester arranged by the institute in the different organizations after the completion of ninth semester of program. Students will be evaluated on the basis of their training report and subsequent presentation. The evaluation will be done by external and internal examiner.

The report will on the format prescribed by Training and Placement cell under head “Internship Manual”

Course curriculum-MBA(INTEGRATED) PROGRAMME

***The course is a dual specialization course. Students have to select two specialization streams for dual specialization and select two papers from each stream in Semester V, VI, VII and VIII in the given order.**

MBA (I) SEMESTER 5 MBA (I) MK 01 ADVERTISING AND BRAND MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The aim of the paper is to acquaint the students with concepts and techniques of advertising and branding. The syllabus will help students learn the application of concepts for developing an effective advertising program as well as developing a brand.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Legal Concepts related to basics of advertisement	2	2	0	2	1
CO1B	Identify and recognize the target audience	1	2	0	3	0
CO2	Evaluation of Advertisements	2	2	2	2	0
CO3	Understand the Various concept related to brand management.	3	0	0	0	0
CO4	Demonstrate the various concept related to Brand Equity	3	1	1	1	0

UNIT I

Introduction: The Field of Advertising Management, Concept, Scope, Objectives and Functions of advertising; The types and classification of advertising, major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion Role of advertising in marketing mix and the advertising process, Legal ethical and social aspect of advertising

UNIT II

Pre - Launch Advertising Decision: Determination of target audience, Advertising media and their choice. Advertising measures. Layout of advertisement and advertising appeal, Advertising copy.

UNIT III

Advertising department, Role advertising agencies and their selection, Advertising budget, Evaluation and Advertising effectiveness.

UNIT IV

Importance Of Branding: Basic Branding concepts — Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions. Identifying

Course curriculum-MBA(INTEGRATED) PROGRAMME

and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

UNIT V

Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

1. Aaker, D. A. (1985). ETC., Advertising Management (4th ed). Public Health Institute
2. Belch, G. E., & Belch, M. A. (2003). Advertising and promotion. New Delhi: Tata McGraw Hill
3. David, O. (1985). Ogilvy on advertising. London: Longman
4. Jones, & Philip, J. (1998). What's in a b
5. rand. New Delhi: Tata McGraw Hill
6. Chunawalla, S. A. (2016). Advertising, sales and promotion management (6th ed). Mumbai: Himalaya Publishing House
7. Mohan, M. (1989). Advertising management: Concepts and cases. New Delhi: Tata McGraw Hill
8. Sandage, C. H. Burger, F. and Rotzoll, K. (1996), Advertising Theory and Practices. In A.I.T.B.S Publishers and Distributors. Delhi

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) MK-02 CONSUMER BEHAVIOR CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective

To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand and evaluate consumer Behavior.	3	3	3	0	2
CO1B	Acquire the knowledge of individual determinants of consumer Behavior	3	2	2	3	2
CO2	Explore the facets of group dynamics with reference to consumer behavior	3	2	3	3	2
CO3	Comprehend the communication and consumer decision-making process.	3	0	0	2	2
CO4	Evaluate the various model of Consumer Behavior considering each internal and external stimuli	3	0	3	2	2

UNIT I

Introduction to Consumer Behavior: Nature and Importance of CB, Application of CB in Marketing
Consumer Research Process: Various Methods and techniques of consumer' research, Consumer Research Process, New developments in the field of consumer research.

UNIT II

Individual Determinants of CB: Motivation: needs/motives & goals, dynamic; Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery, Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change

UNIT III

Group Determinants of CB: Group influence: types of consumer relevant groups, factors affecting group influence, application of group concept. Family: Functions of family, family decision making, family life cycle (FLQ, Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

UNIT IV

Communication and Persuasion: Components of Communication, the Communication Process, Designing Persuasive Communication

Consumer Decision making Process: Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

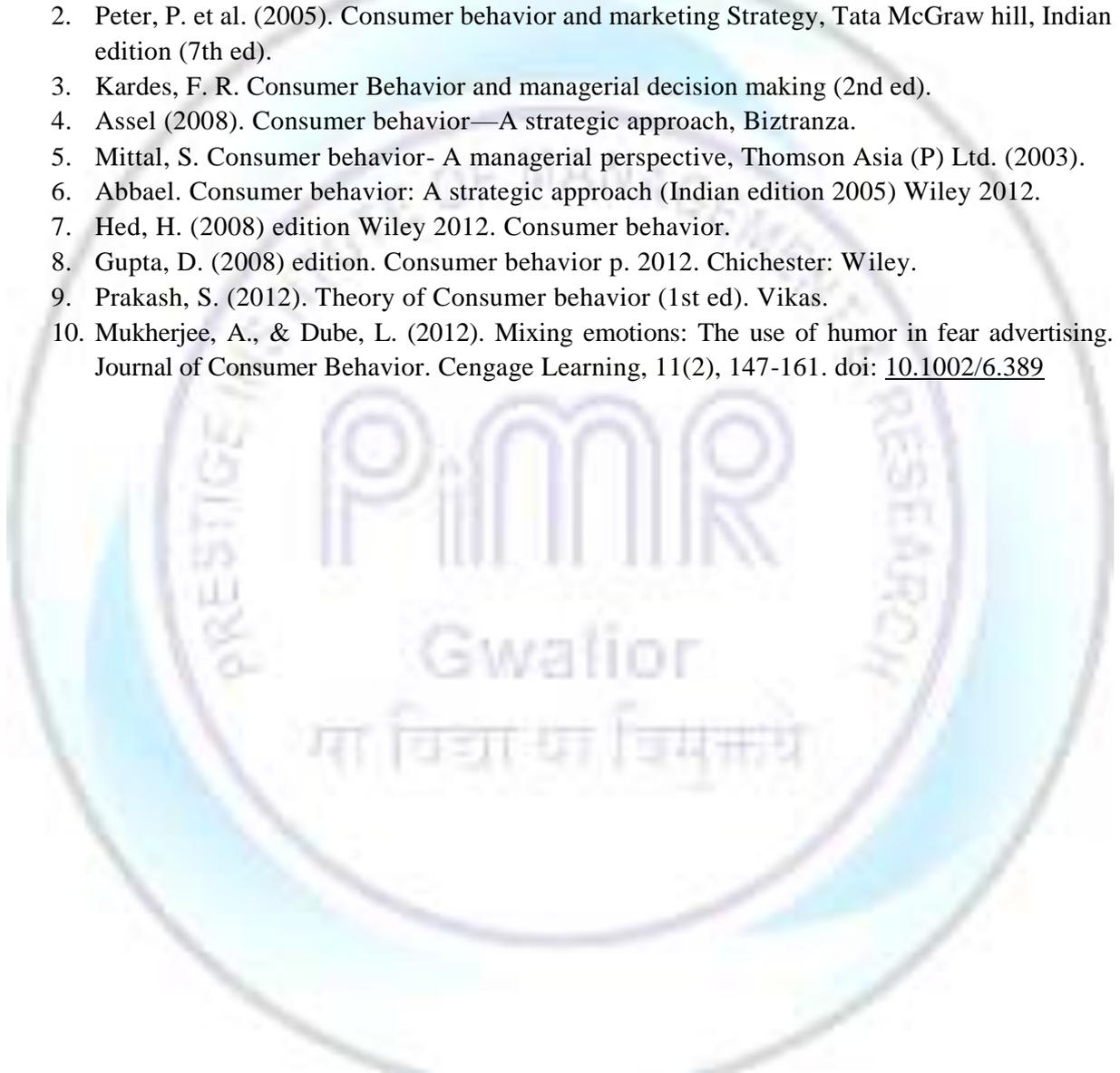
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UNIT V

Models of CB: Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model Industrial Market& and Consumer Behavior-Meaning, scope and characteristics of industrial buyer, Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

Suggested Readings:

1. Schiffman, L. G., & Lasar Kanuk, L. (2002). Consumer Behavior. India: Pearson Education.
2. Peter, P. et al. (2005). Consumer behavior and marketing Strategy, Tata McGraw hill, Indian edition (7th ed).
3. Kardes, F. R. Consumer Behavior and managerial decision making (2nd ed).
4. Assel (2008). Consumer behavior—A strategic approach, Biztranza.
5. Mittal, S. Consumer behavior- A managerial perspective, Thomson Asia (P) Ltd. (2003).
6. Abbael. Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
7. Hed, H. (2008) edition Wiley 2012. Consumer behavior.
8. Gupta, D. (2008) edition. Consumer behavior p. 2012. Chichester: Wiley.
9. Prakash, S. (2012). Theory of Consumer behavior (1st ed). Vikas.
10. Mukherjee, A., & Dube, L. (2012). Mixing emotions: The use of humor in fear advertising. Journal of Consumer Behavior. Cengage Learning, 11(2), 147-161. doi: [10.1002/6.389](https://doi.org/10.1002/6.389)



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) MK-03 SERVICE MARKETING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective

To understand the meaning of services and the significance of marketing the services

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the basics of service marketing and its environment	3	2	1	3	2
CO1B	Know the concept of service marketing mix.	3	2	0	2	1
CO2	Identify the various aspects of consumer behavior & organization behavior in services.	3	0	0	0	2
CO3	Comprehend the various service quality models and demand management	3	0	1	0	1
CO4	Discuss the issues related to customer satisfaction. Complaints and recovery	3	2	0	2	2

UNIT I

Growth and Importance of Services: Service Industry-Global Issue, Service Marketing Environment, Growth of Service Sector

Basics of Services:

Service Concept, Characteristics and Classification, Challenges & Strategic Issues in Service Marketing, Good-Services Continuum, Segmentation, Targeting and Positioning of Services

UNIT II

Service Concepts: Industrial Services

Marketing Mix in Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III

Service Management Process: Internal, External and-Interactive Consumer Behavior in Service. En-counter; Organization Behavior in Services

UNIT IV

Concept, Dimensions and process: Service quality models (Gronnos, Lovelock and Parsuraman) Application and Limitations, Productivity in Services.

Demand Management in Services: Managing Service quality and Productivity

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UNIT IV

Customer Focus: Creating the Right Service Philosophy, Fundamental of Customer Satisfaction, Understanding Customer Service, Monitoring and Measuring Customer Satisfaction, Handling Complaints Effectively, Service Recovery

Suggested Readings:

1. Rampal, M. K., & Gupta, S. L. (2006). Service marketing concepts, applications and cases
2. Zeithmal, & Bitner (2010). Service Marketing (SIE), 4E Tata Mcgraw Hill
3. Hoffman. (2008). Marketing of service 1st. Cengage Learning.
4. Lovelock, W. (2001).Principies of Service marketing and Management. Prentice Hall
5. Chowdhary, N. (2005). Journal of Services Marketing. India: Macmillan
6. Verma, H. V. (2011). Services marketing: Test and cases. Pearson Education



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) MK-04 DIGITAL MARKETING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

This course will help students to rethink marketing in the evolving digital age and understand how digital marketing strategies fit with companies overall marketing strategy.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand digital marketing and new trends and tools for business successes	3	3	0	0	2
CO1B	Comphrend the different facets of search engine optimaization	3	3	3	2	2
CO2	Memorize social media optimisation and analytical tools used.	3	3	3	3	2
CO3	Discuss search engine marketing and tools used.	3	3	3	0	2
CO4	Understand the additional modules of digital marketing	3	3	3	2	2

UNIT I

Introduction: What is digital marketing? Difference between digital Marketing and traditional marketing, ROI between Digital and traditional marketing, what is Ecommerce? new trends and current scenario of the world, Advantages and disadvantages of digital marketing, digital marketing be a tool of success for companies, importance of digital marketing, How did digital marketing help the small companies and top inc, Categorization of digital marketing for the business, Diagnosis of the present website and business, SWOT analysis of business, present website and media or promotion plan, Setting up vision, mission and goals of digital marketing

UNIT II

Search Engine Optimization (SEO): Understanding a website: What is a website? Levels of websites, Diff b/w Blog, Portal and Website, Diff b/w websites either static or dynamic Module On page optimization techniques, Off page Optimization techniques

UNIT III

Social Media Optimization (SMO): SMO (Social Media Optimization) like Facebook, Twitter, LinkedIn, Tumblr, Pinterest and more social media services optimization. Introduction to social Media Marketing, Advanced Facebook Marketing, Word Press blog creation, Twitter marketing, LinkedIn Marketing, Google plus marketing, Social Media Analytical Tools

UNIT IV

Search Engine Marketing: Introduction to Search Engine Marketing, Tools used for Search engine Marketing, PPC /Google Adwords Tool, Display advertising techniques

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UNIT V

Additional Module: Google Analytics, Online Reputation Management, E-Mail Marketing, Affiliate Marketing, Social Media Analytics, Ad designing

Suggested Readings:

1. Seema Gupta (2017). Digital Marketing Mc-Graw Hill 1 st edition
2. Kotler, P. (2017). Marketing 4.0: Moving from traditional to digital. Wiley
3. Barker, M. S., Barker, D. I., Bormann, N. F., Zahay, D., Roberts, M. L., (2016) Social Media Marketing: A strategic approach. Cengage Latest Edition
4. Puneet Singh Bhatia (2017), fundamentals of digital marketing Pearson 1 st edition (2017)
5. Vandana Ahuja (2011). Digital Marketing Oxford university press latest edition
6. Hanson, W., & Anam, K.K. (2006). Internet Marketing and ecommerce Cengage Latest Edition.
7. Roberts and Zahay (2012). Internet Marketing: Integrating Online & Offline Strategies Cengage Latest Edition (2012)
8. Dr. Ragavendra, K., & Shruthi P. (2015). Digital Marketing. Himalaya Publishing House Pvt. Ltd.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) MK-05 RURAL AND AGRICULTURAL MARKETING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. To uncover aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the rural market and marketing along with consumer behavior in rural and urban market	2	0	0	1	2
CO1B	Know the factors influencing rural consumers and application of rural business research	3	2	3	2	2
CO2	Learn the rural marketing mix, product life cycle and rural retail channel management	3	0	2	2	3
CO3	Identify the marketing of agricultural inputs and classification of agricultural products	2	0	0	2	0
CO4	Relate the role of commission, governments and institutions in agricultural marketing	3	0	0	3	0

UNIT I

Introduction: Meaning - Evolution — Nature and Characteristics of Rural Market — Understanding the Indian Rural Economy — Rural Marketing Models — Rural Marketing Vs Urban Marketing — Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market

UNIT II

Sources of Information- Factors influencing rural consumers during purchase of products — Rural consumer Life style — Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research — Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT III

Rural Marketing Mix — Additional Ps in Rural Marketing 4As of Rural Marketing Mix — New Product Development for Rural Market — Rural Market Product Life Cycle — Objectives behind new product launch — New Product development process. Brand Loyalty in Rural Market — Regional Brands Vs National Brands — Channel Management — Indian Rural Retail Market — Rural Retail Channel Management — Strategies of Rural Retail Channel Management

UNIT IV

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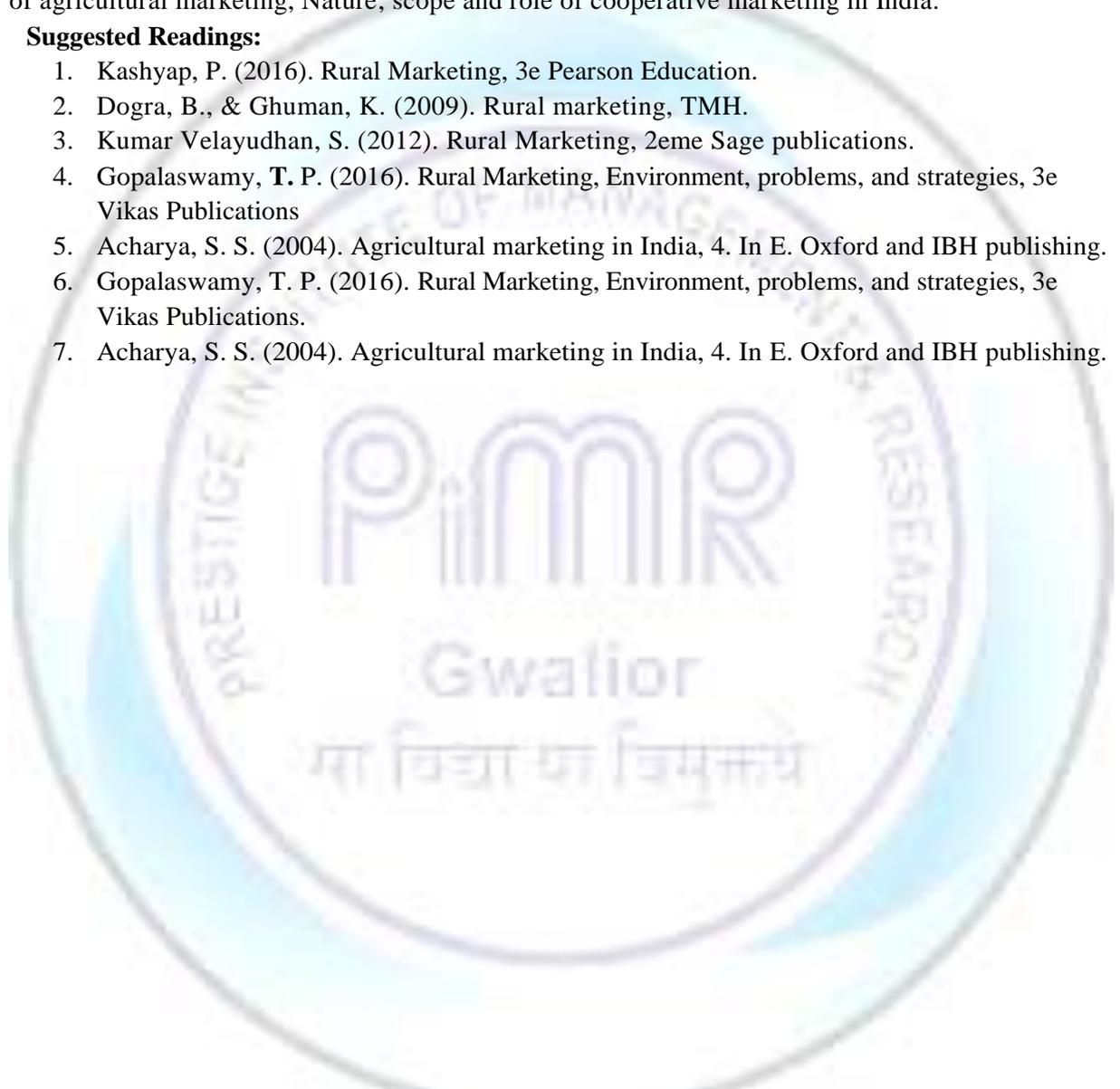
Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular reference to seasonality and perishability

UNIT V

Role of warehousing, Determination of agricultural prices and marketing margins, Role of Agricultural Price Commission, Role of Central and State governments , Institutions and organisations in agricultural marketing, Unique features of commodity markets in India, Problems of agricultural marketing, Nature, scope and role of cooperative marketing in India.

Suggested Readings:

1. Kashyap, P. (2016). Rural Marketing, 3e Pearson Education.
2. Dogra, B., & Ghuman, K. (2009). Rural marketing, TMH.
3. Kumar Velayudhan, S. (2012). Rural Marketing, 2eme Sage publications.
4. Gopaldaswamy, T. P. (2016). Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications
5. Acharya, S. S. (2004). Agricultural marketing in India, 4. In E. Oxford and IBH publishing.
6. Gopaldaswamy, T. P. (2016). Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications.
7. Acharya, S. S. (2004). Agricultural marketing in India, 4. In E. Oxford and IBH publishing.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) MK-06 RETAILING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The main objective is to provide insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change. The subject intends to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the fundamentals of retailing and retail environment	3	2	2	1	1
CO1B	Comprehend the concept of retail institutions and a customer-view of retail business.	2	2	3	2	1
CO2	Analyze to role store locations and atmospherics on retail consumer behavior	2	2	3	1	2
CO3	Integrate retailing to different functional domains	1	2	2	0	0
CO4	Know retail delivery, pricing and Internalization in Retailing	2	2	1	1	3

UNIT I

Overview of Retailing Environment and Management: Retailing, Definition and concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and control.

UNIT II

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping out Society, Learning, Attitude. Motivation and Perception. Situational Analysis: Retail institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Non Store based and other Forms of Non Traditional Retailing.

UNIT III

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External SCORE, Internal Store, Display. Visual Merchandising and Atmospherics. Targeting Customers' end Gathering Information.

UNIT IV

Communicating with customers. Promotional Strategies used in retailing. Retail Organization and Human Resource Management, Operations Management: Financial Dimensions, Operational Dimensions; Career opportunities in Retailing

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UNIT V

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management,

Suggested Readings:

1. Pradhan, S. (2011). Retailing management: Text and cases. Tata McGraw-Hill Education.
2. Levy, M., Weitz, B. A., & Grewal, D. (1998). Retailing management. New York, NY: Irwin/McGraw-Hill.
3. Giri, A.V., (2017). Retailing management. Blue Diamond Publication.
4. Bhatia, S. C. (2008). Retail management. Atlantic Publishers & Dist.
5. Newman, A. J., & Cullen, P. Retailing: Environment and operations (1st ed). Vikas
6. Berman, B., & Evans, J. R. Retail management (9th ed). Pearson Education
7. Micheal Levi, M., & Weitz, B. W. Retailing management (5th ed). Tata McGraw Hill
8. Dunne Patrick, M., Lusch Robert, F., & Griffith Davind, A. Retailing (4th ed). Cengage Learning
9. Roger, C., & Paul, B. Retailing: An introduction (5th ed). Pearson Education
10. Newman, & Cullen. Retailing (1st ed). Cengage Learning
11. Gidson, V. G. Retail Management—Functional principles and practice (Jaico Publication, 1st Ed



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) MK-07 MARKETING ANALYTICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject will enable student to evaluate performance of marketing initiatives in the long and what can be done for improvement. To enable student to compare marketing activities of competitors.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand big data analytics for summarizing marketing data	1	3	2	0	0
CO1B	Create clusters for value analysis to take various business decisions	1	3	2	0	0
CO2	Apply various models of statistics to solve business issues	2	2	2	0	0
CO3	Analyze competitive advantage prevailing in business to cope up with environment	1	2	2	2	1
CO4	Learn data mining and visualization skills for better visualization of data	1	3	3	1	0

UNIT I

Introduction to Data- Importance of Analytics- Data for Business Analytics —Big Data - Business Analytics in Practice. Data Visualization —Using Excel to Summarize Marketing Data, Slicing and Dicing Marketing Data with Pivot Tables

UNIT II

Cluster Analysis Concept, Cluster Analysis Demonstration, Cluster Analysis Application Case, Positioning Maps Concepts and Demonstration, Positioning Maps Demonstration, Positioning Maps Applications Case, Customer life time analysis, Customer Value Analysis Pricing Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming.

UNIT III

Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation, Choice Models and Logistic Regression Concept, Choice Models and Logistic Regression Demonstration, Choice Models and Logistic Regression Case.

UNIT IV

Managing competitors reaction- Managing Sustainable Competitive Advantage, Managing Brand-Based Competitive Advantage, Managing Offering-Based Competitive Advantage, Conjoint Concept, Conjoint Demonstration, Conjoint Concept and Demonstration, Managing Relationship-Based Competitive Advantage, Linear Discriminant Analysis-One way and Two Way ANOVA

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UNIT V

Scope of Data Mining, Data Exploration and Reduction, Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis

Suggested Readings:

1. Evans, J. (2017). Business Analytics, 2e. Pearson.
2. Maheswari, A. (2016). Big Data, Upskill ahead, Tata McGraw Hill, New Delhi.
3. Acharya, S. and Chellappan, S. (2015). Big Data and Analytics, Wiley Publications, New Delhi.
4. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2012). Quantitative Methods for Business (Book Only). Cengage Learning.
5. Erl, T., Khattak, W., & Buhler, P. (2016). Big Data Fundamentals. Prentice Hall: Upper Saddle River, NJ, USA.
6. Winston, W. L. (2014). Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Son



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) MK-08 INTERNATIONAL MARKETING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The objective of the subject is to provide students with a perspective of International Marketing Management, its environment and complexities.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept of International Marketing.	3	2	2	1	1
CO1B	Demonstrate an awareness and knowledge of the impact of environmental factors on international marketing activities.	2	2	3	2	1
CO2	Discuss the global and regional influences on products and services for consumers and describe various international market entry strategies	2	2	3	1	2
CO3	Develop an analytical and critical understanding of the Global Marketing Mix.	1	2	2	0	0
CO4	Implement Global Marketing Strategies.	2	2	1	1	3

UNIT I

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalisation — Reasons and Strategies.

UNIT II

Global Environmental Drivers: WTO and Globalization — Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT III

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes — Strategies, Problems and Challenges.

UNIT IV

Global Marketing: Globalization Drivers — Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product

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&services, Marketing channels and Distribution Promotion Strategies, Pricing strategies — Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT V

Implementing Global marketing strategies: Negotiation with customers and selection method — Cultural and International Negotiations, E-Marketing channels organization &controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

1. Paul, J. (2008). International marketing: text and cases. Tata McGraw-Hill Education.
2. Onkvisit, S., & Shaw, J. (2009). International marketing: strategy and theory. Routledge.
3. Czinkota, M. R., & Ronkainen, I. A. (2013). International marketing. Cengage Learning.
4. Cateora, P. R., Graham, J. L., Salwan, P. (2011). International Marketing.13th edition, TMH.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) HRM-01 INDUSTRIAL LAW CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Industrial laws and regulations.
The course aims to acquaint the students with Industrial Disputes and Dispute Settlement Mechanism.
The course aims to acquaint the detailed conceptual analysis on Wage Policies, compensation, social security, retirement benefits during the course of employment and working conditions of employees.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Analyze the dynamic legal context in which factories could be setup and their rules for labor.	3	3	2	2	3
CO1B	Understand the provisions of the Industrial Disputes Act, 1947 which provides for settlement of industrial disputes through conciliation, voluntary arbitration and compulsory adjudication	3	3	3	2	1
CO2	Understand the process of trade union formation, working, role of trade union.	3	3	3	2	1
CO3	Determine the process and rules of wages payment to the workers	2	3	3	3	1
CO4	Learn the process and rules of minimum wages payment to the workers.	2	2	2	2	1

UNIT I

Factories Act 1948: Definitions, Provisions relating to Health, Safety, Welfare, Women, Children and Hazardous Process. Penalties and procedure.

UNIT II

The Industrial Dispute Act, 1947: Concept of Industrial disputes, settlement of Industrial dispute, procedure, power and duties of authorities, Strikes and Lockouts, Retrenchment and lay off.

UNIT III

Industrial Relations: The trade union Act, 1926- Definition of a trade union, Registration of trade unions, regulation, penalties, and Other provision.

UNIT IV

Payment of Wages Act, 1936: Introduction, object of the Act, Applicability of the act, Definitions, Rules for Payment of wages - Responsibility for payment of wages, Fixation of wages periods, Time of payment of wages, Mode of payment of wages.

UNIT V

The Minimum Wages Act, 1948: Objectives of the Act, Definitions, Eligibility, Fixing of minimum rate of wages, wages in kind, payment of minimum rate of wages, Normal working hours, Overtime wages, Claims, Penalties.

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Suggested Readings:

1. Misra, S. N. (1978). An introduction to labour and industrial Law. Allahabad Law Agency
2. Srivastava, S. C. (2012). Industrial relations and labour law. New Delhi: Vikas
3. Kapoor, N. D. (2016). Elements of industrial law, Sultan Chand. New Delhi: Educational Publishers
4. Indian Law Institute. (2016). Cases and materials on labour law and labour Relations
5. Malik, P. L. (2013). Industrial law. Eastern Book, Company
6. Dr Goswami (2011). Labour and industrial law. Central Law Agency
7. Chaturvedi (2004). Labour and industrial law
8. Sidliqi, Z. M. S., & Afzal Wani, M. (2001). Labour adjudication in India. ILI
9. Kumar, H. L. (1923). Workmen's compensation act.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) HRM-02 SOCIAL SECURITY AND WELFARE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The subject will make students aware about social securities and welfare schemes applied by organization

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept and development of social security.	3	1	1	0	1
CO1B	Memorize the concept and policies pertaining to workmen compensation.	3	1	1	1	1
CO2	Analyze features of maternity benefit provide to employees.	1	3	2	1	2
CO3	Evaluating and applying the concepts and methods of collective bargaining.	2	2	2	2	1
CO4	Comprehend workers participation in organizations in India.	2	2	2	1	3

UNIT I

Social Security: Definition. Components. Evolution and International standard of social security. Social security schemes in India. Limitations of our social security schemes and Major recommendations of the second NCL on social security

UNIT II

Workmen's Compensation Act, 1923: Object and Scope, Employer's liability for compensation, Conditions when employer is liable to pay compensation, when employer is not liable to pay compensation, amount of compensation, claims, compensation commissioner.

UNIT III

Maternity Benefit Act, 1961: Object and scope, Definitions, Employment of, or work by, women prohibited during certain period, Right to payment of maternity benefit, Continuance of payment of maternity benefit in certain cases, Payment of maternity benefit in certain cases, Claims.

UNIT IV

Collective Bargaining: Concept, Evaluation, Nature. Scope and Types of collective bargaining Process of collective bargaining, PoVies of collective bargaining, Benefits ref collective bargaining. Conditions essential for successful collective bargaining. Laws of collective bargaining and Collective bargaining regarding public and private sectors

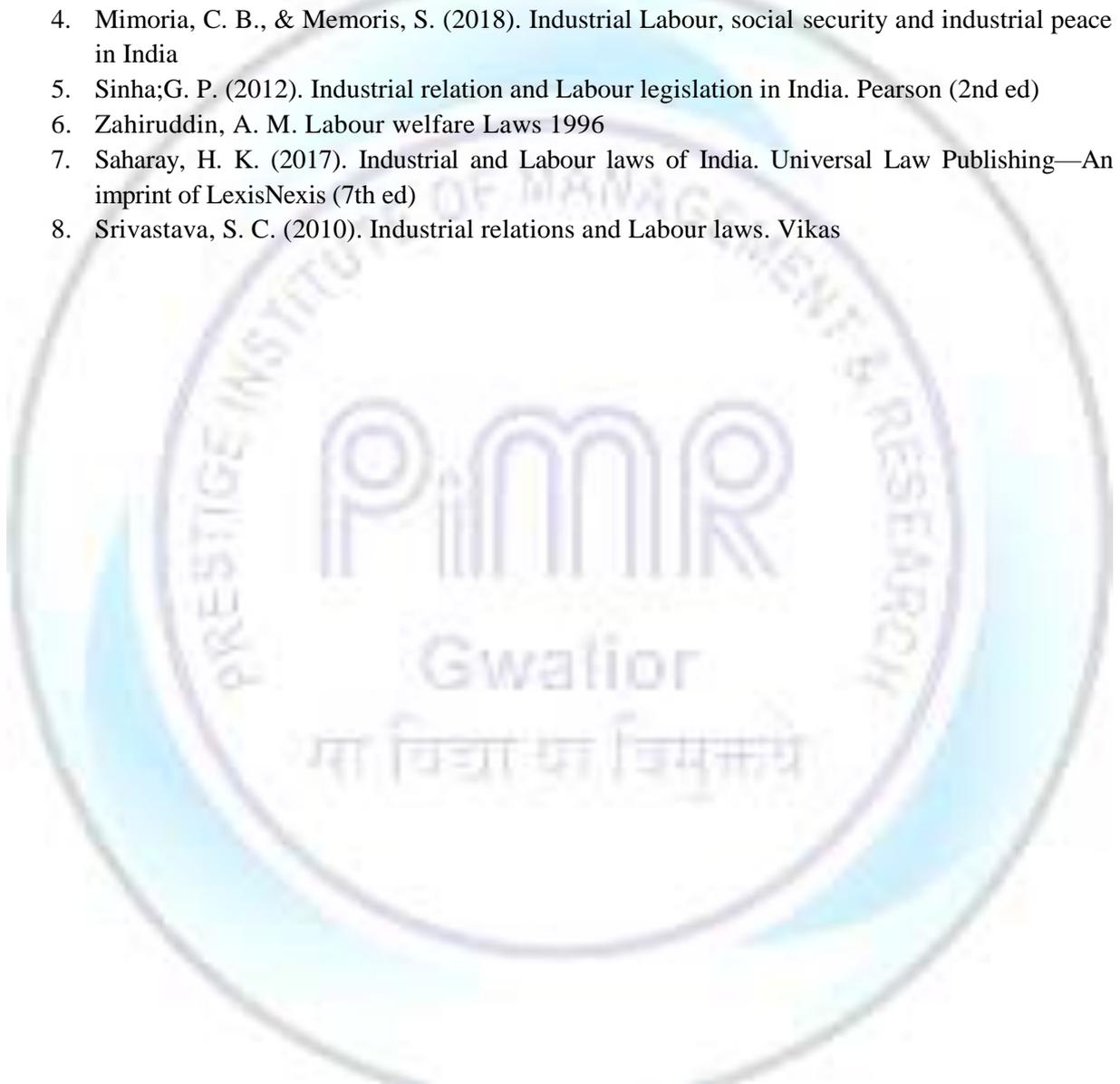
Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Workers Participation: Meaning Origin Growth and Objectives of worker participation, Factors influencing participation. Schemes of worker's participation and Worker participation in management in India with special to Indian industries.

Suggested Readings:

1. Sharma, A. M. (2011). 'Social, Security Labour Welfare' Himalayas publishing house
2. 4. 0 Social Security. International Labour Office
3. Malik, P. L. (2017). Industrial Law. Eastern Book, Company
4. Mimoria, C. B., & Memoris, S. (2018). Industrial Labour, social security and industrial peace in India
5. Sinha;G. P. (2012). Industrial relation and Labour legislation in India. Pearson (2nd ed)
6. Zahiruddin, A. M. Labour welfare Laws 1996
7. Saharay, H. K. (2017). Industrial and Labour laws of India. Universal Law Publishing—An imprint of LexisNexis (7th ed)
8. Srivastava, S. C. (2010). Industrial relations and Labour laws. Vikas



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) HRM-03 INDUSTRIAL RELATIONS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To explore contemporary knowledge and gain a conceptual understanding of industrial relations

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept and role of Industrial relations in public sector	3	2	2	2	2
CO1B	Articulate Industrial conflicts and available machineries for the resolution	2	3	3	2	3
CO2	Comprehend the welfare schemes and measures available for laborers	3	2	2	2	2
CO3	Categorizing several Industrial safety norms	2	3	3	2	2
CO4	Analyze welfare norms pertaining to different categories of laborers in India	3	2	2	3	3

UNIT I

Industrial Relations: Concepts — Importance — Industrial Relations problems in the Public Sector — Growth of Trade Unions — Codes of conduct

UNIT II

Industrial Conflicts: Disputes — Impact — Causes — Strikes — Prevention — Industrial Peace — Government Machinery — Conciliation — Arbitration — Adjudication

UNIT III

Labour Welfare: Concept — Objectives — Scope — Need — Voluntary Welfare Measures — Statutory Welfare Measures — Labour — Welfare Funds — Education and Training Schemes

UNIT IV

Industrial Safety: Causes of Accidents — Prevention — Safety Provisions — Industrial Health and Hygiene — Importance — Problems — Occupational Hazards — Diseases — Psychological problems — Counseling — Statutory Provisions

UNIT V

Welfare Of Special Categories Of Labour: Child Labour — Female Labour — Contract Labour — Construction Labour — Agricultural Labour — Differently abled Labour — BPO & KPO Labour - Social Assistance — Social Security — Implications.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Mamoria, C. B., & Mamoria, S. (2007). Dynamics of industrial relations. New Delhi: Himalaya Publishing House.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial relations and Labour Laws. Tata McGraw Hill
3. Sen, R. (2007). Industrial relations in India, Shifting Paradigms. New Delhi: Macmillan India, Ltd.
4. CS, & Ratnam, V. (2007). Globalisation and Labour management relations. Response books.
5. Srivastava (2007). Industrial Relations and Labour laws. Vikas.
6. Singh, P. N., & Kumar, N. (2011). Employee relations Management. Pearson
7. Sinha, P. R. N., Bala Sinha, Indu, & Seema Priyadarshini, S. (2004). Industrial relations, trade unions and Labour legislation. Pearson.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) HRM-04 COMPENSATION PLANNING CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the concept and components of Compensation.	2	1	1	1	1
CO1B	Designing compensation structure of organization.	3	3	3	1	3
CO2	Learn and replicate theories of wages and its management in MNCs	3	2	1	2	1
CO3	Comprehending the legal aspects of Compensation and strengthening performance linked incentives.	3	2	2	2	3
CO4	Evaluate the challenges & design employee benefits	3	3	3	2	3

UNIT I

Compensation: Definition, Compensation Responsibilities, Compensation System Design Issues, Compensation Philosophies, Compensation Approaches, Financial and Non-Financial compensation system, Concept of Total Reward System; New Trend in compensation management, The 3-P compensation concept.

UNIT II

Compensation Classification: Types, Incentives, Fringe Benefits, Strategic Compensation Planning, Determining Compensation, The Wage Mix, Development of Base Pay Systems, The Wage Curve, Pay Grades, Salary Matrix —Compensation as a Retention Strategy.

UNIT III

Theories of Wages: Wage Structure, Wage Fixation, Wage Payment, Salary Administration, Executive Compensation, Incentive Plans, Team Compensation, Gain Sharing Incentive Plan, Enterprise Incentive Plan, Profit Sharing Plan- ESOPs, Compensation Management in Multi-National organizations.

UNIT IV

Methods of Rewarding of Sales Personnel: Pay, Commission, Performance-Based Pay Systems, Incentives, Executive Compensation Plan and Packages, Perceptions of Pay Fairness, Legal Constraints on Pay Systems.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Wage Boards: Employee Benefits, Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programmes, Security Benefits, Creating a Work-Life Setting, Designing Benefit Packages, Compensation Challenges: International Compensation, Executive Compensation, Expatriate Pay, Elements of Expatriate Compensation, The Total Pay Model.

Suggested Readings:

1. Goel, D. (2012). Performance appraisal, and compensation management. New Delhi: Public Health Institute Learning
2. Richard, I. H. (2005). Compensation management in a knowledge-based world 10e. Englewood Cliffs, India, New Delhi: Prentice Hall
3. Thrope, R., & Homen, G. (2000). Strategic reward systems. Englewood Cliffs, India, New Delhi: Prentice Hall
4. Bhatia, S. K. (2003). New Compensation Management In Changing Environment, Deep and Deep publishers, New Delhi.
5. Armstrong, M., & Murlis, H. (2005). Handbook Of Reward Management Sense, Crust Publishing House
6. Chappra, T. N. (2006). Essentials Of Organizational Behavior. Delhi: Dhanpat Rai, and Company.
7. Flippo, E. B. (1989). Personnel nagement. Tokyo: McGraw-Hill
8. Gupta, C. B. (2005). Human resource management. New Delhi: Sultan Chand Publishers
9. Khan, S. M. (October 2002). Effect of liking syndrome on compensation need satisfaction. Indian Journal of Industrial Relations, 38(2), 1 99-210.
10. Mathis, R. L., 1phn, J., & H. (2003). Human Resource Management, Thomson south western, Australia.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) HRM-05 MANAGERIAL BEHAVIOR AND EFFECTIVENESS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand dimensions and methods of defining jobs	3	2	2	2	2
CO1B	Design jobs for managers	2	3	3	2	3
CO2	Understand organizational practices to achieve managerial effectiveness	3	2	2	2	2
CO3	Analyze environmental issues pertaining to managerial effectiveness	2	3	3	2	2
CO4	Understand Inter-personal strategies to achieve winning edge in organizations	3	2	2	3	3

UNIT I

Defining The Managerial Job: Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job behavior, Functional and level differences in Managerial Job behavior

UNIT II

Designing The Managerial Job: Identifying Managerial Talent, Selection and Recruitment, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Performance Appraisal Measures, Balanced Scorecard, Feedback, Career Management, Current Practices

UNIT III

The Concept Of Managerial Effectiveness: Definition — The person, process, product approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness, the Effective Manager as an Optimizer.

UNIT IV

Environmental Issues in Managerial Effectiveness: Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles

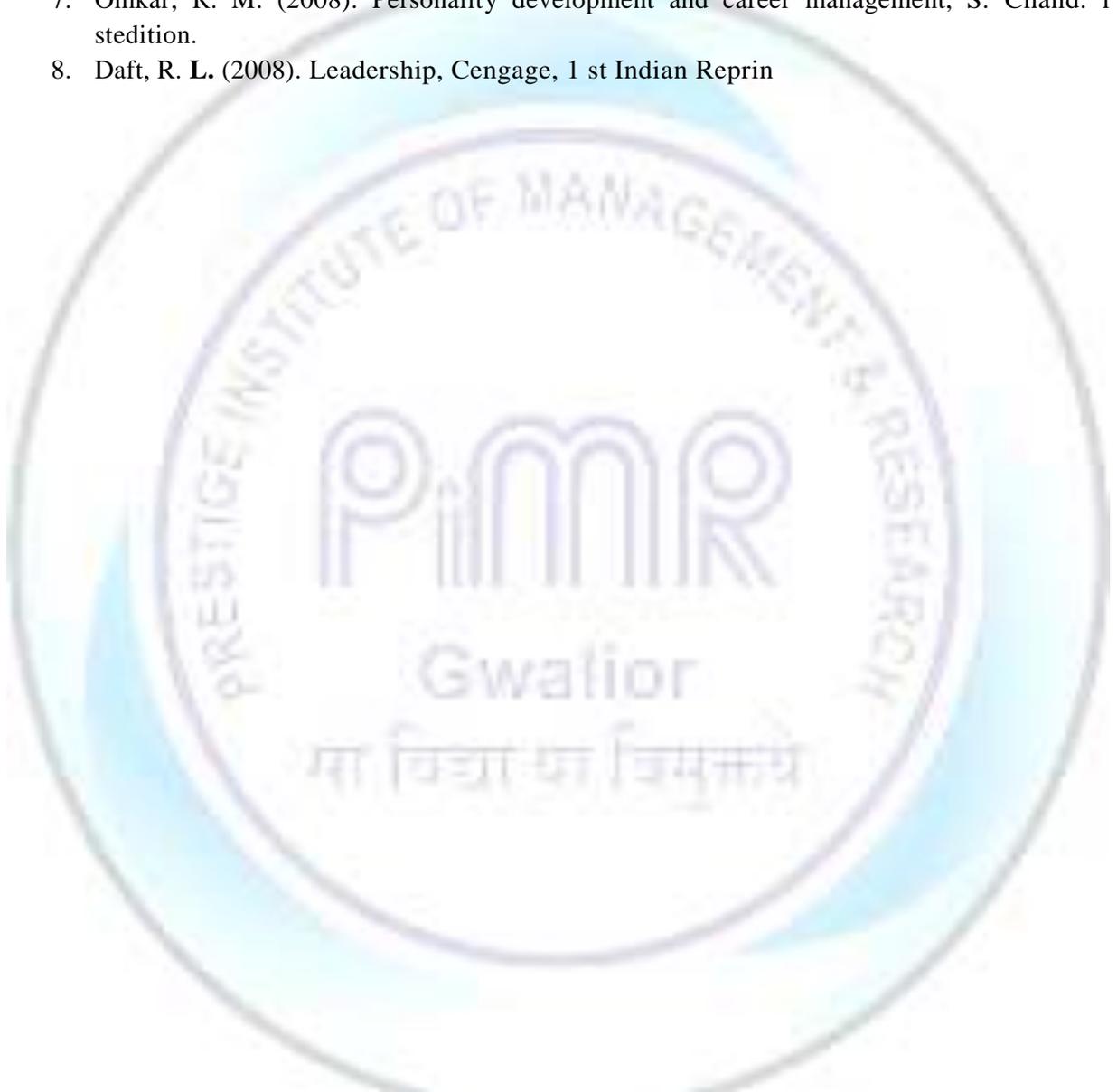
UNIT V

Developing The Winning Edge: Organizational and Managerial Efforts, Self Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity and innovation.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Drucker, P. (2005). Management. Harper & Row.
2. Milkovich, & Newman (2005). Compensation. New York: McGraw-Hill International.
3. Blanchard, & Thacker (2006). Effective training systems, strategies and practices. London: Pearson.
4. Dubrin (2008). Leadership. Research Findings, Practices & Skills, Biztantra.
5. Tidd, J., Bessant, J., & Pavitt, K. (2006). Managing innovation (3rd ed). Chichester: Wiley.
6. Rao, T. V. (2000). Appraising and developing managerial performance, excel books.
7. Omkar, R. M. (2008). Personality development and career management, S. Chand. 1st edition.
8. Daft, R. L. (2008). Leadership, Cengage, 1st Indian Reprint



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) HRM-06 STRATEGIC HUMAN RESOURCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

To help students understand the transformation in the role of HR functions from being a support function to strategic function

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand fundamentals of the strategic approach to HRM and aligning HR with functional and corporate strategies.	3	1	1	3	3
CO1B	Understand strategic planning for talent acquisition and development	3	1	1	3	3
CO2	Demonstrate strategies for Human Acquisition & placement through training & development and Performance appraisal	3	1	1	0	3
CO3	Distinguish human resource strategies for improving Health and safety and work climate	3	1	1	3	3
CO4	Comprehend labor relations and compensation strategies	3	1	1	3	2

UNIT I

The Strategic Approach- The Strategic Approach to HRM-Overview of SHRM, SHRM: Aligning HR with Corporate Strategy and functional strategies, Strategy formulation External Environment for HR SHRM: Universalistic, Contingency and Configurational Approaches.

UNIT II

Strategies for Human Resource Acquisition and Placement- Strategic HR Planning Acquisition and Development, Job analysis, Job design, Recruitment Methods, Selection process

UNIT III

Strategies for Maximizing Human Resource Productivity- Training and Development- Orientation, Evaluation of T & D, Strategies for effective performance appraisal Systems- Performance Appraisal objectives, PA Process

UNIT IV

Strategies for Maintaining Human Resource-Strategies for Improving Health and safety, Managing the problem Employee, building a Good disciplinary climate, the strategic 'fit' proposition; Change, Restructuring and SHRM

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Strategies for Compensation Labour Relations Strategic compensation & reward System, Managing Employee Relations

Suggested Readings:

1. Desimone, R. L., Werner, J. M., & Mathis, D. M. (2007). Human Resource Development. Cengage Learning.
2. Boselie, P. (2011). Strategic human resource management. Tata McGraw Hill
3. Mello, J. A. (2014). Strategic human resource management. Nelson Education.
4. Mathis, R. L., & Jackson, J. H. (2011). Human resource management: Essential perspectives. engage Learning.
5. Tayeb, M. (2007). International Human Resource Management. Oxford.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) HRM-07 HR ANALYTICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

Some of the objectives are to monitor workforce demographics in line with the recruitment and retention objectives. Gain insights into the art of workforce development. The course helps in understanding compensation pattern. Monitor absenteeism trends as a predictor for employee engagement

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand concept and approaches of HR analytics.	3	1	3	0	1
CO1B	Identify concept descriptive analytics and HR matrices.	3	1	3	1	1
CO2	Analyze the data and interpretation for predictions.	1	3	3	1	2
CO3	Evaluating and applying the knowledge of prescriptive analysis.	2	3	3	2	1
CO4	Appraise and design analytics for decision making.	2	3	3	1	3

UNIT I

Introduction to HR Analytics: Evidence Based Approach, HR Analytics Continuum, HR Analytics Process: Designing a Project

UNIT II

Descriptive Analytics: Analytical Foundations of HR Measurement, Bringing HR and Finance together, Types of HR Metrics, Developing Proprietary Metrics for your organization/Issues faced

UNIT III

Predictive Analytics: Introduction to Predictive Analytics Tools, Choosing Predictive Analytic Models for Quantitative Data, Working with Qualitative Data, Interpreting Predictive Analytic Results

UNIT IV

Prescriptive Analytics: Responding to HR Challenges through Prescriptive Analytics, Prescriptive Analytics as a Process to Influence Stakeholders, Contextualized Prescriptions, Optimization through Prescriptive Analytics

UNIT V

HR Analytics Vs Functions of HRM: HR Analytics and employee benefits, HR Analytics and talent management, HR Analytics and compensation, using analytics to lead HR, HR Analytics and talent acquisition.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Edwards, M. R., & Edwards, K. (2016). Predictive HR analytics: Mastering the HR metric (1st ed). Kogan Page
2. Fundamentals of Human Resource Management Noe, 5th ed. Section web address: Connect site is embedded on D2L2.
3. Bhattacharyya, D. K. (2017). HR Analytics: Understanding theories and Applications, Sage Publication
4. Cascio, W., & Boudreau, J. (2010). Investing in people: Financial impact of human resource initiatives. Ft Press. ISBN-13: 978-0137070923 ISBN-10: 0137070926 Edition: 2nd



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) HRM-08 INTERNATIONAL HUMAN RESOURCE MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

Due to the movement of human resource across the borders there is a need to understand the problems and find solutions to it. This paper aims at providing the student the basic understanding of such aspects to deal with.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM.	3	3	2	2	3
CO1B	Describe staffing practices in an International Context.	3	3	3	2	3
CO2	Analyze the Industrial relations and devise strategy for international organizations.	3	3	3	2	3
CO3	Understand the contemporary issues in international HRM.	2	3	3	3	2
CO4	Act out the ability to handle cultural difference through relevant strategies.	2	2	2	3	1

UNIT I

Introduction and Concepts in International Human Resource Management, Developments leading to International 1L-44 HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organizational Structure and HRM, International Human Resource Planning

UNIT II

Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices

UNIT III

International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements, HR/IR issues in MNCs and Corporate Social Responsibility.

UNIT IV

Sensitivity to Cultural Diversity, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, International HRM and Strategic Research

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Cultural Factors/Issues faced by MNC, Human and Cultural Variables in Global Organisations & Cross-cultural differences and managerial implications- Cross-cultural Research Methodologies and Hofstede Hermes Study.

Suggested Readings:

1. International human resource management. P. Subba Rao, Himalya Publishing House
2. International human resource management. S. K. Bhatia, Deep and Deep Publications
3. International business and globalisation. John D. Daniels , Jeffery A. Krug
4. Executive skills for global managers. Upinder Dhar and S. Ravishankar



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) FM-01 NDIAN FINANCIAL SYSTEM CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Indian Financial System. The course aims to acquaint the Indian Financial System. The course aims to provide information about different financial intermediaries.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Acquaint the students with the fundamentals of Indian Financial system and financial markets.	2	0	2	0	3
CO1B	Discuss about the factoring and forfeiting of accounts receivables.	3	2	2	3	0
CO2	Understand the overview of consumer finance and lease financing	3	2	2	2	2
CO3	Describe the significance of financial intermediaries and credit rating and its scope.	2	0	2	2	2
CO4	Develop awareness about interest rate and its relationship with economic process	2	0	2	0	2

UNIT I

Financial System - Significance, Components, Designs, Nature and Role, Financial System & Economic Development

Financial Markets - Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market

UNIT II

Factoring and Forfeiting: Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring

UNIT III

Consumer Finance and Lease Financing: Bill Discounting - Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. Credit Cards -Functioning of Credit Cards

Lease Financing - Meaning and Types, Financial Evaluation from Lessor & Lessee Point of View, Economic Aspect of Lease.

Hire Purchase - Meaning and Legal Aspect / Position; Hire Purchase vs. Lease Finance, I-Tire Purchase vs. Installment Payment

UNIT IV

Financial Intermediaries: Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund, Pension Plans Today

Course curriculum-MBA(INTEGRATED) PROGRAMME

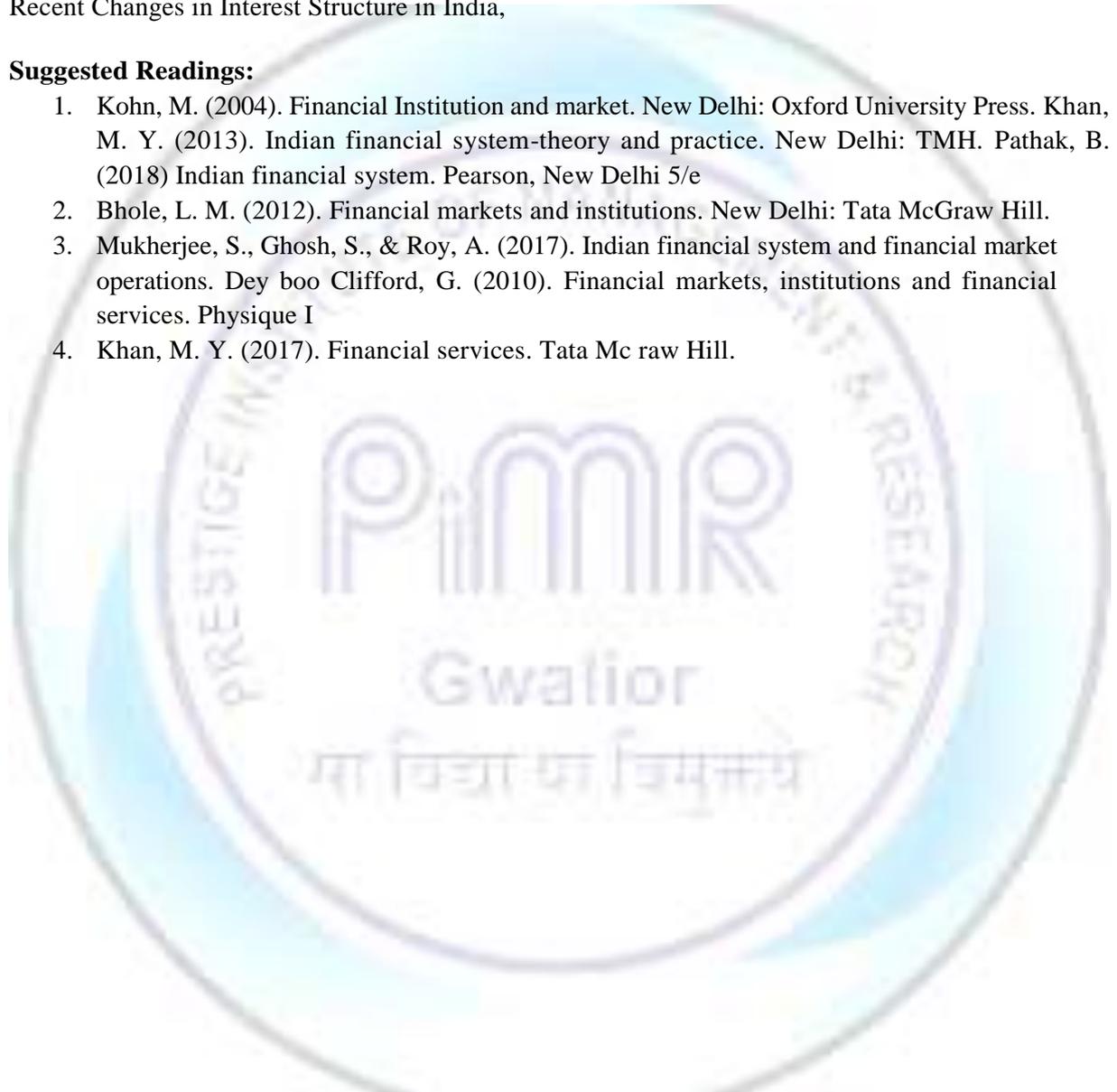
Mutual Funds: Significance, Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs. Credit Rating: Need, Rating Methodology, Rating Symbols, Credit Rating Agencies — CRISIL, CARE, MOODY, and Standard & Poor's Fifth Rating.

UNIT V

Interest Rate Structure Meaning: Gross and Net Interest Rate: their differences Nominal and Real Interest Rate — their difference, Differential Interest Rate Causes of Variation of Interest Rate Relationship between Interest Rate and Economic Progress Administered and Market determined Interest Rate Recent Changes in Interest Structure in India,

Suggested Readings:

1. Kohn, M. (2004). Financial Institution and market. New Delhi: Oxford University Press. Khan, M. Y. (2013). Indian financial system-theory and practice. New Delhi: TMH. Pathak, B. (2018) Indian financial system. Pearson, New Delhi 5/e
2. Bhole, L. M. (2012). Financial markets and institutions. New Delhi: Tata McGraw Hill.
3. Mukherjee, S., Ghosh, S., & Roy, A. (2017). Indian financial system and financial market operations. Dey boo Clifford, G. (2010). Financial markets, institutions and financial services. Physique I
4. Khan, M. Y. (2017). Financial services. Tata Mc raw Hill.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 5 MBA (I) FM-02 INVESTMENT MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Process of portfolio management. The course aims to acquaint the Functions of Asset Management Companies.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Know about the concept of investment and financial markets.	2	2	1	1	0
CO1B	Understand the concept of risk and return.	3	3	2	3	0
CO2	Comprehend with investment analysis and behavior of stock market prices.	3	3	3	2	0
CO3	Apply portfolio theory and asset allocation decision.	2	3	3	2	1
CO4	Acquaint with portfolio performance evaluation and portfolio revision.	3	3	2	3	1

UNIT I

Introduction Concepts of Investment-Financial and non-financial forms of investment--Objectives of financial investment, types of instruments, Financial markets - primary and secondary markets major players and instruments in secondary market -Functioning of stock exchanges, trading and settlement procedures at NSE & SSE. Functions of SEBI: International stock exchange.

UNIT II

Utility Analysis: Analysis of risk & return, types of risk. Valuation - bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets-Utility analysis.

UNIT III

Investment Analysis Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts. Economy industry-Company framework, Economic analysis and forecasting, Theory of Technical analysis, points and figures chart bar chart. Contrary opinion theory, confidence index RSA, RSI, and Moving average analysis.

Behavior of stock market prices - The market mechanism, testable hypothesis about Market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management, Asset pricing theories CAPM & Arbitrage pricing theories.

UNIT IV

Course curriculum-MBA(INTEGRATED) PROGRAMME

Modern portfolio theory Asset allocation decision. Dominant & Efficient portfolio simple diversification, Markowitz diversification model, selecting an optimal portfolio - Sharpe single index model. Determination of corner portfolio. Process of portfolio management - International Diversification.

UNIT V

Portfolio performance evaluation Sharp & Treynor & Jensen's measure, Portfolio revision Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, performance evaluation of mutual funds. Functions of Asset Management Companies.

Suggested Readings:

1. Reilly, F. K., & Brown, K. C. (2011). Investment analysis and portfolio management (10th ed). South-Western College Publishing
2. Fisher, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management —, 6/e Pearson. Physique I.
3. Barua, S., Venna, J. R., & Raghunathan, V. (2003). Portfolio management (TMH). In 1/e.
4. Luenberger, D. G. (2013). Investment science (2nd ed). Oxford: Oxford University Pr.
5. Kevin, S. (2006). Portfolio management. Englewood Cliffs, India: Prentice Hal



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) FM-03 FINANCIAL RISK MANAGEMENT CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The student walkthrough the historical perspective, to the financial aspects of important life and general insurance products, and understand the role of Actuaries.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate knowledge of the range of financial and financial related risk facing organization.	3	3	2	1	2
CO1B	Impart knowledge about various risk and apply internal risk management models to risk control measures.	3	3	2	0	2
CO2	Acquire knowledge on commodity and quantifying risk with practical considerations in measuring risk.	3	2	2	0	0
CO3	Understand and apply approaches to risk management through risk identification, risk measurement and risk management.	2	2	3	0	2
CO4	Identify ways to control risk with financial engineering and hedging.	3	3	2	0	1

UNIT I

Introduction: Risk, Financial Risk, Steps to Risk Identification, Top-Down and Building-Block Approaches to Risk Management, creating value with risk management.

Risk and the Management of the Firm: The Pervasiveness of Risk, importance of Management of Risk, Financial Risk and Financial Distress, The Costs of Risk Management.

UNIT II

Market Mechanisms and Efficiency: Introduction of Market Efficiency, Market Liquidity, the Role of Financial Intermediaries, Systematic Risk and Non-Systematic Risk, Managing Market Risks. Credit Risk and its Effects; Credit risks include-Default Risk, Counterparty Pre-Settlement risk, Counterparty Settlement Risk, Legal Risk, Sovereign or Country Risk, Concentration Risk.

Interest Rate Risk: Introduction of Interest Rate Risk, The Term Structure of Interest Rates, Analyzing Yield Curve Behavior, The Money Markets, Term Instruments; Currency Risk: Introduction of Foreign Exchange Rate Risk, Foreign Exchange Exposure.

UNIT III

Commodity Risk and Quantifying Financial Risks: Equity and Commodity Price Risk; Equity Market Risks; Commodity Price Risk; Introduction of the Price-Generating Process for Financial Assets; Understanding Volatility; Describing the Price-Generating Process; Conditional and Unconditional Volatility; Weighted and Unweighted volatility, EWMA and GARCH(1,1) approaches to volatility, estimating covariance.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Quantifying Financial Risks: Statistical Analysis of Financial Risk, The Significance of the Normal Distribution, Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected Return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk.

UNIT IV

Financial Methods for Measuring Risk: Using the Present-Value Approach to Determine Risk, Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement. Qualitative Approaches to Risk Assessment: Qualitative Forecasting Methods, Qualitative Forecasts, Assessing Qualitative Accuracy.

UNIT V

Controlling Risk with Financial Engineering & Hedging: Policy and Hedging, Measuring Risk; Global Initiatives in Financial Risk Management; Basics of Derivatives; Forwards, Pricing of Forward Contracts under Assumptions of Dividends; Futures, Settlement Mechanism; Clearing House Concept; Hedging with Future and Forwards; Basics of Options using Black-Scholes Model; Reporting and Controlling Risk; A Note of Warning.

Suggested Readings:

1. Horcher, K. A. (2005). Essentials of financial risk management. John Wiley & Sons, Inc. (Vol. 54).
2. Hull, J. C. (2007). Risk Management and Financial Institutions (RMFI). Prentice-Hall.
3. Hull, J. C. (2006). Options, Futures, and Other Derivatives [OFOD1. Prentice-Fall (6 ed.).

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 6 MBA (I) FM-04 BUSINESS TAXATION CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Income tax law and practices.

The course aims to acquaint the Benefits of Tax assessment. The course aims to acquaint the role of income tax authorities.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Demonstrate a good understanding of basic concepts and provisions of income tax.	3	2	0	0	2
CO1B	Linking and analyze the five heads of income and taxable income.	3	3	2	0	1
CO2	Acquire knowledge of gross income determination.	2	2	0	0	3
CO3	Understand and apply tax payment and refund procedure.	2	2	0	0	0
CO4	Distinguishing tax incentives related to different business sectors.	2	0	2	0	2

UNIT I

Assessment of Firms: Computation of income of the firm, Computation of tax, Association of persons or Body of individuals.

UNIT II

Assessment of HUF: Concept of Hindu coparcenaries, Difference between a Hindu undivided family and a firm, Assessment of HUF, Partition of the Hindu undivided family. Incomes which are not treated as family income.

UNIT III

Assessment of Companies: Types of companies, Amalgamation of companies and its tax implications. Minimum Alternative Tax (MAT) on certain companies. Computation of total income and Tax liabilities.

UNIT IV

Tax Payment: Return of income and assessment, Penalties and Prosecutions, Appeals and Revisions. Tax deduction and collection at source. Advance payment of tax and Refund of tax.

UNIT V

Special Tax Provisions: Tax provisions relating to free trade zones. Infrastructure sector and backward areas. Tax incentives for exporters and Tax planning.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Suggested Readings:

1. Mehrotra, H. C. (2019). Income tax laws and practices. In Sahitya Bhawan Publication house.
2. Singhanian, V. K. (2018). Income tax act-as amended by finance act (62nd ed), Taxman
3. Abuja, G., & Gupta, R. (2017). Systematic approach to taxation: Containing income tax and GST. Wolters Kluwer India Private Limited; 38th edition



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) FM-05- BANKING AND INSURANCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Banking and Insurance sector along with risk management system. The course also aims to acquaint the IT Applications in Banking and Insurance and provide information about Banking and Insurance Legislation in India.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Acquaint the students with the fundamentals of banking sector.	3	2	2	0	1
CO1B	Discuss about Electronic Banking and Risk Management in Banks	3	2	2	1	3
CO2	Understand the overview of Insurance Sector.	2	3	2	1	2
CO3	Describe fundamental concepts of Insurance Business and Risk Management	3	2	1	0	1
CO4	Develop awareness about Banking and Insurance Legislation in India	2	2	2	0	2

UNIT I

Indian Banking System -Evolution — Structure of Banks in India — Different types of Banks in India.— Constituents of the Indian Banking System — Commercial Banks — Co-operative Banking System.

Government and RBI's Powers Opening of New Banks and Branch Licensing Constitution of Board of Directors and their Rights Banks Share Holders and their Rights CRR and SLR Concepts Cash Currency Management Winding up - Amalgamation and Mergers.

Banker - Customer Relations: The legal relationship between the Banker and Customer, the Multifarious Transactions between them and the Rights and Duties of the Parties springing out of such relationship Nature of Banking Business Legal Nature of Banker-Customer Relationship and their Mutual Rights and Duties Special Categories of Customers, such as Corporations, Partnership Firms, Hindu Joint Families, Unincorporated Bodies, Trusts, Joint Account Holders, Minors.

UNIT II

IT in Banking: An Introduction. IT Applications in Banking- Computer-Based Information Systems for Banking; Electronic Banking; Electronic Fund Management, Enabling Technologies of Modern Banking- Electronic Commerce and Banking; Supply Chain Management; Customer Relationship Management; Integrated Communication Networks for Banks Security and Control Systems - Cybercrimes and fraud management.

Course curriculum-MBA(INTEGRATED) PROGRAMME

Risk Management in Banks: An Overview, Credit Risk Management, Liquidity and Market Risk Management, Operational Risk Management, Special Issues- Risk Management Organization; Reporting of Banking Risk;

UNIT III

Insurance: An overview and Historical Background, Nature and Scope of Insurance, Governance of Insurance Business, Classification of Insurance and Role of Insurance in Economic Development, Insurer's Obligation towards Rural and Social Sector, Principles of Insurance.

UNIT IV

Risk management system in insurance sector: Key risks control programs, types of risk, ERM.

Reinsurance business in India: nature and functions of reinsurance, Preparation of insurance documents and policy conditions, Distribution channels in Insurance Business. Premium and Bonus.

UNIT V

Provisions of RBI Act 1935, Banking Regulation Act 1949, Prevention of Money Laundering Act, 2002. Banks and Financial Institutions Act 1993, Insurance act 1938, Life Insurance Corporation act 1956, IRDA act 1999, Consumer protection act 1986. Ethics and Corporate Governance in Banking and Insurance Sector: Ethics and Business, Corporate Governance, Corporate Social Responsibility.

Suggested Readings:

1. Gupta, R.K. (2011). Banking Law and Practice in 3 Vols. Modern Law Publications.
2. Clifford, G. (2011). Banking and Finance: Theory, Law and Practice. PHI Learning Pvt. Ltd.
3. Tanna, M.L. revised by Datta, C.R. & Kataria, S.K. Banking Law and Practice, Wadhwa & Company, Nagpur,
4. Holden, J.M.: The Law and Practice of Banking, Universal Law Publishing.
5. Rejda, G.E. (2011). Principles of risk management and insurance. Pearson Education India.
6. Shroff, F.T. (2007). Modern banking technology, Northern Book Center.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 7 MBA (I) FM-06 STRATEGIC FINANCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Financial Engineering & Ethical Aspects. The course aims to acquaint the concepts of Strategic Financial Management. The course aims to acquaint the merger & takeover and acquisitions.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand capital structure decision making.	3	2	1	0	1
CO1B	Analyze corporate restructuring and expansion system.	2	3	2	0	2
CO2	Acquire knowledge of dividend policy.	2	1	3	0	1
CO3	Identify and apply financial engineering methods.	2	3	2	0	2
CO4	Compare functional ethics of financial decisions making.	2	1	1	3	2

UNIT I

Introduction: Concept, Objectives, Components & Goals, Capital Structure decision, Determination of optimum capital structure, Trade off model, planning for Capital Structure, EBIT-EPS analysis, ROI-ROE analysis, Capital Structure policies in practice, Cost volume profit analysis & Operating Leverage, Financial Leverage & its effect on shareholder's return.

UNIT II

Expansion & Corporate Restructuring: Mergers & Amalgamation: Reasons, Legal procedure, Benefits & cost of merger, Evaluation of merger & takeover, managing an acquisition programme, restructuring through divestitures, Spin-off& Split up, Leverage buyouts, Buyback of Shares.

UNIT III

Dividend Policy & Share Valuation: Walter model, Gordon model, The Bird in the hand model, MM hypothesis, Bonus shares & stock splits, Risk Analysis — Measure of risk, Sensitivity analysis, Simulation analysis, Selection of a project, Risk analysis in project.

UNIT IV

Financial Engineering & Ethical Aspects: Meaning of financial engineering approaches, Economic value added & activity based costing, Holistic approach to innovative financial engineering, Ethical brand equity & long term gains, Assessment of ethical financial performance, Accounting disclosures & functional ethics in financial management.

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Case Studies:

Case studies on various topics of Strategic Financial Management.

Suggested Readings:

1. Jakhotiya, G. (200). Strategic Financial Management. Vikas Publishing House Pvt Ltd.
2. Gupta, S. K. & Sharma, R.K., Financial Management, Kalyani publishers.
3. Chandra, P. (2011). Financial management. Tata McGraw-Hill Education.
4. Pandey, I. M. (2015). Essentials of Financial Management, 4th Edition. Vikas publishing house.



Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) FM-07 INTERNATIONAL FINANCE CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

The course aims to acquaint the student with an overview of Exchange rate, Interest, corporate strategy and Foreign Direct Investment. Along with the information on International Financial Market and Risk in Foreign Exchange Markets is also another objective.

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Recognize the difference in the operations in the international and domestic financial markets.	2	2	1	1	1
CO1B	Understand the various ways the exchange rate evolved over the years in the International markets	1	3	2	2	2
CO2	Learn the operations in the currency market and solve the exchange rate determination in spot and forward markets.	2	2	1	1	1
CO3	Examine the Parity relationship in exchange rate determination.	2	1	2	2	1
CO4	Demonstrating theory in financial decision making and Integrate concept and apply the knowledge of capital budgeting decisions to mitigate the financial risks of organizations	2	3	1	1	1

UNIT I

International Monetary and Financial System: Evolution & development of International organizations and monetary system, nature, function and scope of International finance, Balance of Payments: Principles, components, Current account deficit and surplus and Capital Account Convertibility.

UNIT II

Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, Government influence on exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

UNIT III

Foreign Exchange Market & Risk: forwards, futures, swaps, and options. Currency Derivatives, Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure-Management of Exposures Internal Techniques, Management of Risk in Foreign Exchange Markets.

UNIT IV

Course curriculum-MBA(INTEGRATED) PROGRAMME

International Financial Market: basic concepts and feature of international market, International Sources of Finance, International Bonds and Process of Issue of GDRs and ADRs. Foreign Trade Finance, concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

UNIT V

Foreign, Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment. Multinational Transfer Pricing and Performance Measurement, financial crisis in world. Case studies

Suggested Readings:

1. Sharan, V. (2011). Fundamentals of financial management. Pearson Education India.
2. Shapiro, A. C., Multinational Financial Management, Prentice- Hall of India.
3. Adrin, B., Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
4. Srinivasan, S.P. & Janakiram, B., International Financial Management, Wiley India, New Delhi.
5. Clark, E. (2002). International finance. Cengage Learning EMEA.
6. Seth, A.K., International Financial Management, Galgothia Publishing Company.
7. Apte, P.G., International Financial Management, Tata McGrw Hill, 3rd Edition.
8. Bhalla, V.K.(2001). International Financial Management, 2nd Edition, New Delhi, Anmol.
9. Avadhani, V.A., International Financial Management, Himalaya Publishing House.

Course curriculum-MBA(INTEGRATED) PROGRAMME

MBA (I) SEMESTER 8 MBA (I) FM-08 FINANCIAL ANALYTICS CREDIT: 4	Max. Marks: 100 Min. Marks: 35 External: 60 Internal: 40
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Course Objective:

Course will cover some applied issues in Finance. The issues will be discussed in a way that will facilitate students to appreciate empirical issues and help identify research questions in the areas discussed. The topics discussed will also include survey of few empirical studies, evaluation of econometric techniques, and research applications in the Indian and international context

Course Outcome (CO) and CO-PO Matrix:

	The subject will enable/help student to/in-	PO1	PO2	PO3	PO4	PO5
CO1A	Understand the Basic Concepts and Theories of Financial Market.	2	1	3	2	2
CO1B	Demonstrate various Model of Capital Structure	2	3	3	0	1
CO2	Analyze and Interpret the Volatility and Credit Risk.	2	2	2	0	1
CO3	Elucidate Empirical Issues in International Finance	3	3	2	2	1
CO4	Comprehend the Financial Stochastics issues	3	3	3	2	2

UNIT I

Financial Market Microstructure Issues (of Bond & Stock Market), Liquidity in Short term and Long term market segments. Asset Pricing Theories & Applications I: Mean-Variant Portfolio Frontier, Separation Theorem, Asset Pricing Theories & Applications II

UNIT II

Capital Assets Pricing Model, Arbitrage Pricing Theory, Conditional CAPM Term Structure Modeling and Yield Curve Building, Idiosyncratic factors affecting yield and prices in bond markets, YC and the Economy.

UNIT III

Volatility Modeling and Forecasting, ARCH & GARCH Processes, Volatility Estimation in Recent Financial Market Turbulence. Risk Measurement in Financial Institutions, Measuring Market and Credit Risks, Credit Risk Analysis and Measuring Default Adjusted Bond Return.

UNIT IV

Empirical issues in International Finance, International Arbitrage and Parity Conditions, Yen Carry Trade and Interest Rate Parity, International Investment Issues, International Capital Asset Pricing Model (I-CAPM Extension).

Course curriculum-MBA(INTEGRATED) PROGRAMME

UNIT V

Introduction to Financial Stochastic, Interest Rate Modeling, generating Interest Rate Processes, Vasicek and Cox-Ingersoll and Ross calibration.

Suggested Readings:

1. Frank, C. R., Jr.(1971).Statistics and Econometrics, Holt, Rinehart and Winston, New York.
2. Goldberger, A. S. (2009). Introductory econometrics. Harvard University Press.
3. Gujarati, D. N., & Porter, D. C. (1999). Essentials of econometrics (Vol. 2). Singapore: Irwin/McGraw-Hill.
4. Gene, I. H. (2003). Duration Modeling in Undergraduate Econometrics Curriculum via Excel. Available at SSRN 467001.
5. Wei, I-I, T. (1973). Econometrics: An Introductory Analysis, University Park Press, Baltimore.
6. Katz, D. A. (1982). Econometric Theory and Applications, Prentice Hall, Englewood Cliffs, N.J.
7. Klein & Lawrence R. (1962). An Introduction to Econometrics, Prentice Hall, Englewood Cliffs, N.J.

