

**MBA- Part-IISem-III**  
**301 - Project Management/MBAM2301T**

<b>Program Name:</b> M.B.A. (Flagship) Part-II (Semester-III)	<b>Program Code:</b> MBAM2PUP
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<b>Course Name:</b> Project Management	<b>Course Code:</b> MBAM2301T
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**Course Outcomes:**

This course intends to equip the students with the knowledge, skills, tools and techniques involved in successful completion of hospital projects and related activities. Broadly the outcomes will include:

<b>CO1</b>	Learning of project related concepts, systems, and strategies for successful completion of hospital projects.
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<b>CO2</b>	Application of various methods to analyse demand, project appraisal and successful hospital project management
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**Course Overview**

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. The basic purpose of this course is to understand the framework for project and their planning and management in the review of the projects undertaken. At the end of the course the students should be able to: (1) Understand the concepts of project management. (2) To familiarize the concepts of cost planning. (3) Learn the concepts of sensitivity analysis.

**Course Content**

**Group-I:**

**Concepts of Project Management:** Meaning and Definition of Project, Characteristics of a Project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process: Work Breakdown Structure,

**Cost Planning** – Tools & Techniques, Cost Estimation, Time Planning – Tools & Techniques. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty.

**Group-II:**

**Concept of Sensitivity Analysis,** Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing,

**Basic approaches to Social Cost Benefit Analysis.** Scheduling: Graphic Representation of Project Activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation, Overview of MS-Project 2000. Control of Projects: Control Systems, Control of Constraints – Cost and Time.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCs, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Texts and Readings:**

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-IISem-III**  
**302 - Business Analytics**

**Program Name:** M.B.A. (Flagship) Part-II (Semester-III)

**Program Code:** MBAM2PUP

**Course Name:**302 - Business Analytics

**Course Code:**MBAM2302T

**Program Specific Outcomes:**

This MBA Flagship course will develop students' knowledge, understanding and skills in organizing and managing various managerial issues relating to Business Analytics.

**Course Objective**

The objective of this course is to introduce the students to the managerial issues relating to business analytics. This course covers all the important aspects of Business Analytics i.e. Multidimensional Modeling, Predictive Analytics, Data Warehouse and Data Mining.

**Course Outcome**

At the end of the course the students should be able to-(1) To understand the concepts of business analytics. (2) To familiar with the concepts integrating analytics in business approach. (3) To learn the concepts of data modeling.

**Course Content**

**Group-I:**

**Concept of Business Analytics: Definition,** Evolution, Architecture, Benefits, Future Application: Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI Based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling. Emerging Areas of Analytics: Facial Analytics, Retail Analytics, Social Media Analytics.

**Group-II:**

**Data Modelling:** Data Modelling Concepts, Data Modelling Types and Techniques  
**Multidimensional Modelling:** Measures, Dimensions, Attributes and Hierarchies, Schemas, Data Marts.  
**Data Integration:** Extraction, Transformation and Load Processes.  
**Data Warehouse:** Definition, Architecture, Development and Implementation issues, OLTP and OLAP.  
**Data Mining:** Definition, Concepts, Applications and Methods.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCs, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

**Texts and Readings:**

- Business Analytics By Sahil Raj, Cengage Publication
- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication,
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press

- Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, DursunDelen and Daid King, Pearson Publication
- Delivering Business Intelligence with Microsoft SQL Server 2012, by Brian Larson, Tata McGraw-Hill Edition

**Scheme of Examination:**

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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
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- A minimum of 75% of classroom attendance is required in each subject.

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- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**303 - Advertising and Sales Management/MBAM2303T**

**Course Outcomes**

The course aims to develop the understanding of advertising as an element of marketing communications, of how the advertising planning process is managed, and the various factors affecting decision-making in this area. The course would be beneficial for reader as they would be able to:

1. Understand the concepts of sales management and requisites of sales planning.
2. Familiar with the advertisement process as later they have to develop the ads and launch to promote products.
3. Take the decisions for media selection based on the target market as well as Identify and make decisions regarding the most feasible advertising appeal and media mix.
4. Understand how they can decide the sales quota by having information of sales forecasting and sales potential in the market.
5. Take care about the development of advertising, testing the advertisement, advertisement message and role of advertising agencies.
6. Identify the dealer oriented promotion techniques, customer oriented promotion techniques and the salesmen oriented promotion techniques.
7. Have knowledge about the ethical and unethical practices in advertising.

**Course Overview**

The primary objective is to make students familiar with basics of Sales Management and the duties & roles played by salesmen. The growing significance of process of advertising deserves the same focus and attention. At the end of the course, the students should be able – (1) to understand the concepts of sales management and requisites of sales planning (2) to familiar the students with the advertisement process (3) knowledge about the ethical and unethical practices in advertising.

**Course Content**

**Group-I:**

**Sales Management:** Nature and Scope, Organizing, Recruitment and Selection of Sales Personnel, their Training and Development, Supervision & Appraisal, Motivating Sales Personnel.  
**Sales Planning:** Carving Territories, Routing, Quota Sales Call Planning, Sales Forecasting, Sales Organization – Structure and Control.

**Group-II:**

**Advertising Research:** Nature & Scope, Consumer Behavior and Advertising  
**Media Planning:** Merits and Demerits of Various Media Types, Emerging Media  
**Advertising:** Process, – Copy Testing, Advertising Budget Measuring Advertising Effectiveness, Deceptive Advertising, Advertising Ethics and Unethical Practices, Role of Advertising Agencies, Legal Framework of Advertising.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

**Pedagogy:**

The Instructor is expected to use leading pedagogical approaches in the class room situation. Innovative instructional methods, extensive use of technology use in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises encouraging in class.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Text and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Belch (2017), Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) | 9th Edition, McGraw Hill Education.
- David Jobber , Geoffrey Lancaster (2018), Selling and Sales Management, Tenth edition Pearson Education.
- Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni), Sandeep Puri (2017), Sales and Distribution Management, Sixth Edition, Pearson Education.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**304 - Marketing Research/MBAM2304T**

**Course Outcomes**

At the end of course, readers would be in a position to find out the solutions of number of marketing questions, that need to be answered and the number of marketing decisions, that need to be made with respect to the choice of techniques to be used to solve a marketing research problem. The students would be able to:

1. Understand the concepts of marketing research and how we can use them for marketing decision making.
2. Identify the marketing research designs to be implemented based upon the marketing research problem.
3. Use the different statistical analysis (Factor analysis, Cluster analysis, Chi Square test, etc.) to highlight the key finding of survey.
4. Apply the marketing research techniques for the Product Research, Advertising Research, Motivation Research, Sales forecasting, etc.
5. Find out the different sources of information required for marketing decisions and strategy formulation.

**Course Overview**

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem. At the end of the course, the students should be able – (1) to understand the concepts of marketing research (2) to familiar with the concepts of research designs. (3) to knowledge about the factor analysis.

**Course Content**

**Group-I:**

**Concepts of Marketing Research:** Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis and Identification of MR Objectives,

**Types of Data:** Sources of Information: Primary and Secondary Data, Research Designs and their Applications: Exploratory, Descriptive and Causal Research.

**Sampling Decisions:** Basics, Methods/Techniques and Determination of Sample Size.

**Measurement Process:** Measurement in Marketing, Difficulties in Measurement.

**Concepts of Validity and Reliability:** Attitude Measurement: Importance of Attitude Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications.

**Group-II:**

**Concepts of Factor analysis:** Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research,

**Applications of Marketing Research:** Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

**Pedagogy:**

The Instructor is expected to use leading pedagogical approaches in the class room situation. Innovative instructional methods, extensive use of technology use in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises encouraging in class.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Question in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Texts and Readings:**

- Iacobucci. (2006). *Marketing Research*, Thomson Publications, Mumbai.
- Kinner, T.C. and Taylor, J.R.(1995). *Marketing Research: An Applied Approach*, McGraw-Hill, New York, 5th Edition.
- Green, Tull and Album, *Research for Marketing Decision*, Prentice-Hall of India, New Delhi, 7th Edition.

**Scheme of Examination:**

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**MBA- Part-II Sem-III**  
**305 - Management of Industrial Relations/MBAM2305T**

***Course Overview***

Industrial Relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labor. The course has been designed to make the students aware of the sensitivity of employer-employee relationships, understand the importance of cordial relations between labor and management.

**Course Outcomes**

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

**CO1:** understand the key participants, institutions and processes in employment relations so that to acquire an enhanced ability to influence industrial relations outcomes in an informed manner.

**CO2:** apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels.

**CO3:** investigate solutions to industrial relations problems based on research and assessment of current practices.

**Course Content**

**Group-I:**

**Economy and Labor Force in India. Industrial Relations:** Importance, Present Status, Concepts and Models. The Role of Government in Industrial Relations.

**Industrial Relations** and Technological Change, Changes in IR Post-Liberalization.

**Trade Unions** – Objectives, Functions, New Role of Trade Union in the Context of Globalization.

**Industrial Dispute**–

Nature & Causes of Industrial Disputes. Machinery for Solving Industrial Disputes under Industrial Disputes Act, 1947 at National and State Level.

**Group-II:**

**Comparative Study of Industrial Relations** in Developed and Developing Economies Role of ILO.

**Collective Bargaining**– Meaning, Characteristics, Need Importance, Process, Causes for Failure of Collective Bargaining.

**Concept, Forms and Models of Workers' Participation in Management**, Schemes of Workers' Participation in Management in India and Their Evaluation.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

**Pedagogy:**

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. The instructor of the class will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

**Class Assignments and Attendance:**

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

**Texts and Readings:**

- Venkataratnam, C.S. (2007). *Industrial Relations*. Oxford University Press.
- Mamoria, Mamoria, Gankar (2007). *Dynamics of Industrial Relations*, Himalaya Publishing House, Mumbai.
- Singh, B.D. (2007). *Industrial Relations: Emerging Paradigms*, Excel Books, New Delhi.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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**MBA- Part-II Sem-III**  
**306 - Human Resource Planning & Development/MBAM2306T**

**Course Outcomes:** Upon completion of this course, the student will be able to

1. Analyze and explain the different steps in the HRP process and how the process can be applied at both the operational and strategic level.
2. Understand the evolution and functions of HRD and to develop a perspective of HRD beyond organizational realities including national HRD.
3. Evaluate and understand diversity issues and their impact on organizations.
4. Understand and develop career planning & development related activities in the organization.

**Course Content**

**Group-I:**

**Macro and Micro Level Manpower Planning;** Human Resource Planning and the Government. Organizational Human Resource Planning: Factors Affecting, Process, and Barriers.

**Stock Taking;** Work Force Flow Mapping, Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting.

**Behavioral Factors** in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.

**Career Management and Career Planning;** Career Development, Managing Change. Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training Retraining, (studying these trends in Indian and international context)

**Group-II:**

**HRD Evolution:** Concepts, Goals and Challenges, HRD Climate and Processes. Organizing for HRD, HRD Strategies and Experiences in India. HRD in Culturally Diverse Environment, International HRD Experiences. Human Resource Valuation and Accounting.

**Role of an HRD Professional:** Task Analysis, Motivational aspects of HRD. Developmental Supervision and Leadership (Identifying Corporate Leaders and Analyzing their Role in Building up their organizations). Counseling and Mentoring.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

**Pedagogy:**

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of case studies and group discussions must be carried out.

**Class Assignments and Attendance:**

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria.

**Texts and Readings:**

- Extensive use of academic inputs made by the teacher must be made by students. The following books can be used to further the knowledge gained in the class.
- Papalia, D. (2017). *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 9<sup>th</sup> Edition.
- Desimore, R. L., Werner, J. M., & Randy, L. (2011). *Human Resource Development* (6th ed.). Cengage Learning.
- Kleiman, L. S. (2003.). *Human Resource Management: A Managerial Tool for Competitive Advantage* (3rd ed.). Wiley
- David M. (2013). *Human Resource Development*, Oxford University Press.
- Bhattacharyya, D. K. (2016). *Human Resource Planning*. Excel Books, 3<sup>rd</sup> Edition.

**Scheme of Examination:**

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- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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**MBA- Part-II Sem-III**  
**307 - Management of Financial Institutions/MBAM2307T**

**Course Outcome**

The basic objective of this course is to acquaint the students of finance with the working, performance and regulations of commercial banking, development finance, and investment finance and about the various risks faced by financial institutions. At the end of the course, the students will be able to:

1. Understand the nature and types of Financial Institutions in India.
2. Understand Non-Banking Financial Institutions and their Role in Economic Development.
3. Understand Banking System in India.
4. Analyse the Public, Private and Foreign Sector banks and their Role and Performance.
5. Explain the recent trends in Indian Banking.

**Course Overview**

The basic objective of this course is to acquaint the students of finance with the working, performance and regulations of commercial banking, development finance, and investment finance and about the various risks faced by financial institutions. At the end of the course, the students should be able to – (1) develop the skills to identify the difference between Financial Institutions and Banking system in India (2) understand the Concept of Micro finance and Non-Banking Finance Companies (3) analyze the risks faced by Insurance Companies.

**Course Syllabus**

**Group-I:**

**Financial Institutions:** Financial Institutions in India: An Overview, Types, Banking and Non-Banking Financial Institutions and their Role in Economic Development.

**Banking System:** Banking System in India: Evolution and History of Indian Banking, Structure of Indian Banks: Public, Private and Foreign Sector banks, their Role and Performance, Banking Sector Reforms in India, Modern Banking services, Recent trends in Indian Banking.

**Reserve Bank of India:** Its Functions and Role as a Central Bank.

**Development Banking in India:** Concept, Evolution, Structure and Promotional role.

**Group-II:**

**Micro-Financing:** Concept, Features of Micro Financing, Models of Micro Financing, Concept of Self Help Groups, and its Role in Poverty Alleviation

**Non-Banking Finance Companies (NBFCs):** Introduction, Evolution, Progress and Growth, Regulatory Framework, Problems and Prospects

**Insurance Industry in India:** Evolution, Growth, Insurance Sector Reforms. Recent trends in Indian Insurance Industry. **Risk Management:** An Overview of Risks Faced by Financial Institutions, Types of Risks: Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Foreign Exchange Risk, Technology and Operational Risk.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions and live project-based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Text and Readings:**

- Anthony Saunders and Marcia Million Cornett (2009). *Financial Markets and Institutions*, 3rd Edition Tata McGraw-Hill Education Private Limited.
- L.M. Bhole (2009). *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Company Limited, 5th Edition.
- R.M. Srivastava (2008). *Management of Indian Financial Institutions*, Himalaya Publishing House, Mumbai.
- Khan M.Y.(2007). *Indian Financial System*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 5th Edition.
- Dhiraj Sharma (2014). *Modern Banking and Working Capital Management: Text and Cases*, Mumbai.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**308 - Financial Services and Markets/MBAM2308T**

**Course Outcome**

This course is aimed at providing the basic understanding of financial markets that how the markets are inter-linked, structured and regulated. The course also provides an overview of various financial services, their emerging role, regulations and as to the performance related issues. Upon successful completion of course, the student will be able to:

1. Understand the Structure, growth, major problems and deficiencies of Indian Financial system in detail.
2. Understand the working of Financial markets in India.
3. Understand the Financial Market Environment in India.
4. Explain the working of Financial markets in India.
5. Understand the working of New Issue Market, Mode of Raising Capital from Primary Market.
6. Understand Financial Services in India –their nature, types, regulatory framework etc.

**Course Overview**

The objective of this course is to have a good understanding of financial services and markets as applicable in real life Business Management. The main objective of the course to develop a set of skills among the students to use the financial planning at the workplace to solve business finance related and general decision for financial problems. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate financial planning; (2) Analyze the financial problems, and (3) learn about markets are inter-linked, structured and regulated.

**Course Content**

**Group-I:**

**Financial system in India:** An Overview, Structure and Growth, Major Problems and Deficiencies

**Financial markets in India:** Structure and Significance; Financial Market Environment

**Money Market in India:** Constituents, Regulations and Recent Developments

**Capital Market in India:** Constituents, Regulations and Recent Developments, New Issue Market. Role of SEBI in regulating the Capital Market.

**Financial Services in India:** Nature Types, Regulatory Framework, Major Problems faced by Indian Financial Services Sector.

**Group-II:**

**Leasing:** Meaning, Types, Financial, Legal and Tax Aspects, Concept of Hire Purchase.

**Factoring:** Types, Legal and Financial Aspects.

**Mutual Funds:** Meaning, Types, Structure and Significance, SEBI Guidelines Relating to MFs.

**Merchant Banking in India:** Role and Functions, SEBI Guidelines Relating to Merchant Banking.

**Venture Capital:** Meaning, Characteristics and SEBI Guidelines Relating to Venture Capital Funds.

**Credit rating:** Meaning, Types and Functions of Credit Rating Agency, Process and Methodology of Credit Rating.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

**Pedagogy:**

The Instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen

teaching efforts and improve student learning outcomes. The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project-based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Text and Readings:**

- Khan, M.Y. (2016). *Financial Services*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Bhole, L.M. (2017). *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Pathak, Bharati. *Indian Financial System*. Pearson Education, New Delhi.
- Bhole, L.M. *Financial Institutions and Market*. Tata McGraw Hill.
- Kirsch, C.E. *The Financial Services Revolution*. McGraw Hill.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”



## MBA- Part-II Sem-III

### **309 –Production Planning and Control/MBAM2309T**

#### **Course Outcomes:**

The objective of this course to acquaint students with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems.

At the end of the course, the students should be able to:

- (1) Know about the production management.
- (2) Analyze product and service design and
- (3) Learn about aggregate sales and operational planning.

#### **Course Content**

##### **Group-I:**

**Production Management:** A Strategic Fit; An Inter-functional Imperative.

**Project Planning:** Project Structure, Work Breakdown Structures, Network Models: Estimated Time Known with Certainty (CPM) and Uncertainty (PERT), Time-Cost Models.

**Product and Service Design:** Product Design Process, Designing Services.

**Demand Management:** Components of Demand, Forecasting Methods: Average, Trend and Seasonal. Qualitative techniques.

**Capacity Planning:** Concept Measurement and Models

##### **Group-II:**

**Aggregate Sales and Operations Planning:** Overview, Aggregate Operations Plan, Aggregate Planning Techniques. Material Requirements Planning: Master Production Scheduling, MRP System Structure.

**Process Capability:** Process control charts, Statistical Quality Control Methods: Operating Characteristic curve, Acceptance Sampling, Sampling Plans.

**Inventory Control:** Inventory Systems, Fixed-order Quantity Models: with and without Safety Stock, Fixed-time Period Models: with and without Safety Stock, Price-break Models.

#### **Pedagogy:**

The instructor is expected to use leading teaching approaches by applying various techniques such as simulation. resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of student through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### **Case/Class Discussions:**

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.

#### **Class Participation:**

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

### **TextsandReadings:**

- Chase,B.R.,Shankar,R.,Jacobs,F.R.andAquilano,N.J.,*Operations&SupplyChainManagement*, 12thEdition, McGrawHill.
- Stevenson,W.J.,*OperationsManagement*, 9thEdition,TataMcGrawHill.
- LeeJ.Krajewski,*OperationsManagement*,Prentice-HallofIndia,NewDelhi,8thEdition.

### **Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

## MBA- Part-II Sem-III

### 310 –Inventory Management/MBAM2310T

#### **Course Outcomes:**

The objective of this course is to familiarize the students with the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of methods and models for Inventory Management.

At the conclusion of the course, students should be able to:

- (1) monitor inventory levels and projected item availability;
- (2) perform basic warehousing operations including receiving, putting away, picking and shipping;
- (3) analyze and develop inventory management policies under deterministic and stochastic environments.

#### **Course Content**

##### **Group-I:**

**Fundamental concepts of Inventory:** Introduction, Functions of Inventories, Importance of Inventories in a Manufacturing Organisation;

**Types of Inventories:** Factors Affecting Inventory Control, Classification of Inventories; Codification of Inventories; Simplification & Standardization of Inventories; Inventory costs concepts;

**Selective Inventory Control Techniques:** ABC, HML, FSN, VED Analysis etc., Material Requirement Planning.

**Inventory Control Concepts:** Lead Time, Re-order point, Requirement of Materials; Safety Stock, Standard, Order Quantity, Service Levels.

##### **Group-II:**

**Inventory Control Models:** Static & Dynamic Inventory Control Models; Economic Order Quantity

With & Without Shortages, EOQ under Fluctuating Demand, EOQ with Quantity & Price Discounts, Economic Production Quantity, FOQ & FOC Systems, Probabilistic Inventory Control Models.

**Inventory Checking & Accounting:** Evaluation of Inventory Performance; Materials Handling & Warehouse Management;

**JIT and Inventory Management:** ERP and Inventory Management; Supply Chain Management & Inventory Management;

**Operations Research in Inventory Control:** Application of Linear Programming, Queuing Theory in Inventory Control; Inventory Information Systems, Applications of Computers to Inventory Management & Control.

#### **Pedagogy:**

The instructor is expected to use leading teaching approaches by applying various techniques such as simulation, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of student through

objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

***Case/Class Discussions:***

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.

***Class Participation:***

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

***Text and Readings:***

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course are:

- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8<sup>th</sup> Edition.
- Kanishka Bedi, Production and Operations Management, Oxford University Press, 9<sup>th</sup> Impression, 2006
- Lee J. Krajewski, Operations Management: Processes and Value Chains, Prentice-Hall of India, New Delhi, 8<sup>th</sup> Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will

consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

**MBA- Part-II Sem-III**  
**311 - Database Management/MBAM2311T**

<b>Program Name:</b> M.B.A. (Flagship) Part-II (Semester-III)		<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Database Management		<b>Course Code:</b> MBAM2311T
<b>Course Outcomes:</b> At the end of the course, the students should be able to		
<b>CO1</b>	Know about the production management.	
<b>CO2</b>	Analyze product and service design and	
<b>CO3</b>	Learn about data management.	

**Course Overview**

The objective of this course is to introduce the students to the managerial issues relating to Data Warehouse. This course covers all the important aspects of Data Warehouse i.e. ER Modelling, Architecture of Data Warehouse, Security and Disaster Recovery Mechanism.

At the end of the course, the students should be able to - (1) Know about the production management. (2) Analyze product and service design and (3) Learn about data management.

**Course Content**

**Group-I:**

**File Processing System:**Data, Data versus Information, Traditional File Processing Systems, Disadvantages of File Processing systems

**Database Approach:** Need for the Database Approach, Data Models, Relational Databases, Database Management Systems, Advantages of Database Approach, Costs and Risks of the Database Approach, the range of Database Applications, Evolution of Database Systems, the Database Development Process, Alternative IS development Approaches, Three-Schema Architecture of Database Development.

**ER Modeling:** Basic concepts of E-R modeling, Modeling the Rules of the Organization, Modeling Entities and Attributes, Modeling Relationships, Modeling time Dependent Data, The Relational Data Model, Basic Definitions, Sample Database, Integrity Constraints, Domain Constraints, Entity Integrity, Referential Integrity, Creating Relational Tables, Well-Structured Relations, Transforming EER Diagrams into Relations, Introduction to Normalization.

**Group-II:**

**Architecture:** Client Server Architectures, Database in a Two-tier Architecture, Web Application Components, Databases in Three-tier Applications,

**Data Quality:** Managing Data Quality, Data Quality Improvement, Master Data Management, Data Integration,

**Database Administrator:**The Roles of Data and Database Administrators, Traditional Data Administrator, Traditional Database Administration, Trends in Database Administration,

**Security and Backup:**The Open Source Movement and Database Management, Managing Data Security, Threats to Data Security, Application Security issues in three

tier client/server, Database Software Data Security Features, Database Backup and Recovery, Recovery and Restart procedures, Types of Database failure, Disaster Recovery, Controlling Concurrent Access, The Problem of Lost Updates, Serializability, Locking Mechanisms, Versioning, Data Dictionaries and Repositories, Data Availability, Measures to Ensure Availability, Distributed Databases, Object-Oriented Data Modeling

**Pedagogy:**

A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

**Recommended Texts:**

- Date C.J., An Introduction to Database Management Systems, Narosa Publishing House, Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database Management System, McGraw-Hill,
- Ivan Bayross, Oracle Developer, BPB Publications, New Delhi,
- Jeffrey A. Hoffer, Ramesh Venkataraman, HeikkiTopi, Modern Database Management

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**312 - Business Applications of Cloud Computing/MBAM2312T**

<b>Program Name:</b> M.B.A. (Flagship) Part-II (Semester-III)		<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Business Applications of Cloud Computing		<b>Course Code:</b> MBAM2312T
<b>Course Outcomes:</b> At the end of the course, the students should be able to		
<b>CO1</b>	develop the skills to identify the appropriate Cloud Computing	
<b>CO2</b>	analyze the managerial issues relating to Cloud Computing, and	
<b>CO3</b>	learn about Business application are inter-linked, structured and regulated.	

**Course Overview**

The objective of this course is to introduce the students to the managerial issues relating to Cloud Computing. This course covers all the important aspects of Cloud Computing i.e. Components of Cloud, Virtualization, Different Cloud Providers, Cloud Security aspects.

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Cloud Computing; (2) analyze the managerial issues relating to Cloud Computing, and (3) learn about Business application are inter-linked, structured and regulated.

**Course Content**

**Group-I:**

**Cloud Basics:** Why Cloud, Accessing the Value Proposition, Understanding Cloud Architecture,

**Advantages of Cloud Computing:** Cloud Computing vs Peer- to Peer Architecture, Cloud Computing vs Grid Computing, Cloud Computing vs Client server Architecture,

**Migration:** Broad Approaches to Migrating into the Cloud, Seven Step Model of Migration into a Cloud, Components of Cloud Computing, Cloud Types- Private, Public and Hybrid;

**Virtualization:** Implementation Levels of Virtualization, Virtualization Design Requirements, Virtualization Providers, Virtualization Mechanisms, Virtualization of CPU, memory and I/O devices, VMware, XEN: Para Virtualization, Microsoft Hyper V, VMware, vCloud

**Group-II:**

**Different Cloud Providers:** IaaS- Rack Space Cloud, Google Compute Engine, Microsoft Azure Services, GoGrid, SaaS- Free Cloud Panda Antivirus online, icloud.com, mint.com, cloudo, advanced SaaS Products; PaaS- Google App Engine, Microsoft AZURE, cloud Foundry, salesforce.com, Engine Yard

**Using Mobile cloud:** Defining Mobile Market, using Smartphones with cloud

**Understanding Cloud Security:** Securing the Cloud, Securing the Data, Establishing Identity and Presence.

**Cloud Security Mechanisms:** Encryption, Hashing, Digital Signature, Public Key Infrastructure, Cloud-based Security Groups, Scientific, Business and Consumer Applications of Cloud, Energy Efficiency in Clouds, Concept of SLA, SLA Aspects and Requirements, Credit Calculations of SLA Breaches, Recent Trends in Cloud Computing

**Pedagogy:**



A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

**Recommended Books:**

- RajkumarBuyya, James Broberg, AndrzejGoscinski, Cloud Computing: Principles and Paradigms, John Wiley and Sons
- David E.Y. Sarna, Implementing and Developing Cloud Computing Applications, CRC
- William von Hagen, Professional Xen Virtualization, Wrox Publications
- Chris Wolf , Erick M. Halter, Virtualization: From the Desktop to the Enterprise, APress
- George Reese, Cloud Application Architectures: Building Applications and Infrastructure in the Cloud, O'Reilly Publishers
- Cloud Computing: Concepts, Technology & Architecture (The Prentice Hall Service Technology Series from Thomas Erl) 1st Edition by Thomas Erl (Author), Ricardo Puttini (Author), ZaighamMahmood (Author)
- Mastering Cloud Computing: Foundations and Applications Programming 1st Edition by RajkumarBuyya (Author), Christian Vecchiola (Author), S.ThamaraiSelvi (Author)
- Kannamal, Fundamentals of Cloud Computing, Cengage Learning
- Jayaswal, Cloud Computing Black Book. Wiley

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**313 - Multinational Financial Management/MBAM2313T**

<b>Program Name:</b> M.B.A. (Flagship) Part-II (Semester-III)	<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Multinational Financial Management	<b>Course Code:</b> MBAM2313T
<b>Course Outcomes:</b> After completion of this course, the students will be able to:	
<b>CO1</b>	Identify the reasons for international trade and explain why do firms become MNCs.
<b>CO2</b>	Adopt suitable strategies to control the multinational business environment.
<b>CO3</b>	Describe the importance of balance of trade and balance of payments to the development of macroeconomic policy.
<b>CO4</b>	Describe the institutions that facilitate international trade and financial transactions .
<b>CO5</b>	Demonstrate an understanding of foreign exchange markets and the relationships between interest rates, expected inflation rates and exchange rates.
<b>CO6</b>	Demonstrate an understanding of the reasons for differences in the cost of capital across countries.
<b>CO7</b>	Explain the applications of futures and options contracts in hedging foreign exchange exposure.
<b>CO8</b>	Analyze the problems of dealing with foreign currencies and decision making.

**Course Overview**

The course has been developed to acquaint the students with the basic terminology linked with Foreign Exchange markets, measurement of foreign exchange exposure and hedging against such risk. It starts with the major developments in global financial markets to familiarize them with the current status of these markets. The students will be able to learn how to measure and manage the foreign exchange exposure and also how to deal with investment and financing decisions in an MNC. At the end of the course, the students should be able to - (1) Know about the multinational financial management; (2) Analyze financial problems and (3) Learn about MNC.

**Course Content**

**Group-I:**

**International Finance:** Major Dimensions and Recent Trends in the Globalised Financial Markets. **Foreign Exchange Market:** Organization, Spot market and Forward Market, Currency Quotes, Spread, Spot Rates, Forward Rates, Cross Rates. Forward Contracts and Their Significant Features, Premium and Discounts.

**International Parity Relationships and Forecasting Foreign Exchange Rates:** Exchange Rate Theories (PPP, IRP, IFE).

**Currency Derivatives:** Currency Futures, Currency Options and Swaps.

**Group-II:**

**Foreign Exchange Exposure and Management:** Types of Exposure, Transaction Exposure, Translation Exposure and Economic Exposure. Measurement of Exposure, Strategies for Exposure Management Exposure Management Techniques. Parameters and Constraints on Exposure Management

**MNCs Cost of Capital and Capital Budgeting:** Foreign Investments, Capital Budgeting for MNCs.

**Financing Foreign Trade:** Financing Techniques in International Trade, Government Programmes for Export Financing.

**Managing Multinational Fund Flows:** Multinational Cash Management, International Taxation Environment.

**Pedagogy:**

The course includes class discussions, case study method, practical questions, individual and group assignments, presentations on practical aspects of the subject. The teacher will engage the students in healthier class discussions by providing them with live examples and simulation techniques with active participation of all the students.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation**

Attendance will be taken in each class and the [class] score for each student for each class.

**Text & Readings:** Student should focus on material presented in the lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Alan C. Shapiro , Peter Moles , Jayanta Kumar Seal (2016). International. *Financial Management*. Wiley India, New Delhi.
- Cheol S. Eun and Bruce G. R. (2017). *International Financial Management*. McGraw-Hill Education, New Delhi, 7<sup>th</sup> Edition.
- Julian Walmsley (2000). *The Foreign Exchange and Money Markets Guide*, John Wiley & Sons, New York, 2<sup>nd</sup> Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet

- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-II Sem-III**  
**314 - International Marketing/MBAM2314T**

<b>Program Name:</b> M.B.A. (Flagship) Part-II (Semester-III)		<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> International Marketing		<b>Course Code:</b> MBAM2314T
<b>Course Outcomes:</b> The objective of the course is to expand the student's knowledge horizon to learn how to market the products/services beyond national boundaries, understanding the complexities of international marketing, routes, and techniques.		
<b>CO1</b>	Students will be able to broaden their understanding of marketing and consumer behaviour outside national borders, as well as learn to design and market products to a wider range of businesses.	
<b>CO2</b>	Through case studies and real-world examples, students will learn how to assess the attractiveness of overseas markets and select the most appropriate international markets.	
<b>CO3</b>	Students will get a thorough understanding of the numerous international agencies that play critical roles in the development of international trade and markets.	
<b>CO4</b>	Students will also learn about different approaches to join international markets, as well as hurdles, based on industry examples.	
<b>CO5</b>	Students will learn about worldwide marketing price approaches.	

**Course Overview**

The objective of this course is to developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing. At the conclusion of the course, students should be able to: (1) understand about the International Markets; (2) analyze international problems and (3) learn about international marketing management.

**Course Content**

**Group-I:**

**International Marketing:** Nature & Scope of International Marketing, Its Differentiation from Domestic Marketing. Economic Environment in International Marketing. Emergence of Trading Blocks like E. U. and Steps/Stages Involved in their Formation (Customs Union to Common Currency). Constraints in International marketing, i.e. Tariff and Non-tariff Barriers, Fiscal and Non-fiscal Barriers.

**International Institutions:** Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import Policy. Direction and Quantum of India's Exports.

**Group-II:**

**Institutional Infrastructural Framework:** Export Promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and Clearance of Goods for Exports. Shipping and Transportation. Documentation for Exports. International Marketing Mix-identification of Markets, International Product Life-cycle, Promotion and Pricing in International Marketing. Various Forms of International Business- Joint-ventures, Turnkey Projects.

**Pedagogy:**

Instructor should use visual aids and case study methodology to impart knowledge about this subject. Various govt. website and materiel should be used to bring class up to date with current scenario.

**Case/Class Discussions:**

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.

**Class Participation:**

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

**Text and Readings:**

- Philip R. C., Mary C. G., and John L. G. (2017). *International Marketing*. McGraw Hill Education; Fifteenth edition.
- Onkvisit, S. (2004). *International Marketing-Analysis and Strategy*, Prentice-Hall of India, New Delhi, 4<sup>th</sup> Edition.
- Jain, S.C. (2005). *International Marketing*, Thomson Learning, Mumbai, 6th Edition.
- Philip R.C. and John L.G. (2004). *International Marketing*, McGraw Hill Company, 12<sup>th</sup> Edition.

**Scheme of Examination:**

**Scheme of Examination:**

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- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”



**MBA- Part-II Sem-III**  
**315 - Management of Retail Organisation/MBAM2315**

**Course Outcomes**

The course intends to equip the students with basic understanding regarding the retail organisation and retail strategies to develop the market. They would be able to identify the factors to be consider for retail policy making. Reader would be able to:

- 1) Understand the concept of retailing and how it's going to be beneficial for retailers as well as consumers.
- 2) Evaluate the factors responsible for drastic change in induna retail industry.
- 3) Describe the theories of retailing and how they are contributing in the retail sector.
- 4) Classify the retailers and how environment affecting them.
- 5) Understand the retail organisation structure and important decisions under each structure.

**Course Overview**

The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure. At the end of the course, the students should be able to - (1) know about the retail organization management. (2) analyze retail organization and (3) learn about management of retail organization.

**Course Content**

**Group-I:**

**Retailing:** Definition and Scope. Retailer's Role in Distribution Channels - Benefits of Retailing, Benefits to Customers, Benefits to Manufacturers and Wholesalers, Benefits to the Economy. **Evolution of Retailing:** Factors Behind the change of Indian retailing industry.

**Theories of Institutional Change:** Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection.

**Group-II:**

**Classification of Retailers:** Store-based Retailers, Non-store Retailer. Retailing Environment - Economic environment, Legal environment, Technological environment, Competitive Environment. Designing a Retail Organization Structure - Defining Organisational Objectives, Identifying Organisational Tasks. Forms of Retail Organization– Levels of Organization. **Retail Organization Structures:** Independent Store Organizational Structure, Department Store Organizational Structure, Chain Store Organizational Structure.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned articles from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Question in the case study would include the quantitative analysis of the problem-solving and decision-making.

### **Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

### **Recommended Texts:**

- Barry Berman, Joel R Evans, Patrali Chatterjee and Ritu Srivastava (2017), Retail Management, Thirteenth Edition, Pearson Education, New Delhi.
- Gibson (2017). Retail Management, Fifth Edition, Pearson Education, New Delhi,
- Gibson G. Vedamani (2018), Retail Beyond Detail: The Great Indian Retailing Business, First edition, SAGE Publications Pvt. Ltd.
- Michael Levy , Barton Weitz , Dhruv Grewal (2018), Retailing Management, 10th edition, McGraw-Hill Education.

### **Scheme of Examination:**

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**MBA- Part-II Sem-III**  
**316 - Retail Consumer Behaviour/MBAM2316T**

**Course Outcomes**

The course objective of this course is to understand the role of retail customer in the success of a retail store; and understand the service quality in retail stores. Students would be able to:

- 1) Conduct the demographic analysis of consumers to frame the retail strategies.
- 2) Understand and analyse the managerial issues relating to retail customer.
- 3) Develop the skills to identify the appropriate retail customer behaviour.
- 4) Identify the Gaps in services in order to deliver quality services.
- 5) Learn the skill to resolve the problems quickly.

**Course Overview**

The course objective of this course is to understand the role of retail customer in the success of a retail store; and understand the service quality in retail stores. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate retail customer behaviour; (2) analyze the managerial issues relating to retail customer, and (3) learn about retail customer are inter-linked, structured and regulated.

**Course Content**

**Group-I:**

**Demographic Analysis:** Age Distribution Population, Income Urbanization, Shrinking Household, Working Women, Diversified Minorities. Consumer Buying-Behavior - Buying Considerations, Buying Situations, Buying Centers, Buying Influences, Consumer Buying Process. **Types of consumer decision:** Making, Buying Scenes. Geographic Analysis – Regional Market, Metro Geography, Non-Metro Geography.

**Group-II:**

**Gaining Strategic Advantage Through Customer Service:** Nature of Customer Service, Customer Service Strategies. Customer Evaluation of Service Quality - Gaps Model for Improving the **Quality of Service:** Knowledge Gap, Standards Gap, Delivery Gap, Communications Gap. Service Recovery-Listening to the Customer, Providing a Fair Solution, Resolving Problems Quickly.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, concerned article from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- Schiffman & Kumar (2015), Consumer Behaviour 11<sup>th</sup> Edition, Pearson Education India.
- Kumar Leon G., Schiffman, Joe, Wisenblit; S. Ramesh (2018), Consumer Behavior, Twelfth Edition, Pearson Education India.
- Varsha Jain, Jagdish Sheth, Don E. Schultz (2019), Consumer Behavior - A Digital Native, First Edition, Pearson Education India.
- Gibson G. Vedamani (2018), Retail Beyond Detail: The Great Indian Retailing Business, First edition, SAGE Publications Pvt. Ltd.
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**MBA- Part-II Sem-III**  
**319 - Major Research Project-I/MBAM2319T**

**Maximum Marks: 50**

**Major Research Project-I**

The students are required to complete the initial work and create a plan and process for their major project. Under this they would be required to finalise the topic with the help of their allocated supervisor. Further are they would be required to complete the chapter of Introduction and do the necessary Review of Literature. They would also need to find the research gaps and plan their project via appropriate Research Methodology.

This part of the project shall be evaluated by the internal committee of the given functional area as appointed by the head.