

MBA Part-II Sem-IV

401-Strategic Management/MBAM2401T

Course Outcomes: The students shall acquire the knowledge, skills, tools and techniques involved in formulating and implementing business strategy in organisations.

- 1) Understand the concept of strategic management process and should be able to write vision and mission statements
- 2) Student would be able to understand the business environmental inputs in terms of external, internal and competitive environment and create matrices for the same
- 3) Student will have the basic understanding of different generic strategies and formulate the same for as policy for organisations.
- 4) Student would be able to match different strategies with the organisational objectives and decide the best match strategy based on resources
- 5) Student would be aware and understand the different functional issues in strategic implementation, review and control

Course Overview

The objective of this course is to have a good understanding of Strategic Management as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business related and general decision for problems.

At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate business strategies; (2) analyse the business problems, and (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

Course Content

Group-I:

Defining Strategic Management: Characteristics of Strategic Management, Types and Hierarchy, the Strategic Management Model and Process.

Vision and Mission: Importance of Mission and Vision Statements, Writing a Mission Statement.

Environmental Scanning: Internal and External Environment.

External Audit: Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces.

Competitive Analysis: Porter's Five Forces Model, The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix.

Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, operations, Research and Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

Group-II:

Strategies in Action: Setting Organizational Objectives. Types of Strategies-Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies.

Strategy Analysis and Choice: Strategy - Formulation Framework - The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage - The Quantitative Strategy Planning Matrix (QSPM).

Implementing Strategies: Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive Culture. Marketing, Finance, R&D, MIS Issues in Strategy Implementation. Strategy Review and Control.

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:

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:

- Lawrence, R.J. and William F. G. (5th Edition). *Business Policy and Strategic Management*. McGraw-Hill.
- John, A.P. and Robinson, R.B. (2011). *Strategic Management*. A.I.T.B.S. Publications, Delhi, 3rd Edition.
- Fred, R.D. (2005). *Strategic Management - Concepts and Cases*, Pearson Education, 10th Edition.
- Pearce, J.A., Robinson, Jr., Richard, B. and Mittal, A. (2018). "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, T.L., Hungerdavid J. and Krish, R. (2005). *Concepts in Strategic Management and Business Policy*. Pearson Education, India.
- David, R.F. (2008). *Strategic Management- Concepts and Cases*. Pearson Education, India.
- Hill, C.W.L. and Jones, G.R. (2012). *An Integrated Approach: Strategic Management*. Cengage Learning.
- Thompson, A.A. Jr., Strickland, A.J. (1998). *The Quest for Competitive Advantage: Concepts and Cases*. TMH, New Delhi.
- Pitts, R.A. and Lei, D. (2012). *Strategic Management Building and Sustaining Competitive Advantage*. Thomson, India.
- Strategic Management: Planning for Domestic and Global Competition (SIE), 14th edition, Pearce-II, J.A., Robinson, Richard, B. and Mittal, A. (2018).
- Fred R.D. (2018) *Strategic Management Concepts: A Competitive advantage approach* Pearson Educations, 16th Edition.
- Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L. Wheelen, J.david hunger, Alan N. Hoffman, Charles E. Bamford, PurvaKansal, Pearson Education, 15th 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-II Sem-IV
402-Organisational Development & Change/MBAM2402T

Course outcomes

The course aims at bringing students to an understanding that today's organisations must be able to transform and renew themselves to meet the changing forces. This discipline will help students to improve organisations effectiveness by developing human resources to their full potential.

- 1) Understanding the concepts of change and the need for planned change and renewal.
- 2) Building an organisation development background and developing an increased knowledge of Organisation development.
- 3) Understanding the need for diagnostic models, organization, group, individual level diagnosis, Collecting and analysing the diagnostic information, Feeding Back of diagnostic information.
- 4) Understanding the reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.
- 5) Students should be able to understand interventions, its different types- human process interventions (individual, group and inter group human relations **techno-structural interventions and future of OD**, overview of interventions, evaluating and Institutionalizing OD Interventions.
- 6) The urgency of bringing organisation and system wide change concepts for developing success in organisation

Course Overview

The objective of this course is to have a good understanding of Organisational Development as applicable in real life organisations Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve organisations related and general decision for problems. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Organisational Development and Change; (2) analyse the organisations problems, and (3) learn about firm's product-market position, inter-linked organisations, weaknesses of the organisations.

Course Content

Group-I:

Organisational Change: Why, How, for Whom, Forces of Change, Significance and Importance of Change, Nature of Change, Process of Organisational Change, Coping Strategies for Change, resistance to Change, Managerial Options for implementing Change, Guidelines Facilitating change.

Introduction to Organisational Development: Definition, Need, Assumptions, Historical Development, and Issues. Models and Theories and Planned Change. Process of Organisational Development, Issues in Consultant-Client Relationship.

Group-II:

Organisational Development Interventions: Planning Interventions; Human Resource Management Intervention, Team Interventions; Human Process Interventions, Techno-

structural Interventions. Inter Group and Third Party Peacemaking Interventions, Comprehensive Interventions, Structural Interventions, Personal Interventions,
Development of Organisational Development: Future of Organisational Development, Research on Organisational Development.

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 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:

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:

- Thomas, G.C. and Christopher, G.W. (2004). *Organization Development and Change*. Thomson South-Western, 8th Edition.
- Nilakant, V. (2004). *Managing Organisational Change*. Sage Publications Chennai.
- Ahmed, A. (2008). *Developing Effective Organization*, Sri Ram Centre for Industrial Relations, 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.
- 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-IV
403 Project Report in Major Area of Specialisation
(Major Research Project-II)/MBAM2403T

Maximum Marks: 50
Major Research Project-II

Students would be required to continue and complete their project work via Data Collection, Analysis on their chosen research topic as finalised in the 3rd Semester. They would also be required to submit a complete project report under the guidance of their allocated supervisor. The project report would be evaluated by external examiner(s).

MBAPart-II Sem-IV

404-Seminar on Business Ethics and Values/MBAM2404T

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the business ethics problems and make the students aware and sensitized towards these issues. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Business Ethics and Values; (2) analyse the Business problems, and (3) learn about Ethics and Values inter-linked in Business, weaknesses of the Business.

Course Content

Group-I:

Introduction: Ethics and Values and their Importance in Business: Ethical Issues in Capitalism and Market System; Ethical and Social Systems.

Issues in BEV: The Social Responsibility of Business, Ethical Conflicts, Whistle Blowing. Ethics and Organizations

Ethics in Functional Areas: Ethics in Human Resource Management and Organizational Culture; Ethics in Marketing, Ethics in Finance, Ethical Codes and Incentives in Corporate Sector.

Group-II:

Social Ethical Issues: Broader Ethical Issues in Society- Corruption, Ecological Concerns, Discrimination on the Basis of Gender, Caste or Race.

Update of Ethical Issues: Ethics and Information Technology, Impact of Govt. Policies and Laws on Ethics, Resolving Ethical Dilemmas.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of 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 problems-solving and decision-making.

Class Participation:

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

Text and Readings:

- Sekhar, R.C. (1997). *Ethical Choices in Business*, Response Books, New Delhi.
- S.K.Chakraborty. (1993) *Managerial Transformation by Values*, Sage Publications, New Delhi.
- Ananta K.G. (1998). *Values, Ethics and Business: Challenges for Education and Management*. Rawat Publication, Jaipur.

Scheme of Examination:

- English shall be the medium for report writing and presentation.
 - Seminar subject carry 100 marks of internal assessment and there will be no external examination for subject. The break up of 100 marks is as follows:
 - a. Report Writing -25 marks
 - b. Presentation -25 marks
 - c. Question Handling-15 marks
 - d. Class Participation / Attendance- 25 marks
 - e. Chairperson- 5 marks
 - f. Reporting- 5 marks
 - The minimum marks for passing the examination for each semester shall be 40%.
 - A minimum of 75% of classroom attendance is required.
- 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-IV
406-Consumer Behaviour/MBAM2406T

Course Outcomes

Upon successful completion, students will have the knowledge and skills to: **Identify the major influences in consumer behaviour.** The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. The course would be beneficial for reader as they would be able to:

1. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
2. Demonstrate how as a marketer student can apply their knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviour.
3. Identify examples of how marketers use their knowledge of consumer behaviour in their marketing strategies and critically evaluate the applications evident in current practice.
4. Work in a team effectively to prepare a research report on consumer behaviour issues within a specific context.

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the business ethics problems and make the students aware and sensitized towards these issues.

At the end of the course, the students should be able to - (1) understand the theory of consumer and industrial buyer behaviour; (2) be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems; and (3) learn about analyze general marketing strategy and provide advice on basic consumer/industrial buyer behaviour issues.

Course Content

Group-I:

Consumer Behaviour: Macro and Micro Aspects of Consumer Behaviour and Their Relevance to Indian Economy. Consumer Behaviour and Marketing Strategy,

External Influences: Cross-Cultural Variations in Consumer Behaviour, Social Class and Its influence on Consumer Behaviour, group dynamics and consumer reference groups, the Household Life Cycle, Family Decision-making.

Internal Influences: Consumer Needs and Motives, Personality and Consumer Behaviour, Consumer Perception and Marketing Strategy, Learning, Memory and Product Positioning.

Group-II:

Consumer Attitude: Attitude Formation and Change, Communication, Self-concept and Its Applications, Psychographics and Life Style.

Personal Influence and Opinion Leadership: Diffusion of Innovations: the Diffusion Process, the Adoption Process – Consumer Decision-making Process–levels, Models,

Information Search, Evaluation Criteria, Post-Purchase Behaviour–Consumer Expectation and Satisfaction–Managing Dissonance.

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.

Text and Readings:

- Schiffman & Kumar (2015), Consumer Behaviour 11th Edition, Pearson Education India.
- Kumar Leon G., Schiffman, Joe, Wisenblit, S. Ramesh (2018), Consumer Behavior, Twelfth Edition, Pearson Education India.
- David L Mothersbaugh, Del I. Hawkins, Amit Mookerjee (2019), Consumer Behavior : Building Marketing Strategies, 13th Edition, McGraw-Hill;.

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.
- 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).”

MBAPart-II Sem-IV
407-Digital Marketing/MBAM2407T

Course Outcomes

The objective of the course is to develop in the students an appreciation of the concept of digital marketing. The course exposes the students to a strategic approach to digital marketing and various techniques used in it. It focuses on the digital environment, online buying-behaviour and the social media. It makes the students aware of marketing programs and strategies in the era of online relationship marketing. Upon completion of this course, students will have the ability to:

1. Develop a digital marketing plan that will address common marketing challenges.
2. Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media, Marketing Analytics.
3. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
4. Recognize Key Performance Indicators tied to any digital marketing program and Improve Return on Investment for any digital marketing program.
5. Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
6. Launch a new, or evolve an existing, career path in Digital Marketing.

Course Overview

The objective of the course is to develop in the students an appreciation of the concept of digital marketing. The course exposes the students to a strategic approach to digital marketing and various techniques used in it. It focuses on the digital environment, online buying-behavior and the social media. It makes the students aware of marketing programs and strategies in the era of online relationship marketing. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Digital Marketing; (2) analyse the digital business-related problems, and (3) learn about digital marketing position, inter-linked business, and weaknesses of the digital marketing.

Course Content

Group-I:

Overview and Introduction to Digital Marketing: Fundamentals of Digital Marketing, Nature and Scope of Internet for Marketing,

E-marketing: Techniques of E-Marketing, Strategic Approach to Digital Marketing, Types of E-markets, Differences between Traditional and Digital Marketing Communications, E-Marketing Mix Strategy.

Digital Environment: Different Environment Components, Marketplace and Market Space, Online Consumer Behavior, Segmentation, Targeting and Positioning for E-Markets, Community marketing and social network, Facebook, Twitter and LinkedIn.

Group-II:

Digital Strategy Development: Digital Marketing Strategy, Strategic Goal Setting, Strategy Formulation and implementation, Internet marketing and advertising, Direct and

Email Marketing, Relationship Marketing Using the Internet, E-CRM and approaches to its Implementation,

Implementation and Practice of Digital Marketing: Delivering the Online Customer Experience, Researching Requirements, Designing the User Experience, Service Quality, Interactive Marketing Communications, Offline and Online Promotion Techniques, Search Engine Optimization, Viral Marketing, E-Payment System, challenges in Digital Marketing, Mobile Marketing, E-Commerce.

Pedagogy:

Extensive use of technology in the class rooms, online modules of MOOCs, Research-based teaching, concerned article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

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. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Text and Readings:

- Judy S. (2012). *Raymond Frost- E-MARKEING*. sixth edition, PHI.
- Chaffey, D., Ellis, C.F., Johnston, K. and Mayer, R. (2013). *Internet Marketing Strategy, Implementation and Practice*, Pearson-Dorling Kindersley (India) Pvt. Ltd.
- Hanson, W.A. and Kalyanam, K., (2012). *Internet Marketing & e-Commerce*. Cengage Learning India Private Limited
- Wind, J. and Mahajan, V. (2010). *Digital Marketing*. John Wiley & Sons.
- Kaushik, A. (2012). *Web Analytics 2.0*, John Wiley & Sons.
- Ryan, D. and Jones, C. (2011). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page Publishing.

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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- 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-IV
408-Marketing of Services/MBAM2408T

Course Outcomes

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyse the problems dealt with by managers. After successfully completing this course, students will be able to:

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
3. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
4. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
5. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
6. Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Overview

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Marketing of Services; (2) analyse the business problems, and (3) learn about firm's product-Marketing Services, inter-linked business, weaknesses of the marketing.

Course Content

Group-I:

Service Economy: The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing,

Marketing Challenges: Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses,

Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development, Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services.

Group-II:

Marketing Mix: Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, customer Involvement in Services.

Quality Marketing: Quality Issues and Quality Models;

Management Marketing: Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management; Applications of Services Marketing (Case Studies).

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 problems 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:

- WirtzJochen, Lovelock Christopher, Chatterjee Jayanta (2017), Services Marketing People Technology Strategy, Eighth Edition, Pearson Education India.
- Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit (2018), Services Marketing - Integrating Customer Focus Across the Firm McGraw Hill Education.
- SucharitaDebnath Dr. Indrajit Sinha (2020), Service Marketing, Nitya Publications.

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.
- The duration of written examination for each paper shall be three hours.
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MBAPart-II Sem-IV

409-Management of Logistics/MBAM2409T

Course Outcomes

The objective of this course is to have a good understanding of Management of Logistics as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business-related and general decision for the business problems. Develop knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. At the end of the course, the students should be able to:

1. Analyse how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
2. Have an overview of how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management.
3. Provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logistics management.
4. Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability.
5. Tackle challenges such as business value scope and scale, customer requirements and supply side innovation, service level and quality management etc.

Course Overview

The objective of this course is to have a good understanding of Management of Logistics as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business-related and general decision for the business problems. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Management of Logistics; (2) analyse the management problems, and (3) learn about firm's management, inter-linked business management, cost reduction and service enhancement can be achieved through logistics and supply chain management.

Course Content

Group-I:

Logistics Management:Nature and Scope of Logistics, Defining Physical Distribution and Understanding its Activity Centers.

Distribution:Physical Distribution and its Relationship with Marketing and Material Management,Interdependence of Transaction and Exchange Actions.

Channels:Importance of Channels and Concept of Logistical Support, Geo-market Dynamic Logistical Operation, Its Elements and Network, Integrated Physical Distribution and Competitive Actions of a Company. Physical Distribution and Elements of Inventory: Inventory Costs; Concept of EOQ, Safety Stock.

Transportation and Physical Distribution: Different Transportation Modes and their Pros and Cons. Evaluation of Transport Decision, Freight Rate Structure and Road Transportation, Sea & Air Cargo-tariff Structure.Practices and Procedures of Their Operation and Services Provided by them.Intermodal Transportation.Containerization's Concept and Its Operation.Inland Container Depot &Terminals in India Liner Shipping Conferences -Its Norms and Practices.Chartering Principles and Practices.

Group-II:

Transportation:Procedures in Different Modes of Transportation.Reviewing Transportation Infrastructure in India.Interstate Tariffs and Documentation.Carrier Consignee Liabilities.Pricing and Related Services Insurance and Claim.

Storage:Elements of Storage and Material Handling, Including Warehousing and Packing Alternatives.Receipt and Dispatch and Loading and Unloading.Handling Machinery.Dispatch of Vehicles.System Design and Administration.

Other contemporary issues:Total Costs Planning, Minimum Total costs Policy, Maximum Customer Service Policy, Maximum Profit Policy, Organisation and Control for Physical Distant Information System for P.D. Information System in Logistics.

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. 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:

- Bowersox Donald J., *Logistical Management*, Macmillan Publishing Co., Inc., New York.
- Martin C. (2005). *Logistics and Supply Chain Management*, Pearson Education, New Delhi, Sixth 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).”

MBAPart-II Sem-IV
410- Rural Marketing/MBAM2410T

Course Outcomes

This course exposes develops a concept about rural marketing to understand the rural price, distribution, communication, product and also know about the strategy about rural marketing with recent updates. The objective of this course is to explore the students to the Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario. After successfully completing this course, students will be able to:

1. Explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies.
2. Identify issues in rural marketing and suggest strategies to overcome them
3. Discuss the need, importance and process of Rural Marketing Strategy.
4. Understand the skills to identify the appropriate Rural Marketing.
5. Analyse the rural marketing problems,
6. Learn about firm's rural marketing position, inter-linked marketing, weaknesses of the rural marketing.

Course Overview

The basic objective of the subject is to find out the solutions various issues in the rural marketing and the number of decisions, which need to be made with respect to the choice of techniques to be used to solve the problem in rural environment. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Rural Marketing; (2) analyse the rural marketing problems, and (3) learn about firm's rural marketing position, inter-linked marketing, weaknesses of the rural marketing.

Course Content

Group-I:

Introduction: Rural Socio-Economic Environment and Impact of Urbanization, Industrialization and Globalization on Rural Communities. Rural Market Environment. Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing.

Strategic Rural Marketing: Rural Marketing Strategies with Special Reference to: Rural Market Segmentation. Product Strategies.

Group-II:

Rural Marketing Mix and Communication: Pricing Strategies. Distribution Strategies. Promotion Strategies. Marketing Communication in Rural Markets.

Formulation Policies: Marketing Research. Economic of Selling in Rural Markets. Formulation of Rural Marketing Policies. Case Studies Relating to Rural Marketing of Successful Companies.

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:

- DograBalram, *Rural Marketing: Concepts and Practices*, Tata Mc-Graw Hill, New Delhi
- KrishnamacharyuluCsg, LalithaRamakrishnan, *Cases in Rural Marketing*, Dorling Kindersley (India) Pvt Ltd
- Ruchika, R. (2006).*Rural Marketing In India: Strategies And Challenges*, New Century Publications.

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).”

MBAPart-IISem-IV
411-Strategic Information Systems/MBAM2411T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Strategic Information Systems	Course Code: MBAM2411T
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Course Outcomes

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate business strategic; (2) analyse the business problems, and (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Strategic Information Systems. This course covers all the important aspects of Strategic Information Systems i.e. Strategic Planning, Information Requirement Analysis, Sector Analysis.

Course Content

Group-I:

Introduction: Information Systems, Types of Information Systems.

Planning: Strategic Planning, Analytical Tools in Strategic Management: Role of IS in Strategic Planning, Strategic Analysis, Strategic Choice, Strategic Implementation, Strategic Planning for IS; Strategy of IS with the Wider Set of Strategies, History of IS Strategic Planning, Contents of Strategic Plan. Information Systems Strategic Planning, toolkit; SWOT, Sector Analysis, Strategic Importance Analysis, Benefit Level Matrix, Industry Analysis, Generic Business Strategy, Strategic Trust, Business Modelling, Evolutionary Models

Group-II:

Aligning IS: Information Requirements Analysis. Alternative Classifications of Planning Framework. Top Down Aligning of IS and Business Strategies, Information value and IS Investment.

Advanced Concepts: Competitive Advantage from IS Strategies; Business Re-engineering; Organizational Learning; IS Resource Management; The Role of IS, the Location of IS, The Organization of IS, Matching IS Resource to Business Community.

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 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:

- Wendy Robson, Strategic Management and Information Systems, Pearson Further Education.
- Steve Clarke, Information systems strategic management: an integrated approach, Taylor Print on Dema
- Laudon and Laudon, Management Information Systems: Organization and Technology, Prentice-Hall of India Private Limited.

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)."

MBAPart-IISem-IV

412-System Analysis & Design/MBAM2412T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: System Analysis & Design	Course Code: MBAM2412T

Course Outcomes:

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate analysis and design; (2) analyse the System problems, and (3) learn about firm's system analysis and design, inter-linked system, weaknesses of the analysis

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to System Analysis and Design. This course covers all the important aspects of System Analysis and Design i.e. Software applications, Feasibility Analysis, Decision Analysis and Testing Issues

Course Content

Group-I:

Overview of Systems Analysis and Design:Need for System Analysis and Design, Roles of Systems Analysts

System Development Life Cycle:Identifying Problems, Opportunities, and Objectives, Analyzing System Needs; Agile Approach; Object-Oriented System Analysis and Design.

Project Management: Initiation, Determining Feasibility, Ascertaining Hardware and Software Needs, Forecasting and Comparing Costs and Benefits, Managing Time, Project Scheduling, Controlling.

Information Requirement Analysis:Interactive Methods and Unobtrusive methods, Prototyping.

System Analysis Process: Using Data Flow Diagrams, Analyzing System Using Data Dictionaries, Process Specifications, Structured English, Decision Tree And Tables;

Object-Oriented System Analysis:Concepts, Unified Modelling Language (UML) Concepts And Diagrams, Use Case Modelling, Activity Diagrams.

Group-II:

Essentials of Design: Design Effective Output, Output Design Objectives, Relating Output Content To Output Methods, Designing Output For Displays, Designing A Website.

Designing Effective Input: Good Form Design, Good Display and Web Forms Design, and Website Design.

Designing Databases: Data Concepts, Normalizations, Database Relation Design, Data Warehouses, and Business Intelligence.

Human Computer Interaction: Usability, Types of User Interface, Designing Queries.

Quality Assurance and Implementation: Designing Accurate Data Entry Procedures, Effective Coding, Effective and Efficient Data Capture, Input Validation. Total Quality Management Approach, Documentation Approaches, Testing, Maintenance And Auditing, Implementing Distributed Systems, Training Users, Conversion to a New System, Security Concerns for Traditional and Web-based Systems, Evaluation.

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.

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:

- Kendall & Kendall, Systems Analysis and Design, Pearson Publication.
- Dennis, Wixom & Roth, Systems Analysis and Design, Wiley-India.
- V. Rajaraman, Analysis and Design of Information Systems, Prentice-Hall of India, 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.
- 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)."

MBAPart-II Sem-IV
413-Software Engineering/MBAM2413T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Software Engineering	Course Code: MBAM2413T

Course Outcomes:

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Software Engineering; (2) analyse the software problems, and (3) learn about Ethics and Values Inter-linked Software Engineering, Weaknesses of the Software.

Course OverviewS

The objective of this course is to introduce the students to the managerial issues relating to Software Engineering. This course covers all the important aspects of Software Engineering i.e. Software Development Process, Data Flow Diagram, Quality Assurance and Verification Metrics.

Course Content

Group-I:

Introduction to Software Engineering: Phases in Software development. Software Development Processes Models, Role of Management in Software Development, Role of Metric and Measurement.

Software requirement specifications (SRS): Basic Concepts, Role of SRS, Problem Analysis, Structuring Information, Dataflow Diagram and Data Dictionary, Prototyping, Other Tools/Methods for Analysis, Requirement Specification, Validation, Metrics. Planning a Software Project, Cost Estimation, Project Scheduling, Staffing and Personnel Planning, Team Structure.

Group-II:

Software Configuration Management: Basic concepts, Software Configuration Management Plans, Quality Assurance Plans, Project Monitoring Plans, Risk Management.

Design and Testing: Detailed Design, Module Specifications, Detailed Design and Process Design Language, Verification, Metrics, Coding, Programming Practice, Verification Metrics. Testing, Testing Fundamentals, Functional Testing, Structural Testing, Testing Process, Metrics.

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.

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.

Text and Readings:

- R.E. Fairley, Software Engineering Concepts, Tata McGraw-Hill.
- Waman S. Jawadkar, Software Engineering, Tata McGraw-Hill.
- Ian Sommerville, Software Engineering, Dorling Kindersley (India) Pvt Ltd.
- PankajJalote, An Integrated Approach to Software Engineering, 3 rd Ed., Narosa Publishing House.
- Roger. S. Pressman, Software Engineering: A Practitioner’s Approach, McGraw Hill, 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.
- 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-IV
414-Business Process & Re-engineering/MBAM2414T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Business Process & Re-engineering	Course Code: MBAM2414T

Course Outcomes:

At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Business Process; (2) analyse the Re-engineering-related problems, and (3) learn about Business Process and Re-engineering position, inter-linked business, and weaknesses of the business.

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Business Process and Re-engineering. This course covers all the important aspects of Business Process and Re-engineering i.e. Process Improvement and Process Redesign; BPR Experiences in Indian Industry and Man Management for BPR Implementation.

Course Content

Group-I:

Conceptual Foundation of Business Process Re-engineering: Basic Concepts, Role of Information Technology in BPR, Process Improvement and Process Redesign, BPR Experiences in Indian Industry.

Group-II:

Advanced Concepts of Business Process Re-engineering: Process Identification and Mapping, Role/Activity Diagrams, Process Visioning and Benchmarking, Business Process Improvement, Business Process Redesign, Man Management for BPR Implementation, Re-organizing People and Managing Change.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, Concerned Article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

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. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Text and Readings:

- R. Radhakrishnan, Business Process Reengineering: Text and Cases, Prentice-Hall of India Pvt Ltd.
- Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers.
- Jayaraman, M.S., Business Process Re-engineering, Tata McGraw Hill.
- Carr, D. K. and Johanson, H. J., Best Practices in Re-engineering, New York, McGraw Hill.
- Coulson Thomas, C., Business Process Re-engineering: Myth & Reality London, Kogan Page.

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-IV
415-Enterprise Resource Planning/MBAM2415T

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

Program Code: MBAM2PUP

Course Name: Enterprise Resource Planning

Course Code: MBAM2415T

Course Outcomes:

At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Enterprise Resource Planning; (2) analyse the Resource Planning business related problems, and (3) learn about Enterprise Resource Planning position, inter-linked business, and weaknesses of the Enterprise Resource Planning.

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Enterprise Resource Planning. This course covers all the important aspects of Enterprise Resource Planning i.e., Evolution, Need, Characteristics, Benefits, and Challenges

Course Content

Group-I:

Information: Definition, Characteristics and Types

Information Systems: Components and Types, Business Process and Business Functions

Enterprise Resource Planning: Definition, Evolution, Need, Characteristics, Benefits, and Challenges.

Various Modules in ERP: Human Resource, Marketing and Sales, Accounting and Finance, Supply Chain Management.

Business Process Re-engineering and ERP: Definition of BPR, Enterprise Redesign Principles, BPR Vs. TQM, BPR and Change Management, Approaches and Methodologies for BPR implementation, Role of IT in BPR.

Group-II:

Planning for ERP: Requirement Planning, Determining Resources, Organizational Commitment, Matching Business Processes with ERP System, Budget, Selecting ERP Packages.

ERP Implementation: Challenges, Designs, Approaches, Lifecycle.

Managing ERP projects: Risk Factors, ERP Failure, Large Scale ERP Projects, Training Users, Evaluating ERP Projects, Post Implementation, Barriers to ERP Success, Maintenance of ERP Systems, RFID, Business Intelligence, Mobile Computing and Cloud, New Trends in ERP, ERP and E-Business, ERP Vendors and consultants

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, concerned article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

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. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Recommended Books:

- Wagner, B., & Monk, E. Enterprise resource planning. Cengage Learning.
- Monk, E., & Wagner, B. Concepts in enterprise resource planning. Cengage Learning.
- Asim raj singla, Enterprise Resource planning, Cengage Learning.
- Pearlson, K. E., Saunders, C. S., & Galletta, D. Managing & Using Information Systems, Binder Ready Version: A Strategic Approach. John Wiley & Sons.
- Worster, A. J., Weirich, T. R., & Andera, F. J. Maximizing Return on Investment Using ERP Applications (Vol. 628). John Wiley & Sons

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).”

MBAPart-II Sem-IV

416 -Security Analysis and Portfolio Management/MBAM2416T

Course Outcome

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. At the end of the course, the students should be able to:

1. Understand the objectives and principles of Investment.
2. Understand various Investment Alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ETF, PF and Bank deposits etc.
3. Develop the skills to understand the concepts of investment.
4. Understand the concept of portfolio management.
5. Analyze different kinds of portfolio theories.
6. Understand the role and concept of Derivatives in Indian Stock Market:

Course Overview

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. At the end of the course, the students should be able to – (1) develop the skills to understand the concepts of investment and derivatives 2) understand the concept of portfolio management (3) analyze different kinds of portfolio theories.

Course Syllabus

Group-I:

Objectives and Principles of Investment: Risk and Return: Investment Alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ETF, PF and Bank deposits.

Role and concept of Derivatives: Indian Stock Market: Structure, Players, Exchanges, Depositories. Fundamental Analysis Covering Economic, industry and Company Analysis.

Group-II:

Technical Analysis and chartist Techniques: Efficient Market Hypothesis; Forms and Tests, Random walk Analysis.

Portfolio Management: Concept, Objectives and Significance.

Portfolio Theories: Markowitz Model, Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory; Portfolio Selection and International Diversification Techniques.

Portfolio revision: Scope and Formula Plans.

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: 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:

Text and Readings:

- Fischer Donald E. Jordan Ronald J.(2018).*Security Analysis and Portfolio Management*, Pearson Education.
- Fischer Donald E., Jordan Ronald J.(1995).*Security Analysis and Portfolio Management*, Prentice hall of India, New Delhi.
- V. A. Avadhani (2003). *Investment Management*, Himalaya Publishing House, Mumbai.
- Francis, J .C.(1976). *Management of Investments*, McGraw-Hill Book Company, 2nd edition.
- Marshall J.F. and Vipul K. Bansal(1999). *Financial Engineering-A Complete Guide to Financial Innovation*, Second edition, Prentice-Hall of India Private Limited, New Delhi.
- Frank Reilly Keith, *Brown Investment Analysis & Portfolio Management* (7th Edition), Shroff Publications.

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).”

MBAPart-II Sem-IV
417-Derivatives & Risk Management/MBAM2417T

Course Outcome

After completion of this course, the students will be able to:

- Demonstrate the detailed understanding of the concept of derivative products such as futures, forwards, options, and swaps
- Understand the concept of hedging, speculation and arbitrage.
- Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
- Be aware of job opportunities in options trading and in other fields of the derivatives market.

Course Overview

The objective of the course is to introduce the students with the important concept of derivatives and derivatives market. It will facilitate the students to understand how risks can be managed with the help of derivatives and how the value can be created through risk management instruments. The course will make a great exposure of the students to the recent developments taken place in the field of risk management and the empirical evidences on current practices as a part of theoretical as well as practical implications.

Course Content

Group-I:

Risk and Its Measurement: Introduction to Risk, Risk Measurement Methods.

Introduction to derivatives & their valuation: Futures and Forwards - Valuation Approach. Options - Features and Types, Option Trading Strategies. Option - Valuation Approaches. Swaps and Swap Valuation. Interest Rate Derivatives.

Concept of risk management in derivatives: Managing Stock Price Risk, Credit Risk, Operational Risk, Interest Rate Risk, FOREX Risk, Catastrophic Risk, Liquidity Risk, Technology Risk, and Environmental Risk.

Group-II:

The Risk Management System: Risk Management System in a Bank and Financial Institution, Integrated Risk Management System.

Recent Trends and Development of Derivatives Trading in India: Commodity Derivatives in India- Conceptual Framework, Growth and Recent Developments. SEBI Framework for Derivatives Trading in India

Pedagogy:

The teaching and learning method of this course will include lectures, formal class assignments, informal exercises, case discussions, industrial assignments. The students will have to be immersed into realistic situations related to the topics concerned by the instructor with the help of practice questions. The assessment by the instructor will be based on the balanced approach of theoretical knowledge as well as the practical applications as interpreted by 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. Class participation is scored 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:

- John C. Hull (2018). *Options, Futures and Other Derivatives*, Pearson Education, 12th Edition.
- Robert A. Strong (2004). *Derivatives- An Introduction*, Education India South West Publishers.

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).”

MBAPart-II Sem-IV
418-Management Control Systems/MBAM2418T

Course Outcomes

After completion of this course, the students will be able to:

- Demonstrate their understanding of the basic components of management control systems design
- Apply their thinking capability to formulate and execute strategies
- Be able to critically reflect on and evaluate the effectiveness of a management control system
- Improve their decision-making and communication skills. Work effectively in teams via effective communication and sound leadership
- Critically interpret the information produced by management control systems
- Make their career in large organizations where strategies formulation and implementation are the biggest tasks due to complex organizational structure

Course Overview

The course includes the concept of management control and the systems for management control. Starting with the effective designing of control system within the purview of organizational goals, the course will provide insights into the management control environment, responsibility centers, budget process and the systems of performance measurement. The students are expected to learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate management control; (2) analyse the management problems, and (3) learn about firm's management, inter-linked business management.

Course Content

Group-I:

Management Control Systems: Basic Concepts and Domain of Management Control. Designing the Control Process and Managerial Controls

Management control Environment: Understanding Strategies. Organisational Context of **Management controls:** Formal and Informal Control Systems.

Responsibility Centers: An Overview, Expense Centers, Engineered Expense Centers, Discretionary Expense Centers and their Control Characteristics, Revenue Centers, Profit Centers.

Group-II:

Transfer pricing: Investment Centers, Structure of Analysis, Measures of Assets Employed, EVA vs. ROI.

Budget Preparation: Process, Behavioural Aspects, Analysing Financial Performance Reports.

Performance Measurement Systems: Balanced Scorecard, Concept, Implementing Performance Measurement Systems, Difficulties in Implementation, Interactive Control. Management Control of Multinational Companies.

Pedagogy

The course methodology includes lectures in the combination with case study discussions, practical exercises, and industry-based assignments. The students are required to solve practical questions based on real world global illustrations assigned by the instructor. The teacher should make efforts to develop analytical thinking and problem solving skills within the students which can be applicable in business and management-related issues.

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. Class participation is scored 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:

- Joseph A. Maciariello and Calvin J. Kirby (2005). *Management Control Systems*, Prentice-Hall of India, New Delhi.
- Robert N. Anthony and Vijay Govindarajan (2019). *Management Control Systems*, McGraw-Hill Publishing Co. Ltd., New Delhi, 12th 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 Regular Part-II Sem-IV

419-Management of Working Capital/MBAM2419T

Course Outcome:

The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements. At the end of the course, the students should be able to:

1. Understand the concepts of working capital Make assessment of Working Capital Requirement and the factors influencing Working Capital Requirements
2. Explain about various components of working capital management and credit schemes
3. Analyze the concepts of financing working capital through various sources.
4. Understand banking policies for Working Capital Finance

Course Overview

The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements. At the end of the course, the students should be able – (1) to understand the concepts of working capital (2) to familiarize the students about various committees of working capital management and credit schemes (3) analyze the concepts of financing working capital.

Course Content

Group-I:

Working Capital Management: Introduction to Working Capital, Characteristics, Operating Cycle, Cash Conversion Cycle, Components of Working Capital Management.

Determination of Working Capital Needs: Assessment of Working Capital Requirement (WCR), Modern Mantra - Zero Working Capital, Factors Influencing Working Capital Requirements, Profitability Vs. Liquidity, Risk-Return Trade-Off, Working Capital Financing Policy.

Financing of Working Capital: Banking Policy for Working Capital Finance, Dahejia Committee Report, Tandon Committee Report, Chore Committee Report, Nayak Committee Report, Bank Credit -- Current Scenario, Essentials for Bank Credit, Banking Procedure for Working Capital Financing.

Instruments for Financing Working Capital Needs: Commercial Paper (CP), Inter-Corporate Deposits, Accounts Receivable Financing, Spontaneous Financing, Inventory Loans, Bank Credit.

Group-II:

Management of Cash: Introduction, Finance Manager's Role, Cash: Meaning and Nature, Reasons for holding cash, Functions of cash management, Cash Conversion Cycle, Cash Conversion Cycle & Operating cycle, Cash Management System a) Acceleration of Receipts - Float, Components of a Float, speeding up collections - Lockbox System, Establishment of a lockbox, b) Slowing Down Disbursements - Zero Balance Accounts, Controlled Disbursement, Electronic Funds Transfer (EFT).

Cash Forecasting: Introduction, Basis of Forecast, Benefits of forecasting, Problems in forecasting, Cash forecasting techniques, 1) Projected receipts and disbursements approach, 2) Balance Sheet Approach, 3) Percent of Sales Approach, 4) Statistical techniques: a) Time series techniques, b) Moving average techniques, c) Exponential smoothing, d) Regression Techniques Budgeting, Cash budget (Concepts Only).

Management of Receivables: Introduction, Components of Receivable Management: 1. Credit Policy - Reasons for Credit Policy, Formulation of a Credit Policy, 2. Credit

Analysis - Consumer Credit, Trade Credit, Five C's of Credit, 3. Collection Policy - Collection Analysis Tools, Collection Process, Principles of Collection, Financing Receivables: Factoring, Cost of Factoring, Benefits of Factoring, Process of Factoring, Factoring Problems in India.

Management of Inventory: Introduction, The Nature of Inventory, Types of Inventory - Raw Materials, Work in Progress, Finished Product, Consumables, Spares. Benefits of Inventory, The Cost of Inventory - 1) Holding/Carrying costs 2) Ordering Costs, 3) Stock out Costs 4) Set-up Costs. Inventory Valuation – 1) First-In First-Out (FIFO), 2. Last-In First-Out (LIFO), 3. Average Cost (AVECO). Inventory Control, Just-In-Time Control System, The Efficiency of Inventory – 1. Inventory Turnover Ratio 2. Average number of days of inventory (Days sales in inventory) 3. Re-Order Time 4. Inventory Adjustments. Profit Analysis - 1. Gross Margin Return On Inventory Investment 2. Break-Even Analysis 3. Analysis of COGS (cost of goods sold), Inventory Pricing, Level of Inventory, Economic Order Quantity (EOQ) Model, Sporadic Usage Inventory, Budgeted Inventory Investment (Concepts Only).

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:

- Dhiraj Sharma (2014). Modern Banking and Working Capital Management: Text and Cases, Mumbai.
- Dhiraj Sharma (2009). Working Capital Management: A Conceptual Approach, Himalaya Publishing House, Mumbai, 2nd Edition.
- Prasanna Chandra (2011). Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Company Limited, New Delhi, Eighth edition.
- Khan and Jain (2017). Financial Management: Text and Problems, Tata McGraw-Hill Publishing Company Limited, New Delhi, Seventh 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).”

MBAPart-II Sem-IV
420-Corporate Tax Planning/MBAM2420T

Course Outcomes

The objective of this course is to acquaint the students with the basic knowledge of taxation system in Indian economy. This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. The course also provides an overview of various exemptions and deductions in taxes for a corporate assessee. At the end of the course, the students will be able to:

1. Understand Basic Framework of Direct Tax Laws in India
2. Understand about various incomes and relevant taxes.
3. Understand the concept of Tax Planning and Tax Management.
4. Understand the objective and importance of Tax Planning
5. Explain the methods of Tax Planning and justification of Tax Planning.
6. Explain the areas of Tax Planning, Locational Aspects, Nature of Business etc.
7. Demonstrate the skills to identify the appropriate corporate taxes and tax planning concepts.

Course Overview

The objective of this course is to acquaint the students with the basic knowledge of taxation system in Indian economy. This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. The course also provides an overview of various exemptions and deductions in taxes for a corporate assessee. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate corporate taxes and tax planning concepts; (2) analyse the tax problems, and (3) learn about firm's corporate taxes and tax planning concepts, inter-linked taxes management.

Course Contents

Group-I:

Basic Framework of Direct Tax Laws in India: Evolution and History of Tax Laws in India, Purpose and Justification for Income Tax under the Income Tax Act, 1961, Basic Concepts: Assessee, Assessee in default, Deemed Assessee, Person, Company, Hindu Undivided Family.

Tax Planning: Concept of Tax Planning and Tax Management, Meaning, Scope, Tax Avoidance, Tax Evasion. Objective and Importance of Tax Planning, Methods of Tax Planning and justification of Tax Planning. Areas of Tax Planning, Locational Aspects, Nature of Business.

Tax Planning and Financial Management: Importance of Capital Structure, Capital Rationing, Factors Influencing Capital Structure Decisions, Sources of Funds and Cost of Capital, Measures of Tax Planning, Tax Consideration in Dividend Policy and Bonus Shares.

Group-II:

Setting up of New Business and Tax Planning: Deduction in Respect of Profits and gains of Newly established Industrial undertaking in Certain Specified Areas. Special Provisions in respect of Newly Established Industrial undertaking in EOUs and SEZs.

Mergers and Amalgamations: Tax considerations and tax planning for Mergers, Amalgamations and Demergers.

Tax Planning with regard to Specific Management Decisions: Make or Buy, Own or Lease, Modernization/Replacement, Repair, Renewal Closure or Continuance.

Employees' Remuneration and Tax Planning: Tax Considerations while deciding an employee's salary from the viewpoint of Employer and Employee.

Deduction of Tax at Source, Advance Payment of Tax, Rules Regarding Filing of return of Income; e-filing of Return of Income of Corporate Assessee.

Pedagogy:

A variety of teaching and learning techniques can be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical project work can be used to develop conceptual and analytical skills and to prepare the students to face the challenges of the complex business environment. The teacher should assess the students' performance through a continuous system of tests and quizzes to ensure highest academic standards as well as practical orientation.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

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 mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- V.K.Singhania, Direct Taxes, TaxmannPublications(P)Ltd. , Delhi, Latest edition.
- Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latestedition

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).”

MBAPart-II Sem-IV
421-Purchasing Management/MBAM2421T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Purchasing Management	Course Code: MBAM2421T
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Course Outcomes:

To acquaint the students with the various fundamental and basic aspects of the supply chain environment, including basic and introductory enterprise source planning systems and requirement systems. The inter-relationships between purchasing, vendor selection, sources of supply and the role of technology will also be explored in this course so that a student understands the integrated approach to planning, acquisition, flow and distribution from raw materials to finished products. At the end of the syllabus students should be able to

CO1	To understand the organization for purchasing and function.
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CO2	To familiar the concepts of purchasing procedure.
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CO3	To learn about the determination of price..
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Course Overview

To introduce to the students the various fundamental and basic aspects of the supply chain environment, including basic and introductory enterprise resource planning systems and requirement systems. The inter-relationships between purchasing, vendor selection, sources of supply and the role of technology will also be explored in this course so that a student understands the integrated approach to planning, acquisition, flow and distribution from raw Materials to finished products.

At the end of the syllabus students should be able to (1) To understand the organization for purchasing and function. (2) To familiar the concepts of purchasing procedure. (3) To learn about the determination of price..

Course Content

Group-I:

Introduction: Definitions, Importance, Objectives, Functions, Relation with Other Departments. Organisation for Purchasing: Meaning, Advantage, Responsibility; Organisational Structure.

Purchasing procedure; Procedure and Policies of Purchasing; Forms and Formalities; Contracts, Ordering Follow-up; Maintenance of Files and Records, Tendering and Buying, Price Negotiation, Purchasing Principles.

Selection of sources of supply (Right source): Importance, Classification, Elements of Source Selection and Aids, Selection of Suitable Vendor(s) Supplier Routing and Various other Aspects in Selection of Correct Source of Supply.

Determination of Price (Right Price); Role of Price Factor in Purchasing. Determination of Price, Method of Price structure, Government role in price fixation.

Group-II:

Quality Control (Right Quality) Role of Quality in Buying, Responsibility, Organisation of Quality Control, Classification of Inspection Procedure; Standardisation; Specifications, Brands, Standards of Purchasing etc. Purchase Budget.

Area of research: (I) PBPT and Purchasing; (II) Value Analysis/Engineering and Purchasing. Make or Buy or Lease in Purchasing Level Aspect of Purchasing; Introduction, agency, Contract Act, Liquidated Damages, Compensation, Warranties,

Title of Goods, Mercantile Laws, Essential Clauses for Purchase Order Claims.
Evaluating Purchasing Performance.

Pedagogy

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

- Stuart F. Heinritz, Paul V. Farrell and Clifton L. Smith, Purchasing: Principles and Applications, Prentice-Hall, Englewood Cliffs, New Jersey, 7th Edition.
- Donald W. Dobler, Lamar Lee, Jr. and David N. Burt, Purchasing & Materials Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, Fourth edition.
- Harold E. Fearon, Michiel R. Leenders,(1992) Purchasing and Materials Management, McGraw-Hill Companies, 10th 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).”

MBAPart-II Sem-IV
422- Management of Logistics/MBAM2422T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Management of Logistics	Course Code: MBAM2422T
Course Outcomes: To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management. At the end of the syllabus our aim is	
CO1	To understand the concepts Nature and Scope of logistics concepts and function.
CO2	familiarize the concepts of Insurance and claim procedures.
CO3	To learn about the total costs planning.

Course Overview

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management. At the end of the syllabus our aim is (1) To understand the concepts Nature and Scope of logistics concepts and function. (2) To familiarize the concepts of Insurance and claim procedures. (3) To learn about the total costs planning.

Course Content

Group-I:

Nature and Scope of Logistics: Defining Physical Distribution and Understanding its Activity Centers. Physical Distribution and its Relationship with Marketing and Material Management. Interdependence of Transaction and Exchange Actions. Importance of Channels and Concept of Logistical Support. Geo-market Dynamic Logistical Operation, its Elements and Network. Integrated Physical Distribution and Competitive Actions of a Company. Physical Distribution and Elements of Inventory: Inventory Costs; Concept of EOQ, Safety Stock.

Transportation & Physical distribution: Different Transportation Modes and their Pros and Cons. Evaluation of Transport Decision. Freight Rate Structure and Road Transportation. Sea & Air Cargo-Tariff Structure. Practices and Procedures of their Operation and Services Provided by them. Intermodal Transportation. Containerization's Concept and its Operation. Inland Container Depot & Terminals in India Liner Shipping Conferences-Its Norms and Practices. Chartering Principles and Practices.

Group-II:

Insurance and Claim Procedures in Different Modes of Transportation. Reviewing Transportation Infrastructure in India. Interstate Tariffs and Documentation. Carrier Consignee Liabilities. Pricing and Related Services. Elements of Storage and Material Handling, Including Warehousing and Packing Alternatives. Receipt and Dispatch and Loading and Unloading. Handling Machinery. Dispatch of Vehicles. System Design and Administration.

Total costs planning, Minimum total Costs Policy, Maximum Customer Service Policy, Maximum Profit Policy, Organisation and Control for Physical Distant Information System for P.D. Information System in Logistics.

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. 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:

- Bowersox Donald J., *Logistical Management*, Macmillan Publishing Co., Inc., New York.
- Martin Christopher,(2005). *Logistics and Supply Chain Management*, Pearson Education, New Delhi, Sixth 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-IV
423-Plant Design & Layout/MBAM2423T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Plant Design & Layout	Course Code: MBAM2423T

Course Outcomes: Upon studying the subject, the students will familiarize with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities.

At the end of the syllabus, the students shall be able:

CO1	To understand the concepts Nature and Scope of factory buildings and design.
CO2	To familiarize the concepts of Concept of plant layout.
CO3	To learn about the material handling principles.

Course Overview

Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities. At the end of the syllabus, the students shall be able (1) To understand the concepts Nature and Scope of factory buildings and design. (2) To familiarize the concepts of Concept of plant layout. (3) To learn about the material handling principles.

Course Content

Group-I:

Factory Buildings: Building Design, Types of Buildings, Importance of Ideal Buildings and Requirements, Recent Trends. **Plant Location Concept:** Factors Influencing Plant Location, Single Facility Location, Multi-Facility Location.

Plant Layout: Layout Planning, Strategic Issues, Designing Process Layout, Designing Product Layout, Line Balancing Concepts.

Group-II:

Material handling: function of material handling, relationship to plant layout. **Material handling systems:** unit load concepts, material handling principles, classification of material handling concepts.

Pedagogy

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

- Meyers, Fred, Plant Layout & Material Handling, Prentice-Hall of India, New Delhi, 1st Edition.
- Francis, McGinnis, and White, Facilities Layout and Location, Prentice-Hall of India, New Delhi, 2nd Edition.
- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8th 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).”

MBAPart-IISem-IV
424-Statistical Quality Control/MBAM2424T

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

Program Code: MBAM2PUP

Course Name: Statistical Quality Control

Course Code: MBAM2424T

Course Outcomes: The objective of this course is to acquaint the students with practical understanding of quality functions.

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

CO1 Understand the concepts Nature and Scope of quality concepts and function.

CO2 Familiarize the concepts of Concept of Probability Distribution.

CO3 Learn about the Sampling concepts.

Course Overview

The objective of this course is to have a practical understanding of quality functions. At the end of the course the students should be able to – (1) understand the concepts Nature and Scope of quality concepts and function.(2)familiarize the concepts of Concept of Probability Distribution.(3)learn about the Sampling concepts.

Course Content

Group-I:

Quality Function: Quality of Design, Quality of Conformance to Design, Management of Quality.

Quality Costs: Quality Cost Categories.

Statistical Tools in Quality Control: Concept of Probability Distribution, Normal Probability Distribution, Binomial Probability Distribution and Poisson Probability Distribution.

Statistical Aids for Analyzing Data: Sampling Concepts. Concept of Confidence Interval: Confidence Interval on Means.

Group-II:

Test of Hypothesis: Basic Concepts, Steps in Testing a Hypothesis, Hypothesis Testing on Means, Test of Hypothesis on Variances, Hypothesis Test on Proportions.

Control Charts: Types of control Charts, Control Charts for Variables, Attribute Control Charts, Process Capability;

Acceptance Sampling: Concept of a Lot, Operating Characteristic Curve, Lot-by-Lot Attribute Sampling Plans, Sampling Plan for Variables.

Pedagogy:

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

- William S. Messina, Statistical Quality Control for Manufacturing Managers, Wiley Series in Engineering Management, 2nd Edition.
- J.M. Juran and Frank M. Gryna, Quality Planning and Analysis: From Product Development through Use, Mcgraw-Hill Series in Industrial Engineering and Management Science, 3rd Edition.
- Bertrand L. Hansen(2004). Quality Control and Application, Prentice - Hall of India Private Limited, 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.
- 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).”

MBAPart-II Sem-IV
425-Service Operation Management/MBAM2425T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Service Operation Management	Course Code: MBAM2425T
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Course Outcomes: This course will help in familiarizing the students with the concepts and analytic methods that are useful in understanding the management of a firm's operations. By the end of this course, the students would be

CO 1	made familiar with the problems and issues confronting operations managers,
CO 2	Provided with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

Course Overview

This course provides an introduction to the concepts and analytic methods that are useful in understanding the management of a firm's operations. Our aim is to end the course is to (1) familiarize you with the problems and issues confronting operations managers, and (2) provide you with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

Course Content

Group-I:

The Role of Services in an Economy; Matrix of Service Characteristics; Challenge in Operations Management of Services; Service Quality Aggregate; Capacity Planning for Services, Facility Location and Layout for Services; Managing supply Relationships; Effect of Automation.

Group-II:

Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Inventory Control for Services;
Service Delivery: Service Processes, Resource Utilization, Scheduling for Service Personnel and Vehicles; Waiting-Line Analysis; Distribution of Services; Product-Support Services.

Pedagogy:

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

- Robert Johnson & Graham Clark.(2006). *Service Operations Management: Improving Service Delivery*, Pearson, 3rd Edition.
- Andrew G,(2006). *Operations Management*, Wiley Publishers.
- Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman(2006) *Successful Service Operations Management*, South-Western College Publishing, 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-II Sem-IV
426-Compensation Management/MBAM2426T

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

1. Recognize how pay decisions help the organization achieve a competitive advantage.
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
4. Design rational and contemporary compensation systems in modern organizations

Course Content

Group-I:

Wage Concepts: Theories of Wages, Importance, Wage Policy, and Criteria for Wage Fixation, **Techniques of Wage Determination.** Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration.

Impact of Compensation and Employees Benefit on Organizational Effectiveness; Economic and Behavioral Issues in Compensation.

Internal and External Equity of Wage System. Law Relating to Payment of Wages and Bonus in India. Remunerating the Top Brass.

Conventional Reward Methods and their Inadequacies. Developing Reward Strategy – Skill-based Pay, Broad Banding, Team Based Pay, Payment by Results, and Performance related Pay, Variable Compensation. Compensation for Executives and R&D Staff.

Group-II:

Reward Structure in New Industries: BPO, IT, Hospitality, Tourism, etc., MNCs and Other Organizations

Remuneration Plan and Business Strategy. Profit Sharing, Payment of Bonus. Types and Significance of Incentives, Fringe Benefits.

Retirement Plans, Productivity and Wages. Understanding Tools in Designing, Improving and Implementing Compensation Packages

Note:

Students will receive an input of minimum 40 (class) contact hours in each 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. A minimum of 75% of classroom attendance is required in each subject.

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:

- Bhattacharyya , D. K. (2014). *Compensation Management* (2nd ed.). Oxford University Press.
- Henderson, R. I. (2005). *Compensation Management in a Knowledge-Based World* (10th ed.). New Delhi.Pearson Education.
- Milkovich, G. T. (2008). *Compensation* (9th ed.). New Delhi.Tata Mc Graw Hill Publishing company Ltd.
- Sharma, R. C., & Sharma, S. (2019). *Compensation Management* (1st ed.). SAGE Publications Pvt. Ltd.
- Singh, B. D. (2017). *Compensation and Reward Management* (3rd ed.). New Delhi. Excel Books.

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-IV
427-Labour Laws/MBAM2427T

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

Program Code: MBAM2PUP

Course Name: Labour Laws

Course Code: MBAM2427T

Course Outcomes: The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyse the problems dealt with by managers. After successfully completing this course, students will be able to.

CO1	Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people
CO2	Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
CO3	Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
CO4	Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
CO5	Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing
CO6	Integrate course concepts into individual performance to become better customer service representatives in the service environment

Course Overview

The course aims at creating a clear understanding of the legal system operating in India. The paper has an objective of making students well aware of laws relating to Industrial Relations and also dealing with the rights and obligations of both the employers and employees.

At the end of the course the students should be able – (1) to understand the concepts Nature and Scope Industrial Relations Legislation, (2) To familiarize the concepts of Laws relating to managing of organizations and Compensation,(3) to learn about the protective legislation.

Course Content

Group-I:

Industrial Relations Legislation

- The Industrial Disputes Act,1947.
- The industrial Employment (Standing Orders) Act,1946.
- The Trade Union Act,1926.

Laws Relating to Managing of Organizations and Compensation

- The Factories Act, 1948.
- The Payment of Wages Act, 1936.
- The Minimum Wages Act, 1948.

Group-II:

Protective Legislation

- The Payment of Bonus Act, 1965.
- The Equal Remuneration Act, 1976.

- The Contract Labour (Regulation and Abolition) Act, 1970.

Social Security Legislation

- The Workmen's Compensation Act, 1923.
- The Employee's State Insurance Act, 1948.
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952.
- The Maternity Benefit Act, 1961.
- The Payment of Gratuity Act, 1972.

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 real cases 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. A minimum of 75% of classroom attendance is required in each subject.

Recommended Texts:

- Indian Law Institute,(2007) *Labour Law and Labour Relations-Cases and Material*, Bombay, Tripathi.
- Mishra,S.N. (2001). *Labour and Industrial Laws*, Allied Publications, New Delhi.
- Debi S. Saini,(1994) *Redressal of Labour Grievances, Claims and Disputes*, Oxford & IBH, New Delhi.
- Kumar,H.L.(2001) *Labour & Industrial Law* in 2 volumes with free case law reference .
- All Bare Acts

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-IV
428-Industrial Psychology/MBAM2428T

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

Program Code: MBAM2PUP

Course Name: Industrial Psychology

Course Code: MBAM2428T

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

CO1	Understand the theoretical framework of Psychology that can be applied to make an organization more effective and efficient and understand the key concepts and principles of Industrial/ organizational Psychology in order to have a good 'person- job fit'.
CO2	Fully comprehend Industrial and Organizational Psychology, a scientific discipline that studies human behaviour in the workplace. They will not only be able to help institutions hire, manage, develop and support employees, but also align employee efforts with business needs. Their knowledge and skills will contribute to outcomes such as better talent to achieve the strategic goals of the organization, reduced turnover, increased productivity, and improved employee engagement.
CO3	Acquire the necessary interpersonal, behavioural and technical skills for application in managing modern and complex work settings.
CO4	Understand how key industrial and organizational issues impact organizations i.e., issues such as selection, performance management, human needs, individual behaviour, leadership, motivation, organizational culture, work teams, and work attitudes.
CO5	Understand how gender and gender issues are relevant to modern global organizations and be able to resolve issues arising out of gender differences, stress and work life balance etc.

Course Overview

The objective of this paper is to help create professionals who can apply the science of human behavior in workplace settings. This course aims to bring about the capability to assess individual, group and organizational dynamics in the workplace and apply that knowledge to identify solutions to problems that improve the well-being and performance of organizations and their employees.

At the end of the course, the students should be able (1) to understand the concepts Nature and Scope, Psychology and Management (2) To familiarize the concepts of Personnel Selection. (3) to learn about the job satisfaction.

Course Content

Group-I:

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology Nature and Scope.

Individual Differences and Behaviour: Personality Differences.

Human Needs and their Implications for an Organization.

Personnel Selection Importance of Testing Techniques, Psychological and Projective Tests.

Employee Training & Development, Performance Management and Feedback.

Job Satisfaction: Importance and Measurement.

Leadership Development: Transformational, Authentic, By Walking around and Level Five Leadership. **Human side of mergers & Acquisitions,**

Employee Attrition: Issues and Strategies.

Group-II:

Psychological Contract: Breach of Psychological Contract, its Implications.

Psychological Labour: Implications for Employees.

Occupational Stress. Work-life Balance. Occupational Health and well-being.

Organizational Justice: Aggression at workplace, Bullying.

Diversity and discrimination Issues at Workplace: Managing Diversity. Gender Issues: Glass Ceiling and Its Implications and Remedies

Frustration: Symptoms, Causes and Remedies.

Note: Students will receive an input of minimum 40 (class) contact hours for this paper.

Pedagogy:

The teacher is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The teacher 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

Recommended Texts and Reading:

The following books can be used to further the knowledge gained in the class.

- H.L. Kaila, (2015). *Industrial Psychology*, The Associated Publishers, 1st Edition.
- Cary L. Cooper and Edwin A. Locke (2006). *Industrial and Organizational Psychology*, Blackwell Publishing
- Paul E. Spector (2016) *Industrial and Organizational Psychology: Research and Practice*, Wiley
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen.(1987). *Industrial Psychology*, Prentice hall of India Pvt. Ltd., New Delhi.
- Michael G. Aamodt,(2008). *Industrial / Organizational Psychology*, Cengage Learning.
- Wayne Weiten and Margaret A. Lloyd (2007). 8th 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-II Sem-IV

429- Cross Cultural and Global Management/MBAM2429T

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

1. Understand the changing global business environment, emerging business and cross-cultural issues, and implications for management.
2. Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations; apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.
3. Demonstrate understanding of culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.
4. Understand differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal and technological

Course Content

Group-I:

Human and Cultural Variables in Global Organizations: Evolution of an International Enterprise, Environmental Variables in Global Business, Understanding Culture (Dimensions of Culture and Management Styles in Selected Countries), Cross Cultural Differences and Managerial Implications

Human Resource Management in Global Organizations: Difference between Domestic and International Human Resource Management.

Group-II:

Introduction to Global Organizations: Cross Cultural Research Methodologies and Hofstede's Hermes study, Structural Evolution of Global Organizations, Leadership across Borders and Cultures, Cross-Cultural Business Communications – Edward Hall's contribution, cultural factors in communication, types of communication, high/low context cultures. Negotiations- cross cultural negotiation skills & strategies.

Structural Evolution of Global Organizations: Staffing-(international staffing policy- Ethnocentric approach, Polycentric approach, Geocentric approach). Training and Development, Compensation, Performance Management, Expatriation-Expatriate Adjustment, expatriate selection & Repatriation Management in Global Organizations, Ethical Dilemmas in International Management.

Note:

Students will receive an output 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 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 class will engage in a combination of academic, reading, analyzing case studies, preparing the weekly assigned readings and exercise, encouraging in class discussion and live report 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:

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

- Browaeys, M. J., & Price, R. (2019). *Understanding Cross-Cultural Management* (4th ed.). New Delhi: Pearson.
- Deresky, H. (2016). *International Management: Managing Across Borders and Cultures* (9th ed.). New Delhi: Pearson.
- Gupta, S.C., (2006). *Textbook of International HRM.*, Macmillan Publishers India Ltd.
- Thomas, D. C., & Peterson, M. F. (2018). *Cross-Cultural Management: Essential Concepts* (4th ed.). SAGE Publications.
- Dowling, P., Festing, M., & Engle, A. D. (2017). *International Human Resource Management* (7th ed.). Cengage Learning.
- Tayeb, M. H. (2005). *International Human Resource Management: A Multinational Company Perspective*. New Delhi: Oxford University Press.

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 groups. 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-IV

430-Management of Training and Development/MBAM2430T

Course Overview

Human Resource (HR) is now considered as the human capital and much importance is given to the development and training of this unique resource. The one area in HR that found global visibility is training. Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will enhance student's knowledge regarding all aspects of training and development, starting from conceptual inputs to management of training environment, instructor's competencies, the new trends in training methods and their effectiveness.

Course Outcomes

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

CO1: develop a strong conceptual understanding of the principles which impact how adults learn and be able to apply these principles to work settings.

CO2: understand the need and process of designing a training and development programme and its evaluation.

CO3: understand various training and development methods and their applicability in different organizational situations.

CO4: develop an appropriate training strategy for today's organization using both classroom and distance learning technologies.

Course content

Group-I:

Training Process-An Overview; Role, Responsibilities and Challenges to Training Managers.

Role of Stakeholders in Training. Organization and Management of Training Function.

Training Needs Assessment: Assessing Training Needs of Employees and Action Research.

Training Process Model: Instructional Objectives and Lesson Planning.

Trainer: Role and Responsibilities. Effective Trainer: Instructor's Competencies.

Group-II:

Learning: Concept, Conditions for Learning, Factors Affecting the Learning Process, Barrier to Learning.

Concept of Adult Learning, Learning cycle by Kolb. Training Climate and Pedagogy; Developing Training Modules.

Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.

Training Evaluation & Cost-

Evaluation of Training & Development Program. Training and Development in India. MNC's Perception of Training Function. Perception of Training in a Public Sector Organization.

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. 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.

Recommended Texts:

The following books can be used to further the knowledge gained in the class:

- Buckley, R., & Caple, J. (2009). *The Theory and Practice of Training* (6th ed.). Kogan Page.

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-IISem-IV
431-Regional Blocks/MBAM2431T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Regional Blocks	Course Code: MBAM2431T
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Course Outcomes:The objective of the course is to familiarize the students with the theories, rationale, and consequences of economic integration.

CO1	Understanding the most relevant theories of international trade and their relevance in today's composition, constituents and structure of world trade.
CO2	Understanding the impact of economic and regional integration on trade and investment.
CO3	Understand the role of international institutions in promoting international trade.

Course Overview

The objective of the course is to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

At the end of the course the students should be able to – (1) to understand the concepts of international trade. (2) familiarize the concepts of international economic organisation and trade agreements.

Course Content

Group-I:

Concepts of International Trade: Theory of International Trade, Gains from International Trade, Changing Pattern of World Trade, Gravity Model, Ricardian Model of Comparative Advantage, Heckscher-Ohlin Theory of Trade, Leontief paradox.

International Economic Integration: Gains from Economic Integration, Stages of Economic Integration, Factors Driving Economic Integration.

Group-II:

Economic Integration and Endogenous Growth: Emergence of Regional Blocks, Globalization vs Regional Blocks, Resource Allocation, Environment Problem, Technology Transfer. Emergence of EU and Its Benefits, Euro zone and its Benefits,

Trade agreements: NAFTA, ASEAN, WTO vs RTO, RRTAs as Exception in WTO, Polarization of Trade.

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 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 Discussion Assignments:

Students will work in groups of upto 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.

Recommended Texts 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:

- Jackson, J. (2002). *The World Trading System*, Cambridge, Mass. MIT Press, 2nd Edition.
- Krugman, Paul R. and Obstfeld M. (2008). *International Economics: Theory and Policy*. Pearson Education, 8th Edition,
- Bhalla, V.K. (1990). *World Economy in 90s: A Portfolio Approach*, Delhi, Anmol Pub. Pvt. Ltd.
- Dreze, Jean and Sen, Aamrtya (1997). *Indian Development: Selected Regional Perspectives*. Delhi, Oxford University Press.

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-IV
432-International Economic Organizations/MBAM2432T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: International Economic Organisations	Course Code: MBAM2432T
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Course Outcomes:The course's goal is to educate students with the various international economic organisations established to aid international trade and country reconstruction.

CO1	Recognize the importance of international organisations in fostering global trade
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CO2	Recognize the numerous financial and non-financial schemes available to emerging and underdeveloped countries through various international economic organisations.
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CO3	Examining the financial assistance provided to various countries and the influence on their economic progress.
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Course Overview

The objective of the course is to familiarize the students with the functioning of the international economic organizations and their changing role in the context of globalization of the world economy.

At the end of the course, the students should be able to- (1) Identify different international economic organization and their functioning (2) understand the role played by these organizations in world economy (3) find out the importance of these organizations

Course Content

Group-I:

Organisation of International Economy: Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton Woods and International monetary set-up,

World Bank and Its Affiliates: International Bank for Reconstruction and Development (IBRD) International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

Group-II:

World Economic Organisation: World Bank and Developing Countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labor Organization (ILO).

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 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 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 Discussion Assignments:

Students will work in groups of upto 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.

Recommended Texts 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:

- Bhalla, V.K. (8th Edition). *International Co-operation*. Delhi, Anmol.
- Simai, Mihaly (1999). *Democratic Process and the Market: Challenges of the Transition*. United Nations University Press.
- Simai, M. (1994). *The Future of Global Governance*. Washington, D.C., United States Institute of Peace Press.
- M.A. van Meerhaeghe, *International Economic Institutions*, Springer, 7th 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-IV

433-Export-Import Procedure, Documentation and Logistics/MBAM2433T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Export-Import Procedures, Documentation & Logistics	Course Code: MBAM2433T
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Course Outcomes:The objective of the course is to train students with the essentials of doing export-import business, the operational problems, parties involved in the trade, their roles and importance.

CO1	To familiarise students with the types and uses of documents used in the export-import sector.
CO2	Students will understand how financial institutions support exporters through various initiatives.
CO3	Students will have a thorough understanding of the roles of intermediaries and the services they provide.
CO4	Students will also learn about the many government benefits available.
CO5	Seaports handle the vast majority of international trade. Students will discover several methods for carrying out trade by sea.

Course Overview

The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics.

At the end of the course, the students should be able (1) to understand the international business contracts (2) to be familiar with business risk coverage and role of clearing houses.

Course Content

Group-I:

Applications of Documentation Framework: Exim Documentation, International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and Methods of Financing Exports including Credit and Collections, Uniform Custom and Practices (UCP).

Business Risk Coverage: Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities. Quality Control and Pre-shipment, Inspection Concept Scheme and Procedures.

Role of Clearing and Forward Agents: Excise Clearance of Cargo; Custom Clearing and Forward Agents; Excise Clearance of Cargo; Shipment of Export Cargo, Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks.

Group-II:

Procedures and Documentation for Availing Export Incentives: Duty Drawbacks, Import Licensing and other incentives; Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System; Freight, and Structure, Containerisation and other Developments.

International Agreements and Conferences: Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation. Machinery for Consultation; Air Transport: International Set up, Freight structure.

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 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 Discussion Assignments:

Students will work in groups of upto 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.

Texts 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:

- Paul. Justin, Aserkar. Rajiv (2012). *Export Import Management*. Oxford University Press. 7th Edition.
- Verma.Sumati, *International Business*, Pearson Education.
- S. Shiva Ramu V.K. Bhalla. (2003). *International Business: Environment and Management*, Anmol Publications Pvt. Ltd, 7th Revised 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-II Sem-IV

434-Global Human Resources Management/MBAM2434T

Course Overview

Human resource management is one of the world's fastest growing fields and presents unprecedented opportunity for global advancement. Global Human Resource Management course prepares you to deal with all aspects of human resources within the worldwide context, demonstrate intercultural competencies.

At the end of the course, the students should be able(1) to identify trends in the globalized workforce, and analyze policies, practices, and functions in global human resources, distinguish national and global culture. (2) The impact they have on the globalized workforce in order to contribute to human resource practices across countries and cultures.

Course Content

Group-I:

Global Business: Its Growth and Evolution, Environmental Variables in Global Business. Human and Cultural Variables in Global Organizations.

Cross-cultural issues: Concept, Distinguish National and Global Culture .Cross-cultural Differences and Managerial Implications.

Cross Cultural research Methodologies and Hofstede's Hermes Study, Structural Evolution of Global Organizations.

Group-II:

Cross Cultural communication and Negotiation. Cross-cultural Leadership and Decision Making.

Global HRM: Human Resources Management in Global organization (Global Staffing and Training)

Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.

Note:

Students will receive an input of minimum 40 (class) contact hours in each paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. 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 case studies 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:

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.

- Monir, H.T., (2008). *International Human Resource Management*.Oxford.
- Helen, D., (2013). *International Management: Managing Across Borders and Cultures, Prentice Hall of India*. 4th Edition.
- Gupta, S.C., (2006). *International HRM.*, Macmillan India Ltd.
- Peter, J.D. and Denice, E.W., (2006). *International Human Resource Management*.Thompson Learning.

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).”

MBAPart-II Sem-IV

435-Foreign Language for Business/MBAM2435T

Course Overview

The objective of this course is to have a good understanding of Foreign Language for Business as applicable in real life Business Management. The main objective of the course is to make students averse and conversant about the importance and applicability of foreign language. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate foreign language; (2) analyse the business problems, and (3) learn about foreign language are inter-linked, structured and regulated.

Course Content

Group-I:

Grammar: Definite and Indefinite Articles, Singular and Plural of Nouns, Feminine and Plural of Adjectives, Conjunction of Verbs of the first and Second Groups and of Etre, Avoir and Faire. Possessive Adjectives, Contracted Articles.

Group-II:

Grammar: Demonstrative Articles, Past Tense with Avoir and Etre, PartitiaeArticles, Future Tense, the Imperative, Conjugation of Verbs of third Group.

Grammar: Comparative Adjectives, Superlatives, Possessive Pronouns, Personal Pronoun.

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 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:

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.

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-IV
436-Supply Chain Management /MBAM2436T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Supply Chain Management	Course Code: MBAM2436T

Course Outcomes:The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario.

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

CO1	To understand the supply chain management.
CO2	To familiarize with the concept of retailing
CO3	To understand the concept of transport decisions.

Course Overview

The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario.

At the end of this course, the students should be able (1) to understand the supply chain management. (2) To familiar with the concept of retailing. (3) to understand the concept of transport decisions.

Course Content

Group-I:

Introduction to Supply Chain and Its Role and Objectives. Logistics Strategy and Planning. Logistics and Customer Service. Lotics Product - Nature of Product, Functional vs. Innovative Products, Product Life cycle- Product Characteristics.

Retailing- Role of Information, Information Flow, and Information Sources, Internal Information, External Information. Information Systems in Retail Logistics - Logistics, Distribution Center, Outsourcing, Store vs. Distribution Center Delivery, Pull vs. Push Logistics Strategies.

Group-II:

Strategic Advantages of Information Systems in Logistics - Improved Product Availability, Improved Assortment, Improved Return on Investment. Co-ordination in the Supply Chain - Bull whip Effect. Transport Decisions - Modal Choice, Vehicle Routing and Scheduling. Network Design Decisions. Inventory Decisions - Pull and Push Types of Systems. Sourcing Strategy. Supply Chain Performance – SCOR model.

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. 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.

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

- Robert B. Handfield, Ernest L. Nichols(1998). *Introduction to Supply Chain Management*. Prentice Hall of India, New Delhi.
- James, A. O'Brien(2005). *Introduction to Information Systems*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, .
- Sunil Chopra and Peter Meind (2008). *Supply Chain Management*, Pearson Education, 3rd 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-II Sem-IV

437- Merchandising Planning and Strategies/MBAM2437T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Merchandising Planning and Strategies	Course Code: MBAM2437T
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Course Outcomes: The objective of this course is to introduce the students to assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations.

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

CO1	To understand the process of assortment planning.
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CO2	To familiarize with the pricing strategies.
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CO3	To understand various pricing practices.
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Course Overview

The objective of this course is to understand the assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations.

Course Content

Group-I:

Assortment Planning Process-, need for trade-off between variety, assortment and product availability, assortment plan.

Product mix trends;

Sales Forecasting;

Setting Financial objective;

Merchandise Purchasing;

Branding Strategies- manufacturer's brand, private label brands;

Managerial issues in global sourcing decisions;

Merchandise purchasing and handling process;

Ethical and legal issues in merchandise purchasing;

Group-II:

Setting the retail price—price setting objectives, price setting determinants;

Pricing Strategies and Practices –Everyday low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing.

Price bundling- Multiple pricing;

Price lining: Old pricing, Methods of Setting Prices, Adjustments to the Initial Rate Price.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality International Journals and magazines. Instructor should adopt periodic evaluation of students 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.

Texts and Reading:

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

- Berman, B. and Evans J. R.(2002). *Retail Management*, Pearson Education. New Delhi.
- Roger Cox and Paul Britain, *Retail Management*, Financial Times/Prentice Hall 4th Edition.
- Michael Levy M. and Barton A. Weitz *Retailing Management*, Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2006.

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).”

MBAPart-II Sem-IV
438- Retail Strategies/MBAM2438T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
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Course Name: Retail Strategies	Course Code: MBAM2438T
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Course Outcomes: The objective of this course is to familiarize the students about the importance of formulating a retail market strategy and the elements of financial strategies to measure the performance of retail organisations.

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

CO1	To understand the of Retail Market Strategy.
CO2	To familiar with the concept of Retail Strategic Planning Process.
CO3	To understand the concept of Strategic Profit model.

Course Overview

The objective of this course is to understand the importance of formulating a retail market strategy and the elements of financial strategies to measure the performance of retail organisations.

At the end of this course, the students should be able (1) to understand the of Retail Market Strategy. (2) To familiar with the concept of Retail Strategic Planning Process. (3) To understand the concept of Strategic Profit model.

Course Content

Group-I:

Definition of Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage-Location, Merchandise, Price, Service and Communications, Achieving Strategic Positioning-Operations. Purchasing/Logistics. Market Research, Financing, Technology. Nature of Strategic Planning.

Retail Strategic Planning Process-Developing the Mission, Establishing Objectives, Situational Analysis, Identifying Strategic Alternatives. Selecting the Target Markets, Obtaining Resources Needed to Compete, Developing Positioning Strategy, Strategy Implementation, Evaluating Results and Controlling Operations.

Group-II:

Strategic Profit Model- An Overview. The Strategic Profit Model-Return on Assets, Return on Net Worth, Improving Financial Performance, Profit management. Asset Management, Debt Management.

Income Statements- Sales, Cost of Goods Sold, Gross margins, Expenses, Net profits. Balance Sheet- Assets- Current Assets. Accounts Receivable, Merchandise Inventory, Inventory Turnover, Cash and Other Current Assets, operating Cycle, Fixed Assets, Asset Turnover. Liabilities and Owners Equity.

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. 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 Reading:

- Berman, B. and Evans J. R.(2002). *Retail Management*, Pearson Education. New Delhi.
- Ferrell, O.C. and Michael H. (2007). *Marketing Strategy*. Thomson Publication, 3rd Edition.
- Walker, M. and Boyd L. ,(2007). *Marketing Strategy*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th 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).”

MBAPart-II Sem-IV
439-Store Management/MBAM2439T

Program Name: M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Store Management	Course Code: MBAM2439T
Course Outcomes: The objective of this course is to acquaint the students about the Importance of store management so that they can handle their retail operation efficiently and effectively. At the end of this course the students should be able	
CO1	To understand the of Store Management
CO2	To familiar with the concept of Cost Controls.
CO3	To understand the concept of Estimating Sales Potential.

Course Overview

The objective of this course is to make students aware about the Importance of store management so that they can handle the retail operations efficiently and effectively.

At the end of this course the students should be able (1) to understand the of Store Management. (2) To familiar with the concept of Cost Controls. (3) To understand the concept of Estimating Sales Potential

Course Content

Group-I:

Store Management - Role of Store Managers, Managing the Store Personnel, Minimizing the Cost of the Retail Store, Managing the Buying and Selling Activities, Providing Customer Service;

Cost Controls - Labour Scheduling, Store Maintenance, Energy Management, Reducing Inventory Shrinkage; Detecting and Preventing Shoplifting;

Creating a Store Image, Creating a Buying-Environment;

Store Exteriors - Marquee, Entrances, Door types, Walkways, Display windows, Size of the Building, Colors and Materials, Then Prevention.;

Stores Interiors - Managing Space, Merchandise Presentation Techniques – Store Layout, Visual Merchandising, Atmospherics.

Group-II:

Store Security - Customer Theft, Employee Theft, Supplier Pilferage, Credit Management;

Selecting the Store Location- Market Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure;

Estimating Sales Potential- Area Sales Activities, Level of Competition;

Trade Area Analysis- Size and shape of Trade Areas, Measurement and Definition of the Trade Area.

Pedagogy:

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

- Varley R. and RafiqM.(2004). *Principles of Retail Management*, Palgrave Macmillan, New York.
- David G. (2003). *Retail Marketing Management*, Pearson Education, New Delhi.
- Patrick M. Dunne and Robert F. L. (2004). *Retailing*, Thomson South Western Publisher, Cincinnati, 5th 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-IV
440- Customer Relationship Essentials in Retailing/MBAM2440T

Program Name: : M.B.A. (Flagship) Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Customer Relationship Essentials in Retailing	Course Code: MBAM2440T
Course Outcomes: The objective of this course is to familiarize the students with relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives. At the end of this course the students should be able:	
CO1	To understand the of Fundamental Concepts in Relationship Marketing.
CO2	To familiar with the concept Learning Organization
CO3	To understand the concept of Planning Retail Communication Program

Course Overview

The objective of this course is to: understand the relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives.

At the end of this course the students should be able (1) to understand the Fundamental Concepts in Relationship Marketing. (2) To familiar with the concept Learning Organization. (3) To understand the concept of Planning Retail Communication Program.

Course Content

Group-I:

An Overview or Relationship Marketing. Fundamental Concepts in Relationship Marketing

Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web-based Technologies.

Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program- Methods for Communicating with the Customers, Sales Promotion, Public Relations, Personal Selling.

Group-II:

Planning Retail Communication Program- Establishing Objectives, Determining Promotional Budget, Objectives and Task Method, Thumb Rule Method. Assigning the Promotional Budget. **Implementing advertising programs** - Creating Message Advertising Agencies, Selecting Advertising Media, Determining the Frequency and Timing of Advertisements. Evaluating the Effectiveness of Advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

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. 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:

- Barnes James G.(2000). *Secrets of Customer Relationship Management*. McGraw-Hill, 1st Edition .
- Swift Ronald S.(2000). *Accelerated Customer Relationships*, Prentice-Hall of India, New Delhi.
- Gosney, John W., and Boehm, Thomas P.(2000). *Customer Relationship Management Essentials*. Prentice-Hall of India, New Delhi.
- Berman B. and Evans J. R.(2002). *Retail Management*, Pearson Education, 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.
- The duration of written examination for each paper shall be three hours.
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- 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-IV

441-International Financial Management/MBAM2441T

Course Outcomes

After completion of this course, the students will be able to:

- Identify the reasons for international trade and explain why do firms become MNCs
- Adopt suitable strategies to control the multinational business environment
- Describe the importance of balance of trade and balance of payments to the development of macroeconomic policy
- Describe the institutions that facilitate international trade and financial transactions
- Demonstrate an understanding of foreign exchange markets and the relationships between interest rates, expected inflation rates and exchange rates
- Demonstrate an understanding of the reasons for differences in the cost of capital across countries
- Explain the applications of futures and options contracts in hedging foreign exchange exposure
- Analyze the problems of dealing with foreign currencies and decision making

Course Overview

The objective of the curriculum is to develop an understanding of the fundamentals of international finance. The course includes a wide range of special topics in international financial management. It will help the students in gaining knowledge and skills in investment & financing techniques, exchange rate management and related aspects in the international context. The students will learn how to effectively manage international financial decisions taking into account all the related aspects such as exchange rate risk, interest rate exposure and the like. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate international finance; (2) analyse the management financial problems, and (3) learn about firm's management of international finance, inter-linked business finance management.

Course Content

Group-I:

International Finance: Concept and Role of International Finance Manager in an MNC; International Financial Environment, International Transaction and Financial Market, Trade and Capital Flows;

International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market;

Financial Market Instruments: GDR, ADR, Euro Issues, CP and ECBs.

Multinational Firm: Its Rationale Goals, Constraints;

Financial operations of MNCs: Sources and Investment Channels, Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange Markets; Factors Affecting and Determination of Exchange Rate.

Group-II:

Managing Various Risks and Exposures: Foreign Exchange Risk and Exposure; Other Risks Exposures in International Investments.

Multinational Capital Budgeting: Significance and Various Techniques.

Managing Multinational fund flows: International Working Capital Management and Foreign Trade, International Cash Management, Management of International Account Receivables; International Dimension of Taxation.

Pedagogy:

The course employs variety of teaching and learning methods namely, class discussions, case method, field exercises, class assignments (individual as well as group), practice questions, presentations on various practical aspects of international finance. The case method will immerse the students into real-life decision-making situations which improves their learning and thinking abilities. The teacher will conduct a continuous assessment of students' performance in all the activities.

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. Class participation is scored 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 (2012). *Multinational Financial Management*, Wiley India Private Limited, New Delhi, Ninth Edition.
- Jeff Madura (2012). *International Financial Management*, Cengage India Private Limited, New Delhi, Tenth Edition.
- P.G. Apte (2017). *International Financial Management*, Tata McGraw Hill, New Delhi, Seventh 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
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- 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)."