

MBA- Part-I Sem-II

201 - Management Information Systems and Decision Support Systems/MBAM1201T

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to the information systems, its role in an organization, support for decision making and how information systems can be leveraged to provide business value. At the end of the course, the students should be able to – (1) Identify the Hardware and Software Issues Regarding Information Systems (2) understand the Concept of MIS and Functional Information System.

Program Name: M.B.A. (Flagship) Part-I (Semester-II)		Program Code: MBAM2PUP
Course Name: Management Information Systems & Decision Support Systems		Course Code: MBAM1201T
Course Outcomes:		
CO1	The students will understand computer-based application packages for documentation preparation and making reports, preparation of questionnaires, slide presentation for business, tables, and graphs.	
CO2	This course will help students to use computer-based application packages for managing business processes	
CO3	The students should acquire skills to handle complex decision-making processes by using MS-EXCEL.	

Course Syllabus

Group-I:

MIS Introduction: MIS need and concept, Scope of MIS, Characteristics of MIS, Classification of Information Systems.

Functional Information Systems: Marketing Information System, HR Information System, Production and Inventory Information System, Financial Information System

System Planning: System Planning, System Development

Development Models: Waterfall Model, SDLC, V-Model, Prototype, CASE, Iterative Model

System Analysis: Introduction, System Analysis, Identification and Feasibility Study, System Requirement Analysis, Baseline Project Report

Modeling Tools for MIS: Data Flow Diagrams, Decision Tree, Decision Table, Structured English, Data Dictionary; System

System Design Approaches: Structured Approach, Information Engineering Approach, Object Oriented Approach. Coding, Testing, Implementation, Maintenance, Evaluation, Documentation

Group-II:

Hardware and Software Issues Regarding Information Systems: Computers, Generations of Computer, Sub-Parts of Computer, Input and Output Devices, Operating System, Programming Languages

Decision Support Systems: Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under Different Scenarios, Group Decision Support Systems

Advanced Concepts of Information Systems: Artificial Intelligence, Business Intelligence, Artificial Neural Networks, Supply Chain Management, Customer Relationship Management, E-Commerce, M-Commerce, Fuzzy Logic, Data Warehousing, Data Mining, Enterprise Resource Planning, Expert Systems, Executive Information Systems, Knowledge Management Systems, Strategic Information Systems.

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 problems 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:

Recommended Texts

- SahilRaj(2018).*Management Information System*, Pearson Publication.
- James, A. O'Brien (2005)*Introduction to Information Systems*, Tata McGraw-Hill Publishing Co. Ltd. New Delhi.
- Efraim, Turban, Jay E. Aronson and Ting-Peng Liang (2004). *Decision Support Systems and Intelligent Systems*, Prentice-Hall of India, New Delhi, 7th Edition.
- George M. Marakas (2009)*Decision Support Systems*, Prentice-Hall of India, New Delhi.
- Kenneth C. Laudonand Jane P. Laudon (2017) *Management Information Systems: Managing The Digital Firm*, Pearson Publication.
- Joseph S.Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). "Essentials of Systems Analysis and Design", New Delhi: PHI Learning 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).”

MBA- Part-I Sem-II

202 - Business Statistics & Research Methodology/MBAM1202T

Program Name: M.B.A. (Flagship) Part-I (Semester-II)	Program Code: MBAM1202T
Course Name: Business Statistics & Research Methodology	Course Code: MBAM1202T

Course Outcome

This course intends to equip the students with the knowledge, skills, tools and techniques involved in carrying out research related activities. Broadly the outcomes will include:

1. Learning of research methodology including research process, sampling design, scaling techniques, sampling, and data collection.
2. Application of various statistical techniques to analyse and interpret data for decision making.

Course Objectives

The objective of this course is to have a good understanding of inferential Statistics and Research Methodology as applicable in real life business management. The main objective of the course to develop a set of skills among the students to use the statistical tools at the workplace to solve business related and general decision problems. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate statistical techniques for the analysis of data; (2) analyse the data using appropriate statistical tool, and (3) learn how to collect, analyze, present and interpret research data.

Course Syllabus

Group-I:

Research Methodology: Role of Research in Decision-making; Process of Research;

Research Designs: Exploratory, Descriptive & Experimental Research Designs and their Applications;

Sampling Design: Concepts, Probability and Non-probability Sampling Techniques and Their Applicability;

Scaling Techniques: Primary Scaling Techniques, Measurement of Attitudes and Perception, Development of a Scale to Measure the Construct,

Data Collection: Questionnaire Construction; Qualitative Methods: Focus Group, Projective Techniques.

Group-II:

Introduction to Statistics: Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion, Skewness and Kurtosis;Elementary Probability Theory.

Correlation Analysis: Bi-variate, Partial Correlation, and Spearman Correlation.

Probability Distributions: Binomial, Poisson and Normal Distributions.

Testing of Hypothesis: Procedure of Testing Hypothesis.

Statistical Tests: t-test: Independent and Paired Samples; One-way Analysis of Variance, Two –way analysis of variance, Chi-Square Test.

Regression Analysis: Concept & Measures, Linear Regression and Multiple Regression.

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.

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:

Recommended Texts:

- Amir D. Aczel&JayavelSunderpandian (6th Edition).*Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Black, K. (2015). *Applied Business Statistics*. New Delhi: Wiley.
- Black, K. (2013). *Business Statistics For Contemporary Decision Making*, Fifth Edition, Wiley India.
- Keller, G. (2009) *Statistics for Management*, First India Reprint, Cengage Learning India Private Limited.
- Levine, D. M., Stephan, D. F., Krehbiel, T. C., & Berenson, M. L. (2014). *Statistics for Managers*. New Delhi: PHI Learning Private Limited.

Scheme of Examination:

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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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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-I Sem-II
203 - Financial Management/MBAM1203T

Course Outcomes

Upon successful completion of course, the student will be able to:

- Explain the overall role and importance of the finance function.
- Evaluate investments in working capital and long-term assets.
- Apply time value, risk, and return concepts.
- Identify appropriate cash flows for capital investments and evaluating various methods to analyse capital investments.
- Identify the major sources of short-term and long-term funds available to the firm.
- Apply techniques for estimating the cost of each element of the cost of capital and understand how to pull together this information to calculate overall cost of capital
- Explain the concept of leverage and the advantages and costs associated with debt financing in comparison to financing through equity and preference capital.
- Describe the important factors influencing dividend policy of a firm.

Course Contents

Group-I:

Financial Management: An Overview, Goals and Functions of Finance

Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market.

Concepts in Valuation: Time Value of Money, Present Values, IRR, Bond Returns, Return from Stock Market Investments.

Capital Investment Decision-making: Principles of Cash Flows, Discounted and Nondiscounted Cash Flow Techniques for Appraising Capital Investments, Risk Analysis in Capital Budgeting.

Group-II:

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

Leverage: Operating Leverage and Financial Leverage. Cost of Capital.

Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning.

Dividend Policy: Dividend Policy and Firm's Value, Dividend Policy in Practice. Corporate **Restructuring:** Mergers and Acquisitions, Motives, Considerations and Regulations.

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 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.

Recommended Texts: Khan and Jain (2018) Financial Management-Text, Problems and Cases, Tata McGrawHill Publishing Co. Ltd., New Delhi, 8thEdition. •Richard A. Brealey and Stewart C. Meyers (6th Edition) Principles of Corporate Finance, • Tata McGraw-Hill Publishing Co. Ltd., New Delhi. Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe (2017) Corporate Finance, • McGraw-Hill Education, New Delhi, 11thEdition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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204 - Management of Human Resource/MBAM1204T

Course Overview

The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions. At the end of the course, the students should be able to - (1) understand the Concept of human resource management and human resource planning (2) Know about the methods and techniques of performance appraisal and potential evaluation.

Program Name: M.B.A. (Flagship) Part-I (Semester-II)	Program Code: MBAM2PUP
Course Name: Management of Human Resource	Course Code: MBAM1204T
Course Outcomes: Upon completion of this course, the student will be able to	
CO1	Understand HRM and the role of HRM in effective business administration.
CO2	Understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.
CO3	Develop necessary skill set for application of various HR issues.
CO4	Integrate the knowledge of HR concepts to take correct business decisions.
CO5	Ability to handle employee issues and evaluate the new trends in HRM.

Course Content

Group-I:

Human Resource Management (HRM): Concept, Scope, Functions, Importance of Personnel Management, Environment Scanning, Building up Skills for Effective HR manager. Global HRM. Organization of Personnel Department and its Relationships with Other Departments. HR In: Information Technology Firms, Mergers and Acquisitions. Integrating HR strategy with Business Strategy, Personnel Policies.

Human Resource Planning: Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objectives, Analyzing Work and Designing Jobs.

Recruitment and Selection: Methods of Manpower Search and Selection of Human Resources. Induction, Placement, Socializing, Promotion and Succession. Managing Separations and Right-sizing.

Group-II:

HR Training and Development: Executive Development and Training Manpower.

Employee Retention: Meaning, Factors Responsible for High Turnover, Employee Retention Strategies.

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal. Methods and Techniques of Performance Appraisal and Potential Evaluation.

Motivation in Action: Empowerment, Quality of Work Life, Problem Employees.

Incentives: Concept and Importance, Sharing Productivity Gains and Profits, Employee Stock Option Plans.

Grievance: Concept of grievance handling, how to handle grievances. Disciplining and Counseling of Employees.

Industrial Relations: Concept and Present State of Industrial Relations. A brief idea of Trade Unionism. Industrial Unrest and Remedial Measures

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, analysing 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.

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:

Recommended Texts:

- Noe, R., Wright, Gerhart, & Hollenback. (2021). *Human Resource Management – Gaining A Competitive Advantage* (12th ed.). New Delhi, India: Tata McGraw –Hill Publishing Company Ltd.
- Dessler, G., & Varrkey, B. (2020). *Human Resource Management* (16th ed.). New Delhi: Pearson Education.
- Flippo, E. B. *Personnel Management* (6th ed.). McGraw-Hill Book Company.
- Hook, C., & Jenkins, A. (2019). *Introducing Human Resource management* (8th ed.). Pearson Education.
- Aswathappa , K. (2017). *Human Resource Management* (8th ed.). Mc Graw Hill India.
- DeCenzo, D. A., & Robbins, S. P. (2015). *Human Resource Management* (11th ed.). John Wiley.

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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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MBA- Part-I Sem-II

205 - Marketing Management/MBAM1205T

Course Outcomes

The objective of this course is to develop the ability in the students to define and analyse the marketing problems through the formulation of marketing objectives, policies, programmes and strategies. By the end of the course, students will be able to:

1. Critically evaluate the key analytical frameworks and tools used in marketing
2. Apply key marketing theories, frameworks and tools to solve Marketing problems
3. Utilize information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies
4. Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment
5. Critically evaluate the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings
6. Evaluate and act upon the ethical and environmental concerns linked to marketing activities
7. Decisions with respect to Marketing Mix, PLC, new product development, etc.
8. Understand the emerging issues in the market.

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the marketing problems through the formulation of marketing objectives, policies, programmes and strategies. At the end of the course, the students should be able to – (1) understanding the concept of marketing, marketing information system and consumer behavior (2) analyzing the emerging issues in the marketing.

Course Syllabus

Group-I:

Nature, Scope and Concepts and Orientations of Marketing:Marketing Tasks, Modern Concepts of Marketing,Marketing Environment and Environment Scanning,

Marketing Information Systems and Marketing Research: Strategic Planning in Marketing Management, Understanding Consumer and Industrial Markets

Consumer Behavior:Factors Influencing Consumer Buying Behaviour, Impulsive and Compulsive buying behavior, Buying Process, Market Segmentation, Targeting and Positioning.

Product Decisions:Product Mix, Product Life Cycle, New Product Developments. Branding and Packaging Decisions.Pricing Methods and Strategies.

Group-II:

Promotion Mix Decisions:Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing. Managing the Sales Force. Marketing Organization. Channel Management: Types & Functions, Selection, Cooperation,Conflict Management, Vertical Marketing Implementations and Systems, Marketing Logistics,

Emerging Issues in Marketing:Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Viral Marketing.

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:

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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:

Recommended Texts:

- Kotler Philip & Armstrong, G. (2007)*Principles of Marketing*, Prentice-Hall of India, New Delhi.
- Kotler Philip (2007).*Marketing Management*, Prentice-Hall of India, New Delhi.
- Kotler Philip & Keller (2006)*Principles of Marketing*, Prentice-Hall of India, New Delhi.
- SaxenaRajan (2005).*Marketing Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3rd Edition.

Scheme of Examination:

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MBA- Part-I Sem-II
206 - Operations Management

Program Name: M.B.A. (Flagship) Part-I (Semester-II)	Program Code: SMS2FPUP
Course Name: 206-Operations Management	Course Code: SMS206T
Program Specific Outcomes: This MBA Flagship course will develop students' knowledge, understanding and skills in organizing and managing various operations management related activities and processes for successful delivery of products and services.	

Course Objective

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to – (1) understand the concept of operations management and manufacturing systems (2) Gain knowledge about the project planning and statistical process control methods.

Course Outcome

This course intends to equip the students with the knowledge, skills, tools and techniques involved in carrying out operations management related activities. Broadly the outcomes will include:

1. Learning of operations concepts, systems, and strategies.
2. Application of various methods to forecast demand, layout analysis, inventory management, manufacturing, quality control and project management.

Course Syllabus

Group-I:

Operations Management: Various Strategies and operations as a Competitive Tool.

Manufacturing systems: Types and their Characteristics

Forecasting: Forecasting Methods: Average and Trend Method; Forecast Errors.

Plant Location: Factors & Quantitative Models.

Plant Layout: Models & Techniques, Assembly Line Balancing.

Sequencing: Concepts, Solutions of Processing 'n' Jobs Through – '1', '2', and 'm' Machines, Processing '2' Jobs Through 'm' Machines.

Group-II:

Project Planning: Project Evaluation and Review Technique (PERT), Critical Path Method (CPM)

Statistical Process Control Methods: Control Charts for Variables and Attributes

Statistical Quality Control: Acceptance Sampling

Inventory Management: Inventory Costs, Types of Inventory. Inventory Models: Instantaneous Replenishment, Non-instantaneous Replenishment, Price-break Model

Inventory Control Systems: Continuous Review System, Periodic Review System

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.

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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:

Recommended Texts:

- James R. Evans, David R. Anderson, Dennis J (1984). Sweeney and Thomas A. Williams, *Applied Production and Operations Management*, West Publishing Company, International Edition, Minnesota.
- Lee J. Krajewski (8th Edition). *Operations Management*, Prentice-Hall of India, New Delhi.
- Chase, B.R., Shankar, R., Jacobs, F.R. and Aquilano, N.J. (12th Edition) *Operations & Supply Chain Management*, McGraw Hill.
- Stevenson, W.J. (9th Edition). *Operations Management*, Tata McGraw Hill.

Scheme of Examination:

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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher

responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet

- 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-I Sem-II
207- Organizational Behavior/MBAM1207T

Course Overview

The objective of this course is to help students understand the conceptual framework of organizational behaviour and correlate them to manage 21st century organizations.

Program Name: M.B.A. (Flagship) Part-I (Semester-II)	Program Code: MBAM2PUP
Course Name: - Organizational Behavior	Course Code: MBAM1207T
Course Outcomes: The course is developed keeping in mind the conceptual framework of the discipline of organizational behaviour and its practical applications in the organizational set up. By studying this course, the students would be able to:	
CO1	Understand the basic concepts of organizational behaviour and its applications in contemporary organizations.
CO2	Understand the role of individuals, groups and structure in achieving organizational goals effectively and efficiently.
CO3	Develop creative and innovative ideas that could positively shape the organizations.
CO4	Accept and embrace working with different people from different cultural and diverse backgrounds in the workplace.
CO5	Evaluate, analyse and implement theories and models of organizational behaviour at the workplace.

Course Syllabus

Group-I:

Organizational Behaviour: Organisational behaviour -concept and significance; Relationship between management and organizational behaviour; organizational culture, Attitudes; Perception; Learning; Personality and values; emotions and moods. Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory. Leadership: Concept; Leadership styles; Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership.

Group-II:

Group Dynamics and Team Development: Group dynamics -definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

Organizational Conflict and Negotiations: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict. Organizational Development: Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis.

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 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:

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra (2018), Organizational Behaviour, 18th Edition, Pearson Education.
- P. G. Aquinas (2019), Essentials of Organisation Behaviour, Excel Books
- Koontz H. and Wehrich H., *Essentials of Management*, Tata 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- Part-I Sem-II

208 - Seminar on International Business Environment & Management/MBAM1208T

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive environment ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus, a student presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organize & construct information. The various new concepts in International business environment and management would be taken up in presentations by the students in this class.

Course Syllabus

Group-I:

International Business: An Overview - Types of International Business; The External Environment, The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns.

Recent Trends in World Trade and Foreign Direct Investment Trends; Balance of Payments Accounts and Macro-economic Management; Theories of International trade; Institutions facilitating the international trade: Trade and Investment - Government Influence on Trade Investment.

Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment.

Cross-national Cooperation and Agreements; Tariff and Non-tariff Barriers; Regional Blocks; Internationalization of Service Firms; Operation Management in International Firms;

Group-II:

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks.

Non-Banking Financial Service Firms; Stock Markets.

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition.

Globalization and Human Resource Development; Globalization with Social Responsibility.

World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy.Negotiating an International Business.

Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed

to present it individually in the class. Students are supposed to make effective presentations by using multimedia (PowerPoint Presentations, Audio and Visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding views to the topic. (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Recommended Texts and Readings:

Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Amann, B., & Jaussaud, J. (2020). *Cross-Cultural Challenges in International Management*. New York: Routledge.
- Jansson, H. (2020). *International Business Strategy in Complex Markets*. Massachusetts: Edward Elgar Publishing Limited.
- Uberoi, N. K. (2004), *Environmental Management*, Excel Books, New Delhi.
- SubbaRao, P. (2012), *International Business Text and Cases*, Himalaya Publishing House, Mumbai.
- Varma, S. (2012), *International Business*, Pearson Education, New Delhi

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 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% in aggregate.
- A minimum of 75% of classroom attendance is required.