

MBA (Distance Education) Part-I Semester-III

MBA (Distance Education) Part-II, Semester-III
301- Project Management /MBCM2301T

Program Name: M.B.A. (DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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Course Name: Project Management	Course Code: MBCM2301T
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Course Outcomes:This course intends to equip the students with the knowledge, skills, tools and techniques involved in successful completion of hospital projects and related activities. Broadly the outcomes will include:

CO1	Learning of project related concepts, systems, and strategies for successful completion of hospital projects.
CO2	Application of various methods to analyse demand, project appraisal and successful hospital project management.

Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule.

At the end of the course, the students should be able to - (1) understand the concept of project management and life cycle of a project (2) to familiar the students with cost planning tolls affect the project (3) acquaint with practical examples of PERT and CPM (4) importance of Social Cost Benefit Analysis.

Course Content

Group-I:

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager The Planning Process: Work Breakdown Structure Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis.

Group-II:

Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis. Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM,Project Crashing, Resource Leveling and Allocation. Control of Projects: control systems, control of constraints – cost and time. Overview of MS-Project 2016.

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 discussion in the class:

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:

75% attendance is compulsory in PCP. Attendance will be taken at 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:

- Harvey Maylor, Project Management (2005). Pearson Education, New Delhi, 2nd Edition.
- PMBOK (2019), A Guide to Project Management Body of Knowledge, 7th edition.
- Prasanna Chandra (2001). Projects: Planning, Analysis, Selection, Implementation & Review, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries, Oxford & IBH. Jack R. Meredith (1998).
- Project Management: A Managerial Approach, Wiley Publications, 1st Edition.

Scheme of Examination:

- English will be the medium of instruction and examination. Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP.

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III

302- Management Information Systems and Decision Support Systems/MBCM2302T

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

Program Code: MBCM2PUP

Course Name:- Management Information Systems and Decision Support Systems

Course Code: MBCM2302T

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 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) understand the Management Information System and its various Concepts used in organization (2) familiar with decision support system and its importance

Course Content

Group-I:

MIS Introduction: MIS need and concepts, characteristics, Typology of MIS, Structure of MIS. Advance Concepts: Planning for MIS, System Development Methodologies, Conceptual and detailed designs of MIS, System Implementation strategies and process, System Evaluation and Maintenance. Introduction to Decision Support Systems: Characteristics and Objectives, Role of Decision Support Systems and its applications Components of Decision Support Systems: Data Subsystem, Model Subsystem, and User-interface

Group-II:

Decision-making: Concept, Process, Simon's model, Information System support for Decision Making Phases, Decision making under assumed certainty, risk and uncertainty. Application of Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Expert systems, Executive Information System, Strategic Information System.

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 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:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

- Sahil Raj (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. Laudon and 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:

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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 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
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MBA (Distance Education) Part-II, Semester-III

303- Business Ethics and Values /MBCM2303T

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 thoroughly the concept of ethics and its importance in business (2) analyze the relationship between ethics and human resource management (3) familiar the students with ethical issues prevailing in society.

Course Content

Group-I:

Introduction to Ethics & Values and their importance in Business; Ethical issues in Capitalism and Market system; Ethical and Social systems. The social Responsibility of Business; Ethical conflicts and dilemmas, Whistle blowing, Ethics & Corruption.

Group-II:

Ethics and organizations, Organizational Culture& Ethics; Ethics in Marketing& Advertising; Ethics in HRM; discrimination on basis of gender, caste or race; Ethics in Finance; Ethics and Information Technology; Ethics & Environment, Ecological concerns.

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 Discussion Assignments:

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:

75% attendance is compulsory in PCP. Attendance will be taken at 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:

- 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. Giri, *Values, Ethics and Business: Challenges for Education and Management*, Rawat Publication, Jaipur.

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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
304- Advertising and Sales Management /MBCM2304T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
Course Name:- Advertising and Sales Management	Course Code: MBCM2304T

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

CO1	Understand the concepts of sales management and requisites of sales planning.
CO2	Familiar with the advertisement process as later they have to develop the ads and launch to promote products
CO3	Take the decisions for media selection based on the target market as well as Identify and make decisions regarding the most feasible advertising appeal and media mix.
CO4	Understand how they can decide the sales quota by having information of sales forecasting and sales potential in the market.
CO5	Take care about the development of advertising, testing the advertisement, advertisement message and role of advertising agencies.
CO6	Identify the dealer oriented promotion techniques, customer oriented promotion techniques and the salesmen oriented promotion techniques.
CO7	Have knowledge about the ethical and unethical practices in advertising.

Course Overview

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

Course Content

Group-I:

Sales management: Nature and Scope, Organizing, Recruitment and Selection of Sales Personnel, their Training and Development, Supervision & Appraisal, Motivating Sales Personnel.

Sales Planning: Carving Territories, Routing, Quota Sales Call Planning, Sales Forecasting, Sales Organization – Structure and Control.

Group-II:

Advertising Research: Nature & Scope, Consumer Behavior and Advertising

Media Planning: Merits and Demerits of various media types, emerging media

Advertising: Process, – Copy testing, Advertising Budget Measuring Advertising Effectiveness, Deceptive advertising, Advertising Ethics and Unethical Practices, Role of Advertising Agencies, Legal framework of Advertising.

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 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:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III

305- Marketing Research/MBCM2305T

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

Course Name:- Marketing Research

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

CO1	Understand the concepts of marketing research and how we can use them for marketing decision making.
CO2	Identify the marketing research designs to be implemented based upon the marketing research problem.
CO3	Use the different statistical analysis (Factor analysis, Cluster analysis, Chi Square test, etc.) to highlight the key finding of survey.
CO4	Apply the marketing research techniques for the Product Research, Advertising Research, Motivation Research, Sales forecasting, etc.
CO5	Find out the different sources of information required for marketing decisions and strategy formulation.

Course Overview

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem. At the end of the course, the students should be able – (1) to understand the concepts of marketing research and how to collect data and their applications in research (2) knowledge about report writing and using of different kinds of statistical tools in marketing research.

Course Content

Group-I:

Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis and Identification of MR Objectives, Sources of Information: Primary and Secondary Data, Research Designs and their applications Research Design: Exploratory, Descriptive and Causal Research. Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size. Measurement Process: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability. Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications.

Group-II:

Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research, Applications of Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

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 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:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

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:

- Naresh K. Malhotra and Satyabhushan Dash (2019). 7th Edition. Marketing Research. Pearson Publication.
- Iacobucci (2006). Marketing Research, Thomson Publications, Mumbai.
- Kinner, T.C. and Taylor, J.R. (1995). Marketing Research: An Applied Approach, McGraw-Hill, New York, 5th Edition.
- Green, Tull and Album (7th Edition). Research for Marketing Decision, PrenticeHall 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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
306 - Management of Industrial Relations/MBCM2306T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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Course Name:- - Management of Industrial Relations	Course Code: MBCM2306T
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Course Outcomes:At the end of the course, students should be able to

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

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

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

Course Overview

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

At the end of the course, the students should be able – (1) to understand the concepts of industrial relation. (2) to be familiar with the concepts of collective bargaining. (3) To gain knowledge about the workers participation in management.

Course Content

Group-I:

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

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

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

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

Group-II:

Comparative Study of Industrial Relations in Developed and Developing Economies .Role of ILO. **Collective Bargaining** – Meaning, Characteristics, Need, Importance, Process, Causes for Failure of Collective Bargaining.

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

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 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: 75% attendance is compulsory in PCP. Attendance will be taken at each class.

Texts and Readings:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 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 the written assignments which will be of 30 marks.
- 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 during PCP.

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III

307 - Human Resource Planning & Development/MBCM2307T

Course Overview

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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Course Name:- Human Resource Planning & Development	Course Code: MBCM2307T
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Course Outcomes: Upon completion of this course, the student will be able to

CO1	Analyze and explain the different steps in the HRP process and how the process can be applied at both the operational and strategic level.
CO2	Understand the evolution and functions of HRD and to develop a perspective of HRD beyond organizational realities including national HRD.
CO3	Evaluate and understand diversity issues and their impact on organizations.
CO4	Understand and develop career planning & development related activities in the organization.

This course is designed to create in students the awareness regarding the theory and role of human resource planning and development in organizations, and link it to policies and practices required in organizations for effective people management. The paper aims to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards. It covers the practical application of the theory for planning for and developing competent human resources. At the end of the course, the students should be able – (1) to understand the concepts of; human resource planning. (2) to be familiar with the concepts of stock taking. (3) To knowledge about the HRD evolution.

Course Content

Group-I:

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

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

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

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

Group-II:

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

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

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

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

Texts and Readings:

Extensive use of academic inputs made by the teacher must be made by students. The following books can be used to further the knowledge gained in the class.

- Papalia, D. (2017). *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 9th Edition.
- Desimore, R. L., Werner, J. M., & Randy, L. (2011). *Human Resource Development* (6th ed.). Cengage Learning.
- Kleiman, L. S. (2003.). *Human Resource Management: A Managerial Tool for Competitive Advantage* (3rd ed.). Wiley
- David M. (2013). *Human Resource Development*, Oxford University Press.
- Bhattacharyya, D. K. (2016). *Human Resource Planning*. Excel Books, 3rd Edition.

Scheme of Examination:

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MBA(Distance Education) - Part-II Semester-III
308-Management of Financial Institutions/MBCM2308T

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

Program Code: MBCM2PUP

Course Name: - - Management of Financial Institutions

Course Code: MBCM2308T

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

CO1 Understand the nature and types of Financial Institutions in India.

CO2 Understand Non-Banking Financial Institutions and their Role in Economic Development.

CO3 Understand Banking System in India.

CO4 Analyse the Public, Private and Foreign Sector banks and their Role and Performance.

CO5 Explain the recent trends in Indian Banking.

Course Overview

The objective of this course is to have a good understanding of Financial Institutions and on the completion of this course, the students will be able to understand (1) the working, performance and regulations of commercial banking (2) the concept, working, performance and regulations of development finance (3) and about the various risks faced by financial institutions.

Course Content

Group-I:

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

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

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

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

Group-II:

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

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

Insurance Industry in India: Evolution, Growth, Insurance Sector Reforms. Recent trends in Indian Insurance Industry.

Risk Management: An Overview of Risks Faced by Financial Institutions, Types of Risks: Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Foreign Exchange Risk, Technology and Operational Risk.

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 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:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Recommended Texts and Readings:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
309-Financial Services & Markets/MBCM2309T

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

Program Code: MBCM2PUP

Course Name:- Financial Services & Markets

Course Code: MBCM2309T

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

CO1	Understand the Structure, growth, major problems and deficiencies of Indian Financial system in detail.
CO2	Understand the working of Financial markets in India.
CO3	Understand the Financial Market Environment in India.
CO4	Explain the working of Financial markets in India.
CO5	Understand the working of New Issue Market, Mode of Raising Capital from Primary Market.

Course Overview

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

Course Content

Group-I:

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

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

Money Market in India: Constituents, Regulations and Recent Developments

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

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

Group-II:

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

Factoring: Types, Legal and Financial Aspects.

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

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

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

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

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 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:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Recommended Texts and Readings:

Students should focus on material provided to them. Apart from the notes the following text is recommended for further explanation and understanding of the concepts and techniques discussed in the course:

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

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
310- Production Planning and Control/MBCM2310T

Program Name: M.B.A. (DE) SEM 3

Program Code: MBCM2PUP

Course Name:- -Production Planning and Control

Course Code: MBCM2310T

Course Outcomes: The objective of this course to acquaint students with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems. At the end of the course, the students should be able to

CO1 Know about the production management.

CO2 Analyze product and service design

CO3 Learn about aggregate sales and operational planning.

Course Overview

As the subject has derived greater attention in Business Management thus the students would be made conversant with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems. . At the end of the course, the students should be able to - (1) To develop the skills to identify production management; (2) To understand the demand management and (3) To learn how to collect, analyze, present and interpret research data. The capacity planning and operational planning.

Course Content

Group-I:

Production Management: A strategic fit; An inter-functional imperative.

Project Planning: Project structure, Work Breakdown Structures, Network Models: estimated time known with certainty (CPM) and uncertainty (PERT), Time-Cost Models.

Demand Management: Components of demand, Forecasting methods: Average, Trend and Seasonal. Qualitative techniques.

Capacity Planning: Concept, Measurement and Models

Aggregate Sales and Operations Planning: Overview, Aggregate operations plan, Aggregate planning techniques.

Group-II:

Material Requirements Planning: Master production scheduling, MRP system structure.

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

Inventory Control: Inventory systems, Fixed-order quantity models: with and without safety stock, Fixed-Time period models: with and without safety stock, Price-break models.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as 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 Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die 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:

75% attendance is compulsory in PCP. Attendance will be taken at 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:

- Chase, B.R. Shankar, R., Jacobs, F.R. and Aquilano, N.J., *Operations & Supply Chain Management*, 12th Edition, McGraw Hill.
- Stevenson, W.J., *Operations Management*, 9th Edition, Tata McGraw Hill.
- Lee J. Krajewski, *Operations Management*, Prentice-Hall of India, New Delhi, 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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III

311- Inventory Management /MBCM2311T

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

Program Code: MBCM2PUP

Course Name:- Inventory Management

Course Code: MBCM2311T

Course Outcomes:

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

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

CO1 | monitor inventory levels and projected item availability;

CO2 | perform basic warehousing operations including receiving, putting away, picking and shipping

CO3 | analyze and develop inventory management policies under deterministic stochastic environments

Course Overview

The objective of this course is to provide the student an appreciation of the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of methods and models for Inventory Management. At the end of the course students should be able to: (1) monitor inventory levels and projected item availability; (2) perform basic warehousing operations including receiving, putting away, picking and shipping; and (3) analyze and develop inventory management policies under deterministic and stochastic environments.

Course Content

Group-I:

Fundamental concepts of Inventory: Introduction, Functions of inventories, Importance of Inventories in a manufacturing organization; Types of Inventories, Factors Affecting Inventory Control, Classification of inventories; Codification of inventories; Simplification & Standardization of Inventories; Selective Inventory Control Techniques: ABC, HML, FSN, VED analysis etc., Material Requirement Planning. Inventory Management and Control: Inventory costs concepts, Inventory Control Concepts; Inventory Control Models: Static & Dynamic Inventory Control Models. Economic Order Quantity with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity & Price discounts, Economic Production Quantity, FOQ & FOC Systems.

Group-II:

Probabilistic Inventory Control Models. Inventory Checking & Accounting: Evaluation of Inventory Performance; Materials Handling & Warehouse Management; JIT and Inventory Management, ERP and Inventory Management; Supply Chain Management & Inventory Management; Operations Research in Inventory Control: Application of Linear Programming, Queuing Theory in Inventory Control; Inventory Information Systems, Applications of Computers to Inventory Management & Control.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as 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 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:

75% attendance is compulsory in PCP. Attendance will be taken at 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:

- Elwood S. B. (2005). *Modern Production/Operations Management*. Wiley Series, 8th Edition.
- Kanishka B. (2006). *Production and Operations Management*. Oxford University Press, 9th Impression.
- Lee J. Krajewski, *Operations Management: Processes and Value Chains*. Prentice-Hall of India, New Delhi, 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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP.
-

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
312- Multinational Financial Management/MBCM2312T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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Course Name:-- Multinational Financial Management	Course Code: MBCM2312T
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Course Outcomes: This course will develop an understanding of the fundamentals of international finance. It will help the students in gaining knowledge and skills in investment & financing techniques, exchange rate management and related aspects in the international context.

CO1	Explain what different sources of finance can be explored by multinationals.
CO2	Understand different risk exposure for financing International business.
CO3	Describe how capital budgeting and short term funds are managed by international business.
CO4	Explain what different sources of finance can be explored by multinationals.

Course Overview

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

Course Content

Group-I:

International Finance: Major dimensions and recent trends in the globalised financial markets.
 Foreign Exchange Market: Organization, Spot market and Forward market, Currency Quotes, Spread, Spot rates, Forward rates, Cross rates. Forward Contracts and their significant features, Premium and Discounts.
 International Parity Relationships and Forecasting Foreign Exchange Rates: Exchange Rate Theories (PPP, IRP, IFE).
 Currency Derivatives: Currency Futures, Currency Options and Swaps.

Group-II:

Foreign Exchange Exposure and Management: Types of Exposure, Transaction Exposure, Translation Exposure and Economic Exposure. Measurement of Exposure, Strategies for Exposure Management. Exposure Management Techniques. Parameters and Constraints on Exposure Management
 MNCs Cost of Capital and Capital Budgeting: Foreign Investments, Capital Budgeting for MNCs.
 Financing Foreign Trade: Financing Techniques in International Trade, Government Programmes for Export Financing.
 Managing Multinational Fund Flows: Multinational Cash Management, International Taxation Environment.

Pedagogy:

The 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 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:

75% attendance is compulsory in PCP. Attendance will be taken at 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:

- Alan C. Shapiro , Peter Moles , Jayanta Kumar Seal (2016). *International Financial Management*. Wiley India, New Delhi.
- Julian W. (2000). *The Foreign Exchange and Money Markets Guide*. John Wiley & Sons, New York, 2nd Edition.
- Cheol S. Eun and Bruce G. R. (2017). *International Financial Management*. McGraw-Hill Education, New Delhi, 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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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.

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Sem-III
313- International Marketing /MBCM2313T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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Course Name:- International Marketing	Course Code: MBCM2313T
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Course Outcomes: The objective of the course is to expand the student's knowledge horizon to learn how to market the products/services beyond national boundaries, understanding the complexities of international marketing, routes, and techniques.

CO1	Students will be able to broaden their understanding of marketing and consumer behaviour outside national borders, as well as learn to design and market products to a wider range of businesses.
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CO2	Through case studies and real-world examples, students will learn how to assess the attractiveness of overseas markets and select the most appropriate international markets.
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CO3	Students will get a thorough understanding of the numerous international agencies that play critical roles in the development of international trade and markets.
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CO4	Students will also learn about different approaches to join international markets, as well as hurdles, based on industry examples.
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CO5	Students will learn about worldwide marketing price approaches.
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Course Overview

The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.

At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate international marketing; (2) To analyses the appropriate marketing tools for international, and (3) To learn how to collect, analyze, present and interpret marketing data.

Course Content

Group-I:

International Marketing: Nature & Scope of International Marketing, its differentiation from domestic marketing. Economic environment in International Marketing. Emergence of trading blocks like E. U. and steps/stages involved in their formation (Customs union to common currency). Constraints in International marketing, i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import policy.

Group-II:

Direction and Quantum of India's Exports. Institutional infrastructural framework for export promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and clearance of goods for exports. Shipping and Transportation. Documentation for Exports. International Marketing mix-identification of markets, International Product life-Cycle, Promotion and Pricing in International marketing. Various forms of International business- Joint-ventures, Turnkey projects.

Pedagogy:

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 Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die 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 at 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:

- Onkvisit, S. (2004). *International Marketing-Analysis and Strategy*, Prentice-Hall of India, New Delhi, 4th Edition.
- Subash C. Jain, *International Marketing*, Thomson Learning, Mumbai, 6th Edition.
- Philip R. Cateora and John L. Graham (2004). *International Marketing*, McGraw Hill Company, 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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).

MBA (Distance Education) Part-II, Semester-III
314- Management of Retail Organisation/MBCM2314T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
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CourseName:- Management of Retail Organisation	Course Code: MBCM2314T
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Course Outcomes: The course intends to equip the students with basic understanding regarding the retail organisation and retail strategies to develop the market. They would be able to identify the factors to be consider for retail policy making. Reader would be able to:

Understand the retail organisation structure and important decisions under each structure

CO1	Evaluate the factors responsible for drastic change in induna retail industry.
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CO2	Describe the theories of retailing and how they are contributing in the retail sector
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CO3	Classify the retailers and how environment affecting them.
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Course Overview

The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.

Course Content

Group-I:

Retailing-Definition and Scope. Retailer's Role in Distribution Channels - Benefits of Retailing, Benefits to Customers, Benefits to manufacturers and wholesalers, Benefits to the economy. Evolution of Retailing-Factors behind the change of Indian retailing industry.

Group-II:

Theories of Institutional Change - Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection. Classification of Retailers – Store-based retailers, Non-store Retailer. Retailing Environment - Economic environment, Legal environment, Technological environment, Competitive environment. Designing a Retail Organization Structure - Defining Organisational objectives, Identifying Organisational tasks. Forms of Retail organization – levels of organization. Retail Organization Structures - Independent store organizational structure, Department store organizational structure, Chain store organisational structure.

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 Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die 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 at 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:

- Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.
- Michael Levy M. and Barton A. Weitz, *Retailing Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2006.
- Lamba A. J., *The Art of Retailing*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2003.
- David Gilbert, *Retail Marketing Management*, Pearson Education, New Delhi, 2003.

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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- 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 during PCP

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 70 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 13 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 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-II, Semester-III
315- Retail Consumer Behaviour/MBCM2315T

Program Name: M.B.A.(DE)Part-II (Semester-III)	Program Code: MBCM2PUP
Course Name:-- Retail Consumer Behaviour	Course Code: MBCM2315T
Course Outcomes: The course objective of this course is to understand the role of retail customer in the success of a retail store; and understand the service quality in retail stores. Students would be able to:	
CO1	Conduct the demographic analysis of consumers to frame the retail strategies.
CO2	Understand and analyse the managerial issues relating to retail customer.
CO3	Develop the skills to identify the appropriate retail customer behaviour.
CO4	Identify the Gaps in services in order to deliver quality services.
CO5	Learn the skill to resolve the problems quickly.

Course Overview

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

Course Content

Group-I:

Demographic Analysis - Age distribution population, Income Urbanization, shrinking household, working women, diversified minorities. Consumer Buying Behavior - Buying considerations, Buying situations, Buying centers, Buying influences, Consumer Buying Process, Types of consumer decision - making, buying scenes.

Group-II:

Geographic Analysis – regional market, metro geography, non-metro geography. Gaining Strategic advantage through customer service – nature of customer service, customer service strategies. Customer Evaluation of Service Quality - Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery-listening to the customer, providing a fair solution, resolving problems quickly.

Pedagogy:

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 Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die 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 at 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:

- Schiffman and Kanuk, *Consumer Behaviour*, Prentice Hall of India, New Delhi, 8th Edition, 2003.
- Hall Louden, D. & Della Bitta, *Consumer Behaviour*, McGraw-Hill Publishing Company, New York, 3rd Edition.
- Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.

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 30 marks shall be reserved for internal assessment and the remaining 70 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 the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
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