

MBA (Distance Education) Part-I Semester-IV

MBA (Distance Education) Part-II, Semester-IV
401- Business Policy and Strategic Management/MBCM2401T

Course Name:-- Business Policy and Strategic Management	Course Code: MBCM2401T
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Course Outcomes: The students shall acquire the knowledge, skills, tools and techniques involved in formulating and implementing business strategy in organisations.

CO1	Understand the concept of strategic management process and should be able to write vision and mission statements
CO2	Student would be able to understand the business environmental inputs in terms of external, internal and competitive environment and create matrices for the same.
CO3	Student will have the basic understanding of different generic strategies and formulate the same for as policy for organisations.
CO4	Student would be able to match different strategies with the organisational objectives and decide the best match strategy based on resources
CO5	Student would be aware and understand the different functional issues in strategic implementation, review and control

Course Overview

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

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

Course Content

Group-I:

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

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

Environmental Scanning: Internal and External Environment.

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

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

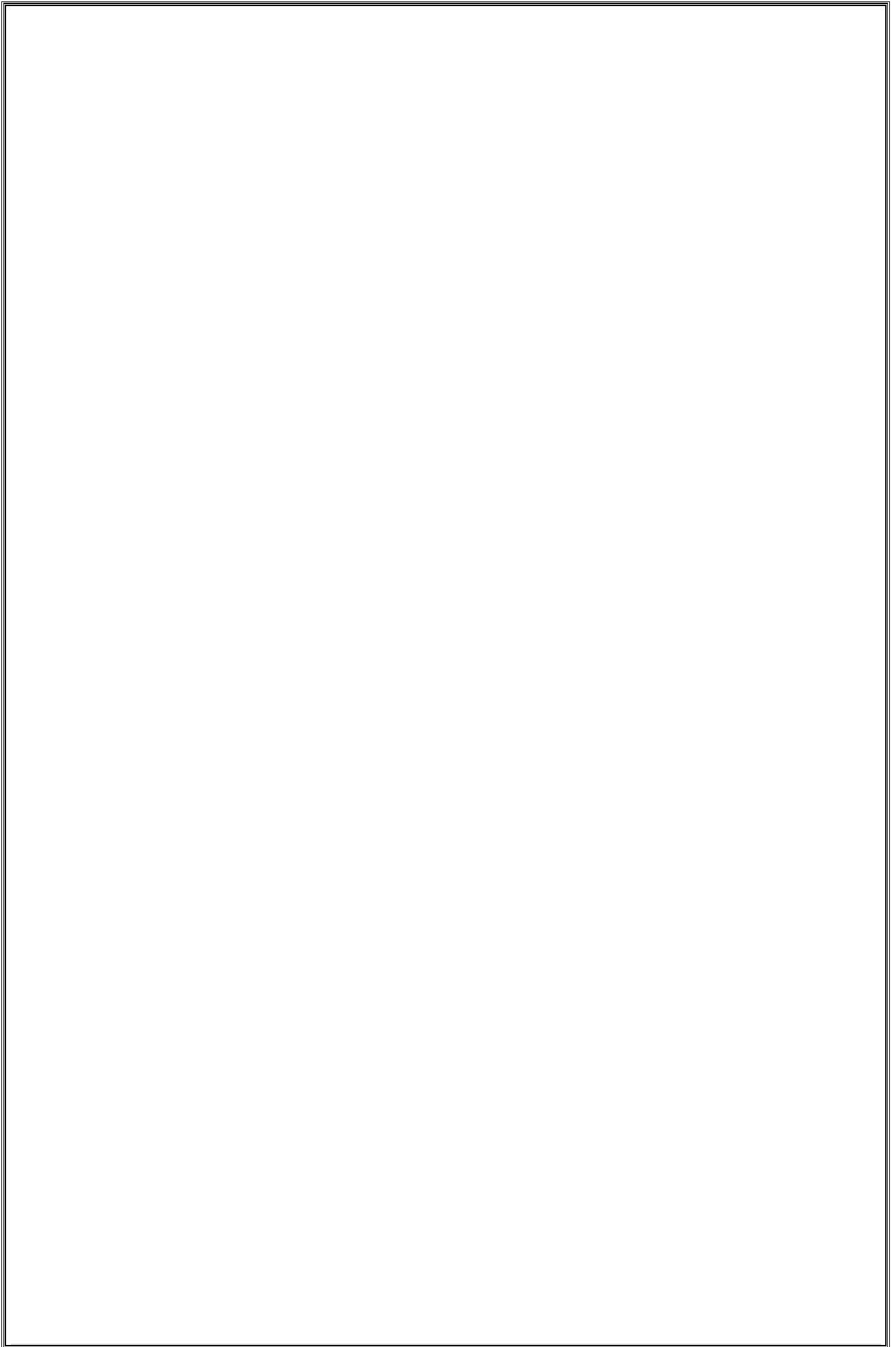
Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, operations, Research and Development, Management Information System. Mc Kinsey's 7s Framework.The Internal Factor Evaluation (IFE) Matrix.

Group-II:

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

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

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



Pedagogy:

The instructor is expected to use leading 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:

- Lawrence R.J. and William F. G. (5th Edition). *Business Policy and Strategic Management*. McGraw-Hill.
- John A.P. and Robinson(3rd Edition). R.B. *Strategic Management*, A.I.T.B.S. Publications, Delhi.
- Fred R.D. (2005). *Strategic Management - Concepts and Cases*, Pearson Education, 10th Edition.
- Pearce III, John A, Robinson, Jr., Richard B and Mittal (2005). A "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, Thomas L., Hungerdavid J. and RangarajanKrish (2006). "Concepts in Strategic Management and Business Policy", Pearson Education, India.
- David, R Fred (2009). "Strategic Management- Concepts and Cases", Pearson Education, India.
- Hill, Charles W L and Jones Gareth R (10th Edition). "An Integarated Approach to Strategic Management" Cengage Learning
- Thompson, Arthur A Jr. (2008). Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases", TMH, New Delhi.
- Pitts, Robert A and Lei, David (2003). "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India.

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-IV
402-Organisational Development & Change/MBCM2402T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: --Organisational Development & Change	Course Code: MBCM2402T

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

CO1	Understanding the concepts of change and the need for planned change and renewal.
CO2	Building an organisation development background and developing an increased knowledge of Organisation development.
CO3	Understanding the need for diagnostic models, organization, group, individual level diagnosis, Collecting and analysing the diagnostic information, Feeding Back of diagnostic information
CO4	Understanding the reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.
CO5	Students should be able to understand interventions, its different types- human process interventions (individual, group and inter group human relations techno-structural interventions and future of OD , overview of interventions, evaluating and Institutionalizing OD Interventions.

Course Overview

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

Course Content

Group-I:

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

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

Group-II:

Organisational Development Interventions: Planning Interventions; Human Resource Management Intervention, Team Interventions; Human Process Interventions, Techno-structural Interventions. Inter Group and Third Party Peacemaking Interventions, Comprehensive Interventions, Structural Interventions, Personal Interventions,

Development of Organisational Development: Future of Organisational Development, Research on Organisational Development.

Pedagogy

The instructor is expected to use leading 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:

- Thomas, G.C. and Christopher, G.W. (2004).*Organization Development and Change*.Thomson South-Western, 8th Edition.
- Nilakant, V. (2004).*Managing Organisational Change*.Sage Publications Chennai.
- Ahmed, A. (2008). *Developing Effective Organization*, Sri Ram Centre for Industrial Relations, New Delhi.

Scheme of Examination:

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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.
- 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.

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MBA (Distance Education) Part-II Semester-IV

404- Consumer Behaviour/MBCM2404T

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

Program Code: MBCM2PUP

Course Name:-- Consumer Behaviour

Course Code: MBCM2404T

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

CO1	Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
CO2	Demonstrate how as a marketer student can apply their knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviour.
CO3	Identify examples of how marketers use their knowledge of consumer behaviour in their marketing strategies and critically evaluate the applications evident in current practice.
CO4	Work in a team effectively to prepare a research report on consumer behaviour issues within a specific context.

Course Overview

At the end of this course the students will be able to: (1) to understand the theory of consumer and industrial buyer behavior.(2) to be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems.(3) To understand how information and communication flows, and external influences can affect purchasing decisions;(4) be able to analyze personal influence and opinion leadership.

Course Content

Group-I:

Macro and micro aspects of consumer Behaviour and their relevance to Indian economy. Consumer Behaviour and Marketing Strategy, External Influences: cross- cultural variations in Consumer Behaviour, Social class and its influence on Consumer Behaviour, group dynamics and consumer reference groups, the household life cycle, Family decision making. Internal Influences: consumer needs and motives, personality and Consumer Behaviour, consumer perception and marketing strategy, learning, memory and product positioning.

Group-II:

Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style. Personal influence and opinion leadership–diffusion of innovations: the diffusion process, the adoption process – consumer decision making process–levels, models, information search, evaluation criteria, post-purchase Behaviour–Consumer expectation and satisfaction–managing dissonance.

Pedagogy:

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:

- Schiffman & Kumar (2015), Consumer Behaviour 11th Edition, Pearson Education India.
- Kumar Leon G., Schiffman, Joe, Wisenblit; S. Ramesh (2018), Consumer Behavior, Twelfth Edition, Pearson Education India.
- Varsha Jain, Jagdish Sheth, Don E. Schultz (2019), Consumer Behavior - A Digital Native, First Edition, Pearson Education India.

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.
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MBA (Distance Education) Part-II, Semester-IV

405- Export Marketing/MBCM2405T

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

Program Code: MBCM2PUP

Course Name:--Export Marketing

Course Code: MBCM2405T

Course Outcomes:The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics. At the end of this course the outcome of the course would be:

CO1 The course should enable the reader to: - select and develop appropriate products for potential export markets; select the most effective marketing channels and distribution systems and to sell effectively through them; set competitive prices for their export products; select appropriate contract terms with regard to delivery, payment, and commercial disputes.

CO2 The students would learn the difference between the Domestic Market & Export Market also the factors that influence Export Marketing & the various risks involved in the overseas market.

Course Overview

The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics. At the end of this course the students will be able to: (1) to understand the theory of Export marketing.(2) to be able to global trade.(3) To Export financing

Course Content

Group-I:

Export Marketing and its differentiation from domestic marketing, Conceptual framework of International Trade, Balance of Trade& Balance of Payment, Regional Economic Integrations, Tariffs and Non-Tariff barriers in International trade, Role of IMF, WTO, IBRD in trade promotion.

Group-II:

Composition of India's trade and its direction,Institutional Infrastructural Framework for Export promotion in India, Foreign market entry, Product mix, Pricing, Distribution and Promotion, Export Financing and Documentation: Role of Exim Bank and other institutions, Legal framework of International trade.

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:

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Class Participation:

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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:

- Czinkota.M.R, Ronkainen.I.A, Ortiz.Marta.(2004). The Export Marketing Imperative. South-Western Publishers.
- Albaum.G, Duerr.E. (2008). International Marketing and Export Management. Prentice Hall.
- Julian.C.C.(2014). Reseach Handbook on Export Marketing. Edward Elgar Publishing.

Scheme of Examination:

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The instructions for external examiners would be as follows:-

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MBA (Distance Education) Part-II Semester-IV

406- Marketing of Services/MBCM2406T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name:- Marketing of Services	Course Code: MBCM2406T
Course Outcomes: The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyse the problems dealt with by managers. After successfully completing this course, students will be able to	
CO1	Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people
CO2	Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
CO3	Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
CO4	Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
CO5	Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
CO6	Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Overview

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

At the end of the course, the students should be able to – (1) develop the skills to identify the concepts of marketing framework for service businesses and relationship marketing (2) understand the customer perception of services and application of service marketing.

Course Syllabus

Group-I:

The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses, Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning.

The Service Classification, Service Product Development, Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services.

Group-II:

Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, Customer Involvement in Services. Quality Issues and Quality Models; Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management; Applications of Services Marketing (Case Studies).

Pedagogy

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:

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

Scheme of Examination:

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- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
407- Marketing of Logistics/MBCM2407T

Program Name: M.B.A.(DE)Part-II (Semester-IV)		Program Code: MBCM2PUP
Course Name:- Marketing of Logistics		Course Code: MBCM2407T
<p>Course Outcomes: The objective of this course is to have a good understanding of Management of Logistics as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business-related and general decision for the business problems. Develop knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. At the end of the course, the students should be able to:</p>		
CO1	Analyse how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.	
CO2	Have an overview of how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management.	
CO3	Provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logistics management.	
CO4	Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability	
CO5	Tackle challenges such as business value scope and scale, customer requirements and supply side innovation, service level and quality management etc.	

Course Overview

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

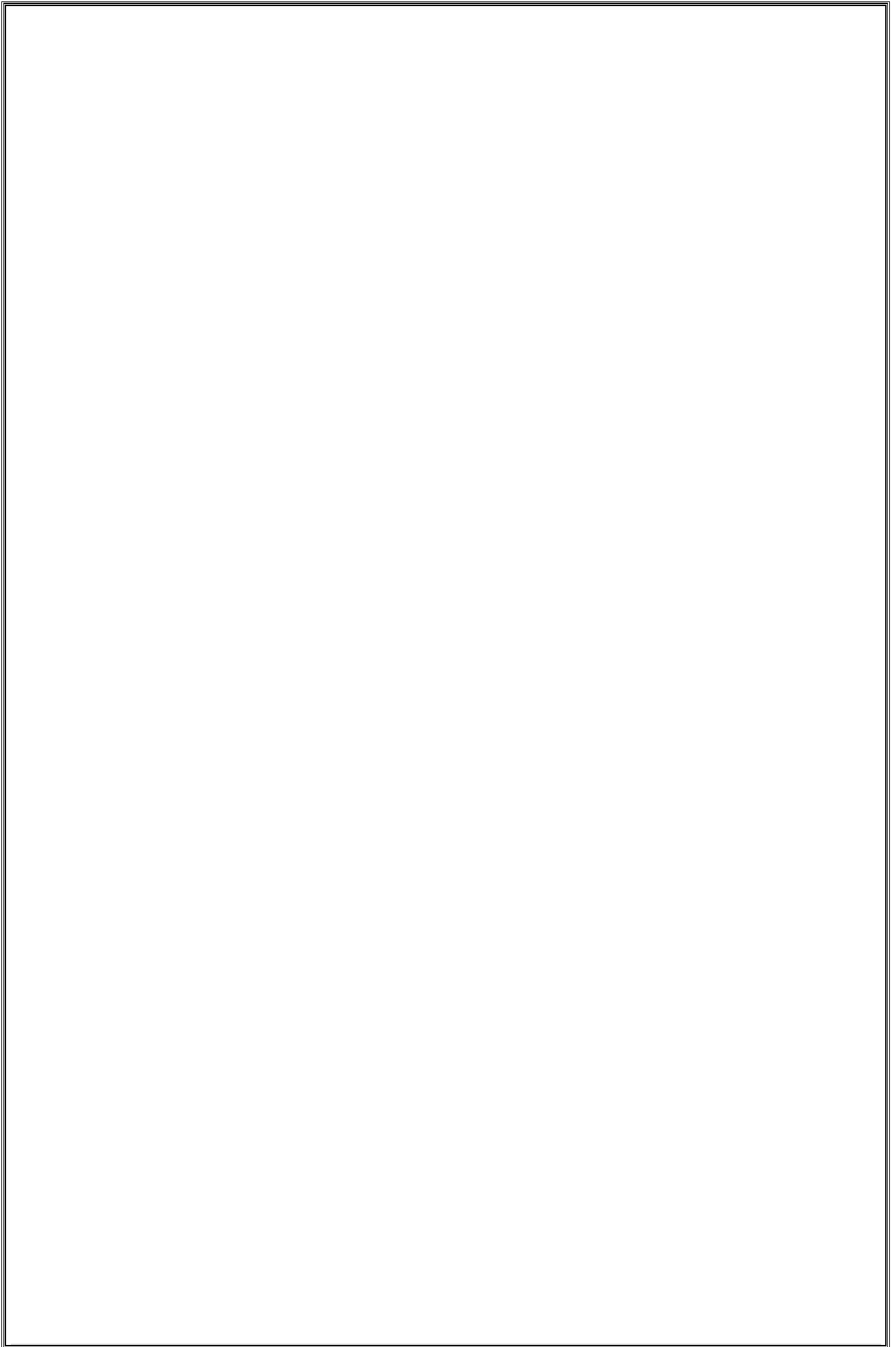
Course Content

Group-I:

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geo-market dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

Group-II:

Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerisation's concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services. Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.



Pedagogy

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:

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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:

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

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.
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MBA (Distance Education) Part-II Semester-IV

408- Retail Marketing/MBCM2408T

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

Program Code: MBCM2PUP

Course Name:-Retail Marketing

Course Code: MBCM2408T

Course Outcomes:The overall objective of this course is to introduce the learner to the concepts and issues in the retail marketing decisions in an organization. To this end, students would be able to:

CO1	Understand and analyse the marketing problems dealt with by managers in retailing. Understand the Organized retail sector and its operations. Understand the various strategies involved with the retail sector.
CO2	Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
CO3	Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.
CO4	Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion
CO5	Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations. Understanding how to manage retail during crisis.

Course Overview

The overall objective of this course is to introduce the learner to the concepts and issues in the retail marketing decisions in an organization. To this end, we will also try to understand and analyze the marketing problems dealt with by managers in retailing.

Course Content

Group-I:

An Introduction to Retailing System, Retailing Mix: Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing: Definition, Nature & Scope; Retailing Structures and Formats; Marketing Concepts and Issues in Retailing, Consumer Purchase Behaviour in Retailing: Cultural and Social Group Influence. Retail Store Location: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout, Customer Traffic Flow and Pattern, Creative Display, Merchandising Planning: Stock Turns, Credit Management, Retail Pricing, Return on Space, Retail Promotions: Creating Competitive Advantage.

Group-II:

Supply Chain Management, Warehousing, Role of it in Supply Chain Management, Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and other emerging formats of retail stores: Issues and Options, Retail Equity, Technology in Retailing; Retailing Through Internet.

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:

- Berman, Berry and Evans, Joel R., *Retail Management: A Strategic Approach*, Prentice-Hall of India, New Delhi, 10th Edition.
- Levy Michael & Weitz Barten W., *Retailing Management*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 5th Edition.
- Newman, Andrew J. & Cullen, Peter, *Retailing: Environment & Operations*, Vikas Publishing House, 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.
- 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-IV
409-Compensation Management/MBCM2409T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name:- Compensation Management	Course Code: MBCM2409T
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Course Outcomes:Upon completion of this course, the student will be able to

CO1	Recognize how pay decisions help the organization achieve a competitive advantage.
CO2	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
CO3	Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
CO4	Design rational and contemporary compensation systems in modern organizations

Course Overview

The objective of this course is to have a practical understanding of compensation related decisions in the corporate world. Compensation plays an important role in the life of an employee. And the same can be a bone of contention between employer and employee. The course designed will appraise the students regarding the new trends in compensation, the benefits available to employees and the law governing the payment of wages and bonus.

At the end of the course the students should be able (1) to understand the concepts Nature and Scope of wages concepts. (2) To familiarize the concepts of Impact of compensation and employees benefit on organizational effectiveness, (3) To learn about the Retirement plans.

Course Content

Group-I:

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

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

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

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

Group-II:

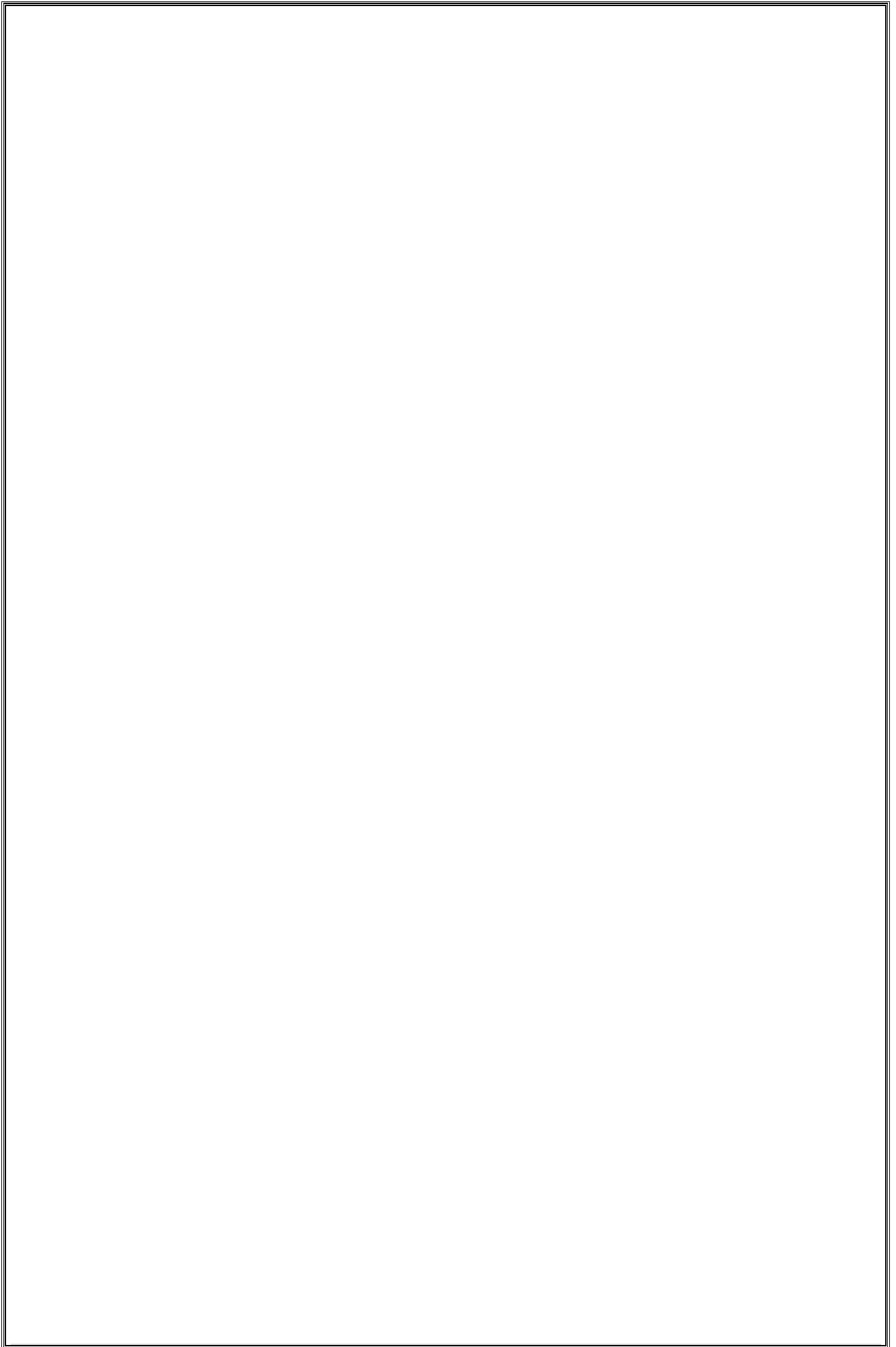
Reward Structure in New Industries: BPO, IT, Hospitality, Tourism, etc., MNCs and Other Organizations

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

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

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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 (CC)Part-II -Sem-IV
410-Labour Law/MBCM2410T

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

Program Code: MBCM2PUP

Course Name:--LaboursLaw

Course Code: MBCM2410T

Course Outcomes: At the end of the course, students should be able to Labour Laws play an important role in the functioning of an employee and organization. And the same can be a bone of contention between employer and employee relationship. The course designed will appraise the students regarding the new trends in industrial relations and HR practices, the benefits/facilities available to employees and the norms fixed by law prevailing, for the betterment of employee employer relationship.

CO1 familiarize with various types of labor legislations and their impact on employee, employer and industries

CO2 become aware of the rights and responsibilities of the management and especially workmen and trade unions, compliances and penalties provided under labor laws.

CO3 the knowledge of labor laws shall enable students to understand the changes required under the law with reference to its current need in the society.

Course Content

Group-I:

Introduction to Labour Legislation: Philosophy of Labour Laws, Industrial Relations and Human Resource Management Labour Laws: Concept, Origin, Objectives and Classification.

Factories Act: approval, licensing and registration: health, safety and welfare measures of employees; provisions regarding employments of adults, women and children in factories.

Industrial Dispute Act: Definitions, Authorities and procedures to settle industrial disputes.

Payment of Wages Act: Definitions, Methods for computing and fixing wages.

The Workmen Compensation Act, 1923: Definition of Commissioner, Workmen, Disablement, Rules regarding Workmen's compensation, Defences available to employers, Amount and Distribution of Compensation, Enforcement of Act.

Group-II:

Payment of Bonus Act, 1965: Definition of Accounting Year, Allocable Surplus, Available Surplus, Eligibility and Disqualification of Bonus, Computation of Bonus, Powers of Inspectors Offences and Penalties under the Act.

Trade Union Act: Provisions, Authorities and Registration; amalgamation and dissolution.

Employees Provident Fund Act, 1952: Definitions of Pension Fund, Pension Scheme, Superannuation, Employees' Pension Fund Scheme and Fund, Employees Provident Fund Scheme, Employees Deposit Linked Insurance Scheme. Determination and Recovery of money due from employer, Penalties under the Act.

The Maternity Benefit Act, 1961: Objective, Coverage, Benefits, penalties The Employees State Insurance Act, 1948: Objective, Scope, Coverage, benefits, The role of ESI Corporation and ESI Hospitals.

The Payment of Gratuity Act, 1972: Objective, Coverage, Employers' obligations, benefits.

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 eachclass covering the case study orclass material to be discussed in the next

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-IV
411-Industrial Psychology/MBCM2411T

Course Name:--Industrial Psychology

Course Code: MBCM2411T

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

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

Course Overview

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

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

Course Content

Group-I:

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

Individual Differences and Behavior: Personality Differences.

Human Needs and their Implications for an Organization.

Personnel Selection Importance of Testing Techniques, Psychological and Projective Tests. **Employee Training & Development**, Performance Management and Feedback.

Job Satisfaction: Importance and Measurement.

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

Employee Attrition Issues and Strategies.

Group-II:

Psychological Contract: Breach of Psychological Contract, its Implications.

Psychological Labor: Implications for Employees.

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

Organizational Justice: Aggression at workplace, Bullying.

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

Frustration: Symptoms, Causes and Remedies.

Pedagogy:

The teacher is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The teacher will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments:

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.

Recommended Texts and Reading:

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

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

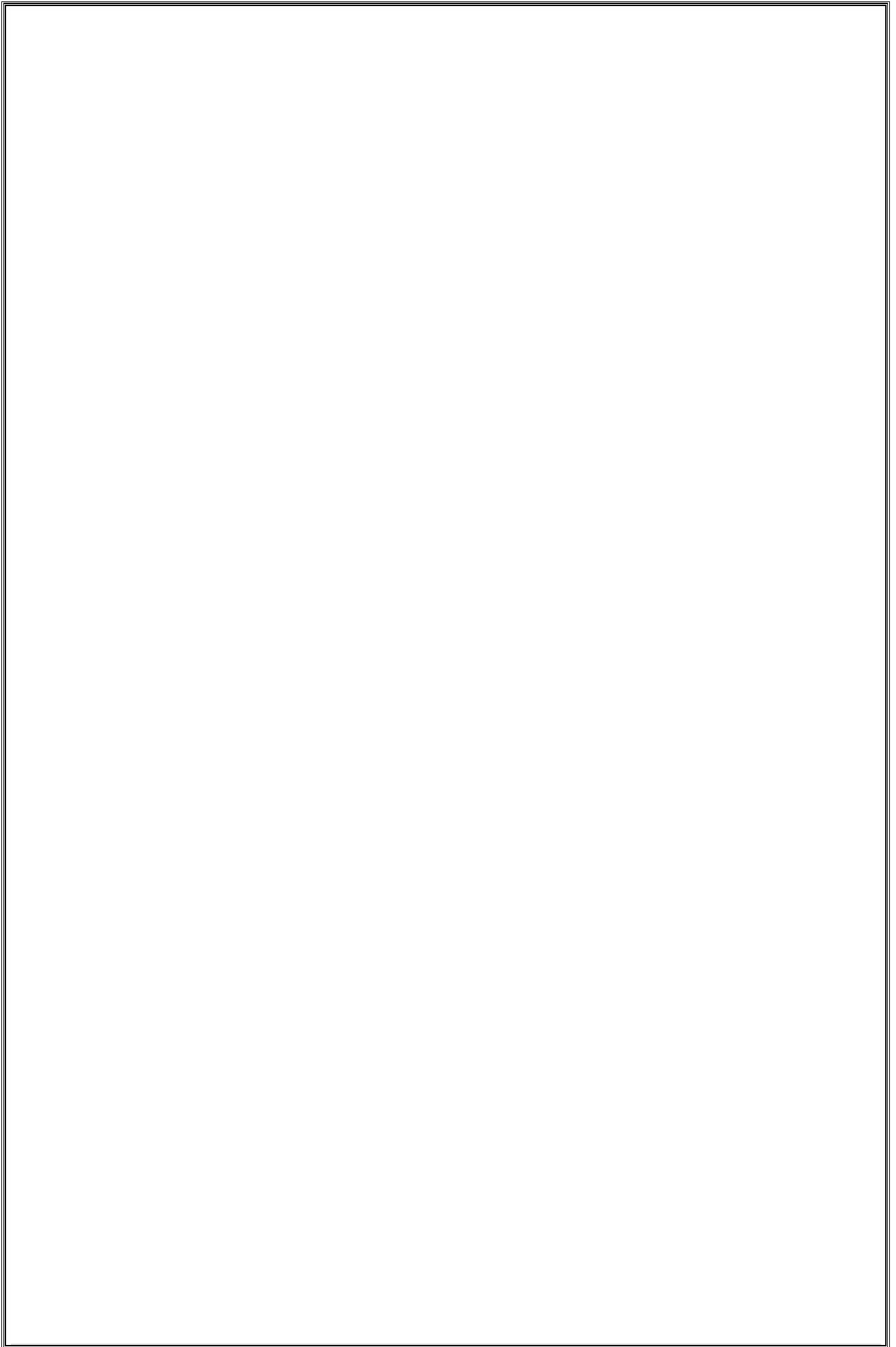
Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
412-Cross Cultural & Global Management/MBCM2412T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Cross-Cultural & Global Management	Course Code: MBCM2412T
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Course Outcomes: Upon completion of this course, the student will be able to

CO1	Understand the changing global business environment, emerging business and cross-cultural issues, and implications for management.
CO2	Critically analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations; apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business.
CO3	Demonstrate understanding of culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.
CO4	Understand differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal and technological

Course Overview

The course has been designed to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the Human Resource Management of global organizations.

At the end of the course the students should be able to – (1) understand the concepts of global organisations. (2) familiarize the concepts of Human and cultural variables in global organizations

Course Content

Group-I:

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

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

Group-II:

Introduction to Global Organizations: Cross Cultural Research Methodologies and Hofstede's Herme study, Structural Evolution of Global Organizations, Leadership across Borders and Cultures, Cross-Cultural Communications and Negotiations.

Structural Evolution of Global Organizations: Staffing, Training and Development, Compensation, Performance Management, Repatriation in Global Organizations, Ethical Dilemmas in International Management.

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV

413-Management of Training and Development/MBCM2413T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Management of Training & Development	Course Code: MBCM2413T

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

CO1	develop a strong conceptual understanding of the principles which impact how adults learn and be able to apply these principles to work settings.
CO2	understand the need and process of designing a training and development programme and its evaluation.
CO3	understand various training and development methods and their applicability in different organizational situations.
CO4	develop an appropriate training strategy for today's organization using both classroom and distance learning technologies.

Course Overview

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

At the end of the course the students should be able to – (1) understand the concepts of Training Process. (2) To familiarize the concepts of Training Needs Assessment.

Course content

Group-I:

Training Process- An Overview; Role, Responsibilities and Challenges to Training Managers. Role of Stakeholders in Training. Organization and Management of Training Function.

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

Training Process Model: Instructional Objectives and Lesson Planning.

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

Group-II:

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

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

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

Training Evaluation & Cost – Evaluation of Training & Development Program. Training and Development in India. MNCs Perception of Training Function. Perception of Training in a Public Sector Organization.

Pedagogy:

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

Class Assignments:

The teacher must include research-based assignments, role playing and simulation in the class.

Recommended Texts:

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

- Buckley, R., & Caple, J. (2009). *The Theory and Practice of Training* (6th ed.). Kogan Page.
- Lynton, R. P. (2011). *Training for Development* (3rd ed.). SAGE India.
- Beebe, S. A., Mottet, T. P., & Roach, K. D. (2019). *Training & Development : Communicating for Success* (2nd ed.). Pearson Education.
- Lynton, R. P., & Udai, P. (2000). *Training for Organizational Transformation: Part 1: For Policy-makers and Change Managers* (1st ed.). SAGE Publications Pvt. Ltd.
- Noe, R. A., & Kodwani, A. D. (2018). *Employee Training and Development* (8th ed.). McGraw Hill 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 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-IV

414- Security Analysis and Portfolio Management/MBCM2414T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Security Analysis & Portfolio Management	Course Code: MBCM2414T
Course Outcomes: This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. At the end of the course, the students should be able to:	
CO1	Understand the objectives and principles of Investment.
CO2	Understand various Investment Alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ETF, PF and Bank deposits etc.
CO3	Develop the skills to understand the concepts of investment.
CO4	Understand the concept of portfolio management.
CO5	Analyze different kinds of portfolio theories.
CO6	Understand the role and concept of Derivatives in Indian Stock Market:

Course Overview

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

At the end of the course, the students should be able to - (1) To know about the strategic planning (2) To understand advance concepts of SIS and (3) To learn about the organisational learning.

Course Content

Group-I:

Objectives and Principles of Investment: Risk and Return: Investment alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ULIP, ETF, PF, NSC, Post Office and Bank deposits. Indian Stock Market: structure, Players, Exchanges, Depositories. Securities Valuation-Valuation models of equity shares. Investment Analysis; Fundamental analysis covering economic, industry and company analysis.

Group-II:

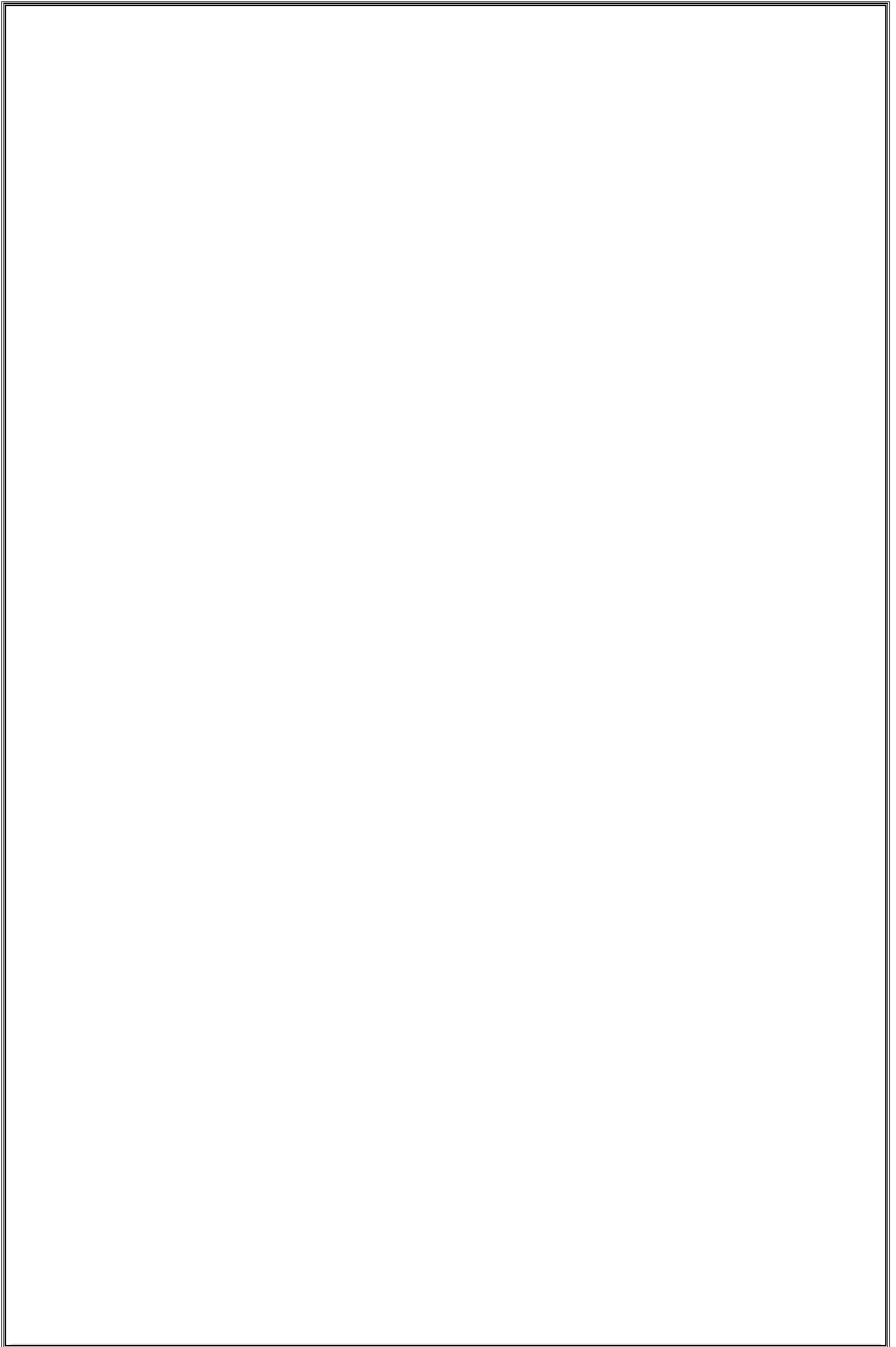
Technical Analysis and chartist techniques; Efficient Market hypothesis; Forms and tests, Random walk analysis. Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharpe model, Capital Asset Pricing model, Arbitrage Pricing Theory; Portfolio selection and International diversification techniques. Portfolio revision: Scope and formula plans.

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
415- Derivative & Risk Management/MBCM2415T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Derivatives and Risk Management	Course Code: MBAM2415T
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Course Outcomes:After completion of this course, the students will be able to:

CO1	Demonstrate the detailed understanding of the concept of derivative products such as futures, forwards, options, and swaps.
CO2	Understand the concept of hedging, speculation and arbitrage.
CO3	Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
CO4	Be aware of job opportunities in options trading and in other fields of the derivatives market.

Course Overview

The overall objective of the course is to enable the learner to know when and how to manage risks with derivatives and is expected to understand how risk management creates value. The learner will be exposed to the recent risk management development and empirical evidences on current practices and should be able to have a good balance of theory and practice in risk management.

Course Content

Group-I:

Introduction to risk, risk measurement methods. Introduction to derivatives: Futures and forwards - valuation approach. Options - features and types, Option trading strategies. Option - valuation approaches. Swaps and swap valuation. Interest rate derivatives.

Group-II:

Managing stock price risk, credit risk, operational risk, interest rate risk, foreign exchange risk, catastrophic risk, liquidity risk, technology risk, and environmental risk.
Risk management system in a bank and financial institution, Integrated risk management system. Commodity Derivatives in India- Conceptual framework, growth and recent developments. SEBI framework for derivatives trading in India.

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:

- John C. Hull, *Options, Futures and Other Derivatives*, Pearson Education, 12th Edition, 2018.
- Robert A. Strong, *Derivatives- An Introduction*, Thomson South-Western Publishers, 2nd Edition, 2004.

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-IV
416- Management Control Systems/MBCM2416T

Program Name: M.B.A.(DE)Part-II (Semester-IV)		Program Code: MBCM2PUP
Course Name: Management Control Systems		Course Code: MBCM2416T
Course Outcomes: After completion of this course, the students will be able to:		
CO1	Demonstrate their understanding of the basic components of management control systems design.	
CO2	Apply their thinking capability to formulate and execute strategies.	
CO3	Be able to critically reflect on and evaluate the effectiveness of a management control system.	
CO4	Improve their decision-making and communication skills. Work effectively in teams via effective communication and sound leadership.	
CO5	Critically interpret the information produced by management control systems	
CO6	Make their career in large organizations where strategies formulation and implementation are the biggest tasks due to complex organizational structure .	

Course Overview

The course includes the concept of management control and the systems for management control. Starting with the effective designing of control system within the purview of organizational goals, the course will provide insights into the management control environment, responsibility centres, budget process and the systems of performance measurement. At the end of the course, the students are expected to (1) learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. (2) The students will also learn the ways in which the management control system can be fitted in given contexts.

Course Content

Group-I:

Management Control systems: Basic concepts and domain of Management control. Designing the Control process and Managerial controls.

Management control Environment: Understanding strategies.

Organisational Context of Management controls: formal and Informal control systems.

Responsibility Centers: An Overview, Expense Centers, Engineered expense centers, Discretionary expense centers and their control characteristics, Revenue Centers, Profit Centers, Transfer pricing, Investment Centers

Group-II:

Structure of analysis: Structure of Analysis, Measures of assets employed, EVA vs.ROI

Budget Preparation: Process, behavioral aspects, Analysing Financial Performance reports. Performance Measurement systems: Balanced Scorecard, Concept, Implementing Performance Measurement systems, Difficulties in implementation, Interactive Control. Management Control of Multinational Companies.

Pedagogy:

The 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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
417- Management of Working Capital/MBCM2417T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Management of Working Capital	Course Code: MBCM2417T
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Course Outcomes:The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements. At the end of the course, the students should be able to:

CO1	Understand the concepts of working capital.
CO2	Make assessment of Working Capital Requirement and the factors influencing Working Capital Requirements
CO3	Explain about various components of working capital management and credit schemes
CO4	Analyze the concepts of financing working capital through various sources.
CO5	Understand banking policies for Working Capital Finance

Course Overview

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

Course Content

Group-I:

Principles of Working Capital Management: Concept and Importance of Working Capital , Characteristics of current assets ,optimum levels of current assets .Operating cycle and cash cycle ,working capital leverage. Determination of working capital needs, factors affecting size of working capital, Banker’s appraisal of working capital proposals, restrictions under working capital advances .Credit authorization scheme. Financing of Working Capital: Management of short term–term loans from banks .Cash credit advances & overdraft, letter of credit ,unsecured and secured borrowing ,concept of security and margin .Trade credit, Accrued expenses and deferred income, commercial papers, Instruments of International Money Market., Factoring, Cost and Risk of short-term versus long-term debt, Recommendations of Dahejia, Tandon, Chore and Marathe Committees .

Group-II:

Management of Cash: Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows, Sources of uncertainty in cash forecasting ,Hedging cash flow uncertainties. Management of surplus cash. Cash Management Models. Management of Inventory; ABC Analysis ,Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management . Management of Receivables: Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit ,Collection management.

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:

- James C. Van Horne, *Fundamentals of Financial Management*, Prentice Hall of India Private Ltd., New Delhi, Eleventh edition.
- Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw-Hill Publishing Company Limited, New Delhi, Sixth edition.
- Khan and Jain, *Financial Management: Text and Problems*, Tata McGraw-Hill Publishing Company Limited, New Delhi, Third 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-IV
418- Corporate Tax Planning/MBCM2418T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Corporate Tax Planning	Course Code: MBCM2418T
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Course Outcomes:The objective of this course is to acquaint the students with the basic knowledge of taxation system in Indian economy. This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. The course also provides an overview of various exemptions and deductions in taxes for a corporate assessee. At the end of the course, the students will be able to:

CO1	Understand Basic Framework of Direct Tax Laws in India.
CO2	Understand about various incomes and relevant taxes.
CO3	Understand the concept of Tax Planning and Tax Management.
CO4	Understand the objective and importance of Tax Planning
CO5	Explain the methods of Tax Planning and justification of Tax Planning.
CO6	Explain the areas of Tax Planning, Locational Aspects, Nature of Business etc.
CO7	Demonstrate the skills to identify the appropriate corporate taxes and tax planning concepts.

Course Overview

The objective of this course is to acquaint the students with the basic knowledge of taxation system in Indian economy. (1) This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. (2) The course also provides an overview of various exemptions and deductions in taxes for a corporate assessee.

Course Contents

Group-I:

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

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

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

Group-II:

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

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

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

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

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

Pedagogy:

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.

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:

- V.K.Singhania, Direct Taxes, TaxmannPublications (P)Ltd., Delhi, Latest edition.
- Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latest 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-IV
439- International Financial Management/MBCM2439T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: International Financial Management	Course Code: MBCM2439T

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

CO1	Identify the reasons for international trade and explain why do firms become MNCs.
CO2	Adopt suitable strategies to control the multinational business environment.
CO3	Describe the importance of balance of trade and balance of payments to the development of macroeconomic policy.
CO4	Describe the institutions that facilitate international trade and financial transactions
CO5	Demonstrate an understanding of foreign exchange markets and the relationships between interest rates, expected inflation rates and exchange rates.
CO6	Demonstrate an understanding of the reasons for differences in the cost of capital across countries.
CO7	Explain the applications of futures and options contracts in hedging foreign exchange exposure.
CO8	Analyze the problems of dealing with foreign currencies and decision making.

Course Syllabus

Group-I:

International Finance: Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows; International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Market Instruments: GDR, ADR, Euro Issues, CP and ECBs.

Group II:

Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment channels, Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate, Foreign exchange risk and exposure; other risks exposures in International Investments, Managing various risks and exposures. Multinational Capital Budgeting—Significance and various techniques: Managing Multinational fund flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation.

Pedagogy:

The 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.

Texts and Readings:

- P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi, Fourth Edition, 2007.
- Jeff Madura, International Financial Management, Cengage Learning India Private Limited, New Delhi, First Indian Reprint,, 2009.
- Alan C.Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi, Eighth Edition, 2006.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV

419- Purchasing Management/MBCM2419T

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

Program Code: MBCM2PUP

Course Name: Purchasing Management

Course Code: MBCM2419T

Course Outcomes:To acquaint the students with the various fundamental and basic aspects of the supply

chainenvironment,includingbasicandintroductoryenterpriseresourceplanningsystemsandrequirement systems.Theinter-

relationshipsbetweenpurchasing,vendorselection,sourcesofsupplyandtheroleoftechnologywillalso beexploredinthiscoursesthatastudentunderstands the integrated approach to planning, acquisition, flow and distribution from rawMaterialsto finished products.

At the end of the syllabus students should be able to

CO1 To understandthe organizationfor purchasing and function.

CO2 To familiar the concepts ofpurchasing procedure.

CO3 To learnaboutthe determination ofprice..

Course Overview

To introduce to the students the various fundamental and basic aspects of the supply chain environment, including basic and introductory enterprise resource planning systems and requirement systems.

At the end of the course the students should be able to – (1) understand the interrelationships between purchasing, vendor selection, sources of supply and the role of technology (2) understand the integrated approach to planning, acquisition, flow and distribution from raw materials to finished products.

Course Content

Group-I:

Introduction: Definitions, importance, objectives, functions, relation with other departments. Organisation for purchasing: meaning, advantage, responsibility; organisational structure. Purchasing procedure; Procedure and policies of purchasing; forms and formalities; contracts, ordering follow-up; Maintenance of files and Records, Tendering and buying, price negotiation, purchasing principles.

Group-II:

Selection of sources of supply (Right source) Importance, classification, elements of source selection and aids, selection of suitable vender(s) supplier routing and various other aspects in selection of correct source of supply. Determination of price (Right Price); Role of price factor in purchasing. Determination of price, method of prices structure, Government role in price fixation. Quality control (Right Quality) Role of quality in buying, responsibility, organisation of quality control, classification of inspection procedure; standardisation; specifications, brands, standards of purchasing etc. purchase budget.Area of research: (I) PBPT and Purchasing; (II) Value Analysis/engineering and purchasing. Make or buy or lease in purchasing level aspect of purchasing; Introduction, agency, Contract Act, Liquidated Damages, Compensation, Warranties, Title of Goods, Mercantile Laws, Essential clauses for purchase order claims. Evaluating purchasing performance.

Pedagogy:

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

Case/Class Discussions:

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

Class Participation:

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

- Stuart F. Heinritz, Paul V. Farrell and Clifton L. Smith, *Purchasing: Principles and Applications*, Prentice-Hall, Englewood Cliffs, New Jersey, 7th Edition.
- Donald W. Dobler, Lamar Lee, Jr. and David N. Burt (1984). *Purchasing & Materials Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, Fourth edition.
- Harold E. Fearon, Michiel R. Leenders (1992). *Purchasing and Materials Management*, McGraw-Hill Companies, 10th Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
420- Management of Logistics/MBCM2420T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Management of Logistics	Course Code: MBCM2420T
Course Outcomes: To make students understand about the growing recognition that the twin goals of costreductionandserviceenhancementcanbeachievedthroughlogisticsandsupplychainmanagement. At the end of the syllabus our aim is	
CO1	To understand the concepts Nature andScope of logistics concepts and function.
CO2	familiarize the concepts of Insurance and claimprocedures.
CO3	Tolearn about thetotalcostsplanning.

Course Overview

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management. At the end of the course the students should be able to – (1) understand Physical distribution System and its concepts (2) acquaint with various Inventory handling techniques like EOQ etc. (3) Transportation strategies related the supply chain management (4) analyze how to minimize the costs regarding transportation and inventory.

Course Content

Group-I:

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geo-market dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock. Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation.

Group-II:

Containerizations' concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services. Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

Pedagogy:

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV

421- Plant Design and Layout/MBCM2421T

Program Name: M.B.A.(DE) Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Plant Design & Layout	Course Code: MBCM2421T
Course Outcomes: Upon studying the subject, the students will familiarize with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities. At the end of the syllabus, the students shall be able:	
CO1	To understand the concepts Nature and Scope of factory buildings and design.
CO2	To familiarize the concepts of Concept of plant layout.
CO3	To learn about the material handling principles.

Course Overview

Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities.

At the end of the course the students should be able to – (1) understand the plant layout techniques and products (2) understand the concept of making factory buildings and its requisites (3) familiar with the material handling concepts and classifications.

Course Content

Group-I:

Factory Buildings: Building design, types of buildings, importance of ideal buildings and requirements, recent trends. Plant location concept: factors influencing plant location, single facility location, multi-facility location. Plant Layout: Layout planning, strategic issues, designing process layout, designing product layout, line balancing concepts.

Group-II:

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

Pedagogy:

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

Case/Class Discussions:

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:

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
422- Statistical Quality Control/MBCM2422T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBAM2PUP
Course Name: Statistical Quality Control	Course Code: MBAM2422T

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

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

CO1	understand the concepts Nature and Scope of quality concepts and function.
CO2	familiarize the concepts of Concept of Probability Distribution.
CO3	learn about the Sampling concepts.

Course Overview

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management. At the end of the course the students should be able to – (1) understand Physical distribution System and its concepts (2) acquaint with various Inventory handling techniques like EOQ etc. (3) Transportation strategies related the supply chain management (4) analyze how to minimize the costs regarding transportation and inventory.

Course Syllabus

Group-I:

Quality Function: Quality of Design, Quality of Conformance to design, Management of Quality. **Quality Costs:** Quality Cost Categories. **Statistical tools in Quality Control:** Concept of Probability Distribution, Normal Probability Distribution, Binomial Probability Distribution and Poisson Probability Distribution. **Statistical aids for analyzing data.**

Group-II:

Sampling concepts. Concept of Confidence Interval: Confidence Interval on Means. **Test of Hypothesis:** Basic concepts, Steps in testing a hypothesis, Hypothesis testing on means, Test of hypothesis on Variances, Hypothesis test on proportions.

Process Capability: Concept, **Control Charts:** Types of control charts, Control charts for Variables, Attribute Control Charts. **Acceptance Sampling:** Concept of a Lot, Operating Characteristic curve, Lot-by-Lot Attribute Sampling Plans, Sampling Plan for Variables.

Pedagogy:

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

Case/Class Discussions:

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:

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

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-IV
423- Service Operation Management/MBCM2423T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Service Operation Management	Course Code: MBCM2423T
Course Outcomes: This course will help in familiarizing the students with the concepts and analytic methods that are useful in understanding the management of a firm's operations. By the end of this course, the students would be:	
CO1	made familiar with the problems and issues confronting operations managers,
CO2	language, concepts, insights and tools to deal with the issues in order to gain competitive advantage through operations.

Course Overview:

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

Course Content

Group-I:

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

Group-II:

Measurement and Control of Quality of Services, Inventory Control for Services. Service Delivery: Service processes, Resource utilization, Scheduling for Service Personnel and Vehicles, Waiting-Line Analysis, Distribution of Services, Product-Support Services, Case Studies on Professional Services.

Pedagogy:

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

Case/Class Discussions:

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:

- Robert Johnson & Graham Clark, Service Operations Management: Improving Service Delivery, Pearson, 3rd Edition, 2012
- Service Operations Management: A Strategic Perspective, by John McManus, Mats Winroth, et al. | Oct 22, 2019.Red Globe Press.
- Service Operations Management: The Total Experience, by David W. Parker.ISBN-13: 978-1781007860, ISBN-10: 1781007861.
- Andrew Greasley, Operations Management, Wiley Publishers, 2006.
- Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman, Successful ServiceOperations Management, South-Western College Publishing, 1st Edition. 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 AcademicCalendar 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 besubmitted 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-IV
424- Strategic Information Systems/MBCM2424T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Strategic Information Systems	Course Code: MBCM2424T
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Course Outcomes:At the end of the course, the students should be able to

CO1	develop the skills to identify the appropriate business strategic;
CO2	analyse the business problems, and
CO3	learn about firm's product-market position, inter-linked business, weaknesses of the business.

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Strategic Information Systems. This course covers all the important aspects of Strategic Information Systems i.e. Strategic Planning, Information Requirement Analysis, Sector Analysis. At the end of the course, the students should be able to - (1) To know about the strategic planning (2) To understand advance concepts of SIS and (3) To learn about the organisational learning.

Course Content

Group-I:

Planning: Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems, Strategic Planning for IS, Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan, Group I: Planning: Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems.

Group-II:

Strategic Planning for IS, Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan, Information requirements analysis, Alternative classifications of planning framework, Top down aligning of IS and business strategies, Information value and IS investment, Aligning IS: Competitive advantage from IS strategies, Business re-engineering, Organizational learning, IS resource management, the role of IS, the location of IS, the organization of IS, Matching IS resource to business community.

Pedagogy:

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

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

Case/Class 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:

- Wendy R. (2006). Strategic Management and Information Systems. Pearson Further Education.
- Steve C. (2007). Information systems strategic management: an integrated approach. Taylor Print on Dema
- Laudon and L. (2006). Management Information Systems: Organization and Technology. PrenticeHall of India Private Limited.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV

425- System Analysis & Design/MBCM2425T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: System Analysis & Design	Course Code: MBCM2425T
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Course Outcomes:At the end of the course, the students should be able to

CO1	develop the skills to identify the appropriate analysis and design;
CO2	analyse the System problems, and
CO3	learn about firm's system analysis and design, inter-linked system, weaknesses of the analysis.

Course Overview

The objective of this course is to introduce the students to the software application. At the end of the course, the students should be able to - (1) To know about the software application. (2) To understand design of business system and (3) To learn about the data base design.

Course Content

Group-I:

Overview of Systems Analysis and Design; Software applications today-the changing scenariosIntroduction to different methodologies and Structured System Analysis Problem-identificationrequirement analysis: tools and techniques-feasibility analysis-Operational, Technical and Economic Feasibility, details of SDLC approach, Business Systems Concept: Systems Development Life Cycle: Project Selection; Feasibility Study, Tools for Analysis and Design of Business Systems: Methodologies Available: Need for Structured Techniques: Structured Techniques Available System Requirement Specification and Analysis: Data Flow Diagrams: Data Dictionaries: Process Organisation and Intersections: Decision Analysis: Decision Trees and Tables: Expansion. Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design.

Group-II:

Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan, Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection. Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

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:

- Kendall & K. (2008). Systems Analysis and Design. 7th ed. Prentice-Hall of India, New Delhi.
- Dennis, Wixom & Roth. (2006). Systems Analysis and Design. Wiley-India, 3rd Ed. • V. Rajaraman. (2004). Analysis and Design of Information Systems. 2nd Ed. Prentice-Hall of India, New Delhi.
- Awad, Elias M. (1999). Systems Analysis and Design. 2nd Ed., Galgotia Publications, 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-IV

426- Software Engineering/MBCM2426T

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

Program Code: MBCM2PUP

Course Name: Software Engineering

Course Code: MBCM2426T

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

CO1 develop the skills to identify the appropriate Software Engineering;

CO2 analyse the software problems, and

CO3 learn about Ethics and Values Inter-linked Software Engineering, Weaknesses of the Software.

Course Overview

The objective of this course is to introduce the students to the software engineering. At the end of the course, the students should be able to - (1) To know about the software development. (2) To understand design of planning software and (3) To learn about the detailed design.

Course Content

Group-I:

Introduction to Software engineering, phases in Software development. Software development processes models, role of management in Software development, role of metric and measurement. Software requirement specifications, role of SRS, problem analysis, structuring information, dataflow diagram and data dictionary, prototyping, other tools/methods for analysis, requirement specification, validation, metrics.

Group-II:

Planning a software project, cost estimation, project scheduling, staffing and personnel planning, team structure, Software configuration management, Software Configuration management plans, quality assurance plans, project monitoring plans, risk management, Detailed design, module specifications, detailed design and process design language, verification, metrics, coding, programming practice, verification metrics. Testing, testing fundamentals, functional testing, structural testing, testing process, metrics.

Pedagogy:

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:

- R.E. Fairley. (2009). Software Engineering Concept. Tata McGraw-Hill.
- Waman S. Jawadekar. (2004) Software Engineering. Tata McGraw-Hill.
- Ian Sommerville. (2008). Software Engineering. Dorling Kindersley (India) Pvt Ltd.
- Pankaj Jalote. (2006). An Integrated Approach to Software Engineering. 3 rd Ed., Narosa Publishing House.
- Roger. S. Pressman(2006) Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, 6th Ed.

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-IV
427- Business Process & RE-engineering/MBCM2427T

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

Program Code: MBCM2PUP

Course Name: Business Process & Re-engineering

Course Code: MBCM2427T

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

CO1 understand the skills to identify the appropriate Business Process;

CO2 analyse the Re-engineering-related problems, and

CO3 learn about Business Process and Re-engineering position, inter-linked business, and weaknesses of the business.

Course Overview

The objective of this course is to introduce the students to the software engineering. At the end of the course, the students should be able to - (1) business processes (2)Business Process Re-engineering (BPR) (3) Role of information Technology in BPR.

Course Content

Group-I:

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry, Importance of BPR in the present business environment, Role of manager in BPR, Responsibilities of manager in BPR.

Group-II:

Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking; Business Process Improvement, Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

Pedagogy:

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.

Texts and Readings:

- R. Radhakrishnan, Business Process Reengineering: Text and Cases, Prentice-Hall of India Pvt Ltd, 2008.
- Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers, 2004.
- Jayaraman, M.S., Business Process Re-engineering, Tata Mcgraw Hill, 1 st Ed., 1996.
- Carr, D. K. and Johanson, H. J., Best Practices in Re-engineering, New York, McGraw Hill, 1995.
- Coulson Thomas, C., Business Process Re-engineering: Myth & Reality London, Kogan Page, 1994

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.

he 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-IV
428- Enterprise Resource Planning/MBCM2428T

Program Name: M.B.A.(DE)Part-II (Semester-IV)		Program Code: MBAM2PUP
Course Name: Enterprise Resource Planning		Course Code: MBAM2428T
Course Outcomes: At the end of the course, the students should be able to		
CO1	understand the skills to identify the appropriate Enterprise Resource Planning;	
CO2	analyse the Resource Planning business related problems, and	
CO3	learn about Enterprise Resource Planning position, inter-linked business, and weaknesses of the Enterprise Resource Planning.	

Course Content

Group-I:

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II - problems of system islands need for system integration and interface-early ERP Packages-ERP products and Markets - opportunities and problems in ERP selection and implementation; ERP implementation identifying RP benefits team formation-Consultant intervention-Selection ERP-Process of ERP implementation. Managing changes in IT organisation -Preparing IT infrastructure-Measuring benefits of ERP-Integrating with other systems: The emergence of reengineering concept- concept of business process rethinking of processes identification of re-engineering need-preparing for re-engineering -implementing change-change management-BPR & ERP;

Group-II:

Supply Chain Management: The concept of value chain differentiation between ERP and SCM- SCM for customer focus-nee and specificity of SCM
 SCM scenario in India-products and markets of Sehl-issue in selection and implementation f SCM solution -CRM solutions; E- Business: Introduction to 1-Net technologies-Evolution of E-Commerce, EDI and E-Business - business opportunities basic and advanced business models on internet- internet banking and related technologies- security and privacy issues- technologies for E-Business. Future and Growth of E-Business's.

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:

- Langenalter, A. Gary, *Enterprise Resources Planning and Beyond*. St. Lucie Press, USA, 1st Edition, 2000.
- Alexis, Leon, *ERP Demystified*. Tata McGraw Hill, 1st Ed., 2000.
- MahadeoJaiswal and Ganesh Vanapalli, *Textbook of Enterprise Resource Planning*, Macmillan Publishers India, 2005.
- S Parthasarathy, *Enterprise Resource Planning- Managerial & Technical Perspective*, New Age International, 2007.

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-IV

429- Regional Block/MBCM2429T

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

Program Code: MBCM2PUP

Course Name: Regional Blocks

Course Code: MBCM2429T

Course Outcomes:The objective of the course is to familiarize the students with the theories, rationale, and consequences of economic integration.

CO1 Understanding the most relevant theories of international trade and their relevance in today's composition, constituents and structure of world trade

CO2 Understanding the impact of economic and regional integration on trade and investment.

CO3 Understand the role of international institutions in promoting international trade.

Course Overview

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

Course Content

Group-I:

Theory of international trade, gains from international trade, changing pattern of world trade, Gravity model, Ricardian model of comparative advantage, Heckscher-Ohlin theory of trade, Leontief paradox.

Group-II:

International economic integration, gains from economic integration, stages of economic integration, factors driving economic integration, economic integration and endogenous growth, emergence of regional blocks, globalization vs regional blocks, resource allocation, environment problem, technology transfer. Emergence of EU and its benefits, Euro zone and its benefits, NAFTA, ASEAN, WTO Vs. RTO, RTAs as exception in WTO, polarization of trade.

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 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:

- Jackson, J., *The World Trading System*, Cambridge, Mass: MIT Press, 2nd Edition, 2002.
- Krugman, Paul R. and Obstfeld, M., *International Economics: Theory and Policy*, Pearson Education, 8th Edition, 2008.
- 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 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-IV
430- International Economic Organisations/MBCM2430T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: International Economic Organisations	Course Code: MBCM2430T
Course Outcomes: The course's goal is to educate students with the various international economic organisations established to aid international trade and country reconstruction.	
CO1	Recognize the importance of international organisations in fostering global trade.
CO2	Recognize the numerous financial and non-financial schemes available to emerging and underdeveloped countries through various international economic organisations.
CO3	Examining the financial assistance provided to various countries and the influence on their economic progress.

Course Overview

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

Course Content

Group-I:

Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton woods and international monetary set-up, World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD).

Group-II:

International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA). World Bank and Developing countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO).

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:

- Gutner T., *International Org. in World Politics*, sage publication, 17th edition.
- Bhalla, V.K., *International Co-operation*, Delhi, Anmol, 8th Edition.
- Simai, Mihaly *Democratic Process and the Market: Challenges of the Transition*, United Nations University Press, 1999.
- Simai, Mihaly, *The Future of Global Governance*, Washington, D.C., United States Institute of Peace Press, 1994.

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-IV

431- Export-Import Procedures, Documentation & Logistics/MBCM2431T

Program Name: M.B.A. (DE) Part-II (Semester-IV) **Program Code:** MBCM2PUP

Course Name: Export-Import Procedures, Documentation & Logistics **Course Code:** MBCM2431T

Course Outcomes:The objective of the course is to train students with the essentials of doing export-import business, the operational problems, parties involved in the trade, their roles and importance.

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

Course Overview

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

Course Content

Group-I:

Documentation Framework, Exim Documentation, International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities. Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures.

Group-II:

Role of Clearing and Forward Agents; Excise Clearance of cargo; Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives- Duty drawbacks, Import Licensing and other incentives; Processing of an Export Order.

World Shipping: Structure, Liners, and Tramps, Conference System; Freight, and Structure. Containerization and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization. Machinery for Consultation; Air Transport: International set up, Freight 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 eachclass covering the case study or class material to be discussed in the next session. Questions mayinclude a quantitative analysis of the problem facing the decision-maker in the case.

ClassParticipation:

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

Texts and Readings:

- Gargi, S. (2017). Financing International Trade. New Delhi: Sage Publications India Pvt. Ltd.
- Paul, Justin, Aserkar, Rajiv (2012). Export Import Management. Oxford University Press. 7th Edition.
- S. Shiva Ramu V.K. Bhalla (2003). International Business: Environment and Management, Anmol Publications Pvt. Ltd. 7th Revised Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
432-Global Human Resource Management/MBCM2432T

Course Overview

Human resource management is one of the world's fastest growing fields and presents unprecedented opportunity for global advancement. International Human Resource Management course prepares you to deal with all aspects of human resources in the worldwide context, demonstrate intercultural competencies, identify trends in the globalized workforce and analyze policies, practices, and functions in global human resources, distinguish national and global culture and impact they have on the globalized workforce in order to contribute to human resource practices across countries and cultures.

Course Content

Group-I:

Human Resource Management (HRM): Concept, Scope, Functions.

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

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

Recruitment and Selection: Methods of Manpower Search and Selection of Human Resources.

HR Training and Development: Executive Development and Training Manpower. Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal and Potential Evaluation.

Global Business: Business-Growth and Evolution, Environmental Variables in Global Business. Human and Cultural Variables in Global Organisations.

Group-II:

Cross Cultural Issues: Concept, Distinguish National and Global Culture. Cross-Cultural Differences and Managerial Implications.

Cross Cultural Research Methodologies and Hofstede's Hermes Study, Structural Evolution of Global Organizations. Cross -Cultural communication and Negotiation. Cross Cultural Leadership and Decision-Making.

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

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:

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

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV
433-Foreign Language for Business/MBCM2433T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Foreign Language For Business	Course Code: MBCM2433T
Course Outcomes: After the successful completion of the course, student will be able to	
CO1	Introducing himself in French.
CO2	Understand and use basic phrases and expressions of routine life.
CO3	Understand the texts in basic French.
CO4	Use the grammatical units as proposed by CECR (Common European Framework of Reference for Languages) at A1 level.
CO5	Pass the DELF A1 conducted by the Alliance Francaise network and administered by the French Ministry for national education.

Course Overview

To make students averse and conversant about the importance and applicability of foreign language.

Course Content

Group-I:

Grammar: Definite & Indefinite articles, Singular and plural of nouns, feminine & plural of adjectives, Conjunction of verbs of the first and second groups and of etre, avoir and faire. Possessive adjectives, contracted articles.

Group-II:

Grammar: Demonstrative articles, past tense with avoir and etre, partitiae articles, future tense, the imperative, conjugation of verbs of third group. Grammar: Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

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.

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-IV
434- Supply Chain Management/MBCM2434T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Supply Chain Management	Course Code: MBCM2434T
Course Outcomes: The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario. At the end of this course, the students should be able:	
CO1	To understand the supply chain management.
CO2	To familiarize with the concept of retailing
CO3	To understand the concept of transport decisions.

Course Overview:

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

Course Content

Group-I:

Introduction to supply chain and its role and objectives. Logistics strategy and planning. Logistics and Customer service. Logistics product - Nature of product, Functional vs. Innovative products, Product life cycle- Product characteristics. Retailing- role of information, information flow, information sources, internal information, external information. Information Systems in Retail Logistics - logistics, distribution center, outsourcing, store vs. distribution center delivery, pull vs. push logistics strategies. Strategic Advantages of Information Systems in Logistics - improved product availability, improved assortment, improved return on investment.

Group-II:

Co-ordination in the supply chain - Bull whip effect. Transport decisions - modal choice, vehicle routing and scheduling. Network design decisions. Inventory decisions - pull and push types of systems. Sourcing strategy. Supply chain performance – SCOR model
Pedagogy: 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:

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

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-IV
435- Merchandising Planning and Strategies/MBCM2435T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Merchandising Planning and Strategies	Course Code: MBCM2435T
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Course Outcomes:The objective of this course is to introduce the students to assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations. At the end of the course, the students should be able to:

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

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

Course Content

Group-I:

Assortment Planning Process - need for trade-off between variety, assortment and product availability, assortment plan. Product mix trends, Sales Forecasting, Setting Financial objective. Merchandise Purchasing. Branding Strategies – manufacturer's brands, private label brands. Managerial issues in global sourcing decisions. Merchandise purchasing and handling process. Ethical and legal issues in merchandise purchasing.

Group-II:

Setting the retail price - price setting objectives, price setting determinants. Pricing Strategies and Practices - Every day low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing. Price bundling. Multiple pricing. Price lining, Odd pricing. Methods of Setting Prices. Adjustments to the initial Retail Price.

Pedagogy:

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

Case/Class 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

- Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.
- Roger Cox and Paul Brittain, *Retail Management*, Financial Times/ Prentice Hall, 4th Edition.

- Michael Levy M. and Barton A. Weitz, *Retailing Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2006.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 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-IV

436- Retail Strategies/MBCM2436T

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

Program Code: MBCM2PUP

Course Name: Retail Strategies

Course Code: MBAM2436T

Course Outcomes: The objective of this course is to familiarize the students about the importance of formulating a retail market strategy and the elements of financial strategies to measure the performance of retail organisations. At the end of this course, the students should be able:

CO1 To understand the of Retail Market Strategy.

CO2 To familiar with the concept of Retail Strategic Planning Process.

CO3 To understand the concept of Strategic Profit model.

Course Overview

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

Course Content

Group-I:

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

Group-II:

Retail Strategic Planning Process-Developing the mission, establishing objectives, Situational analysis, Identifying strategic alternatives. Selecting the target markets, Obtaining resources needed to compete, Developing positioning strategy, Strategy implementation, Evaluating results and Controlling operations. Strategic Profit model- An overview. The Strategic Profit Model-Return on Assets, Return on Net Worth, Improving Financial Performance, Profit management. Asset management, Debt management. Income Statements- Sales, Cost of Goods sold, Gross margins, Expenses, Net profits. Balance Sheet- Assets- Current assets. Accounts receivable, Merchandise inventory, Inventory turnover, Cash and other Current assets, operating Cycle, Fixed assets, Asset turn over. Liabilities and Owners Equity.

Pedagogy:

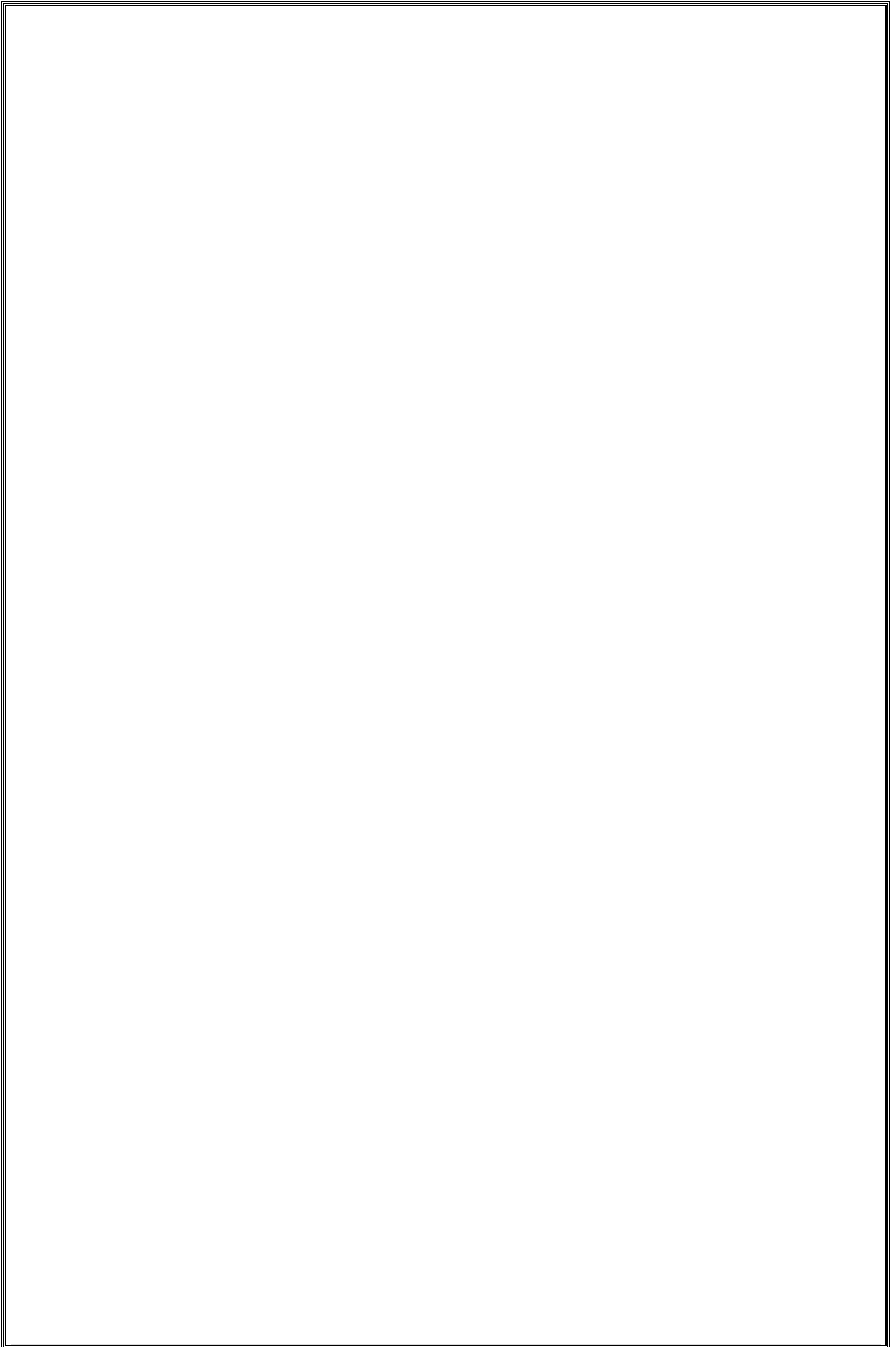
The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc.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

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

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-IV
437- Store Management/MBCM2437T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
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Course Name: Store Management	Course Code: MBCM2437T
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Course Outcomes:The objective of this course is to acquaint the students about the Importance of store management so that they can handle the retail operation efficiently and effectively. At the end of this course the students should be able

CO1	To understand the of Store Management.
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CO2	To familiar with the concept of Cost Controls.
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CO3	To understand the concept of Estimating Sales Potential.
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Course Overview

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

Course Content

Group-I:

Store Management - Role of store managers, managing the store personnel, minimizing the cost of the retail store, managing the buying and selling activities, providing customer service. Cost Controls - Labour scheduling, store maintenance, Energy Management, Reducing inventory shrinkage, Detecting and Preventing shop lifting. Selecting the Store Location. Market Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure, Estimating Sales Potential-Area sales activities, Level of competition. Trade Area Analysis-Size and shape of trade areas, Measurement and definition of the trade area.

Group-II:

Introduction - Creating a Store Image. Creating a Buying Environment. Store Exteriors - Marquee, Entrances, Door types, Walkways, Display windows, Size of the building, Colors and Materials, Theft Prevention. Store Interiors - Managing space, Merchandise Presentation Techniques – Store Layout, Visual Merchandising, Atmospherics. Store Security - Customer theft, Employee theft, Supplier pilferage, Credit Management.

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 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:

- Varley R. and Rafiq M., *Principles of Retail Management*, Palgrave Macmillan, New York, 2004.
- David Gilbert, *Retail Marketing Management*, Pearson Education, New Delhi, 2003.
- Patrick M. Dunne and Robert F. Lusch, *Retailing*, Thomson South Western Publisher, Cincinnati, 5th Edition, 2004.

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.
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- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject 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-IV
438- Customer Relationship Essentials in Retailing/MBCM2438T

Program Name: M.B.A.(DE)Part-II (Semester-IV)	Program Code: MBCM2PUP
Course Name: Customer Relationship Essentials in Retailing	Course Code: MBCM2438T
Course Outcomes: The objective of this course is to familiarize the students with relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives. At the end of this course the students should be able:	
CO1	To understand the of Fundamental Concepts in Relationship Marketing.
CO2	To familiar with the concept Learning Organization.
CO3	To understand the concept of Planning Retail Communication Program.

Course Overview

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

Course Content

Group-I:

An overview or Relationship Marketing. Fundamental Concepts in Relationship Marketing Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web Based Technologies. Assigning the Promotional Budget. Implementing advertising programs - creating message advertising agencies, selecting advertising media, determining the frequency and timing of advertisements. Evaluating the effectiveness of advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

Group-II:

Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers, Sales promotion, Public relations, Personal selling. Planning Retail Communication Program-Establishing objectives, determining promotional budget, objectives and task method, thumb rule method.

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:

- Barnes James G., *Secrets of Customer Relationship Management*, McGraw-Hill, 1st Edition, 2000.
- Swift Ronald S., *Accelerated Customer Relationships*, Prentice-Hall of India, New Delhi, 2000.
- Gosney, John W., and Boehm, Thomas P., *Customer Relationship Management Essentials*, Prentice-Hall of India, New Delhi, 2000.
- 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.
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