

VIVEKANANDA GLOBAL UNIVERSITY



Syllabus of
Master of Business
Administration

Programme structure and detailed syllabus

Programme Structure

Semester 1				
Code	Course Category	Name of the Subject	Internal	External
MBM 102	Core Course	Managerial Economics	30	70
MAT 153	Core Course	Quantitative Methods for Management	30	70
MBM 103	Core Course	Accounting for Managers	30	70
MBM 104	Core Course	Legal Aspects of Business	30	70
MBM 108	Core Course	Management Concepts	30	70
MBM 109	Core Course	Organizational Behaviour	30	70
MBM 107	Core Course	Business Environment	30	70
MBM 105	Core Course	Business Ethics	30	70
Semester 2				
Code	Course Category	Name of the Subject	Internal	External
MBM 201	Core Course	Human Resource Management	30	70
MBM 202	Core Course	Financial Management	30	70
MBM 203	Core Course	Marketing Management	30	70
MBM 204	Core Course	Research Methodology	30	70
MBM 209	Core Course	Management Information System	30	70
MBM 210	Core Course	International Business Management	30	70
MBM 214	Core Course	Total Quality Management	30	70
MBM 215	Elective I*	Digital Marketing	30	70
MBM 216	Elective II*	Innovation & Design Thinking	30	70
SE 201	Skill Enhancement Course	Business Communication	30	70
		<i>*Students to choose only one of the elective subjects listed in table above.</i>		
		Semester 3 **After compulsory subjects, Select Any One specialization from the below listed Specializations.		
Code	Course Category	Name of the Subject	Internal	External
		Compulsory Subjects		
MBM 301	Core Course	Project Management	30	70
MBM 302	Core Course	Supply Chain Management	30	70

MBM 304	Core Course	Strategic Management	30	70
MBM 305	Core Course	Entrepreneurship & Innovation Management	30	70
Specializations				
MBM 311	Elective (Marketing)	Consumer Behaviour	30	70
MBM 314		Marketing of Services	30	70
MBM 315		Integrated Marketing Communication	30	70
MBM 316		Sales Distribution & Logistics Management	30	70
MBM 321	Elective (Human Resource Management)	Employee Legislation	30	70
MBM 325		Strategic Human Resource Management	30	70
MBM 323		Training & Development	30	70
MBM 324		Performance Management & Talent Retention	30	70
MBM 331	Elective (Financial Management)	Principles & Practices of Banking	30	70
MBM 332		Management of Financial Services	30	70
MBM 333		Financial Innovation and Risk Management	30	70
MBM 334		Security Market and Portfolio Management	30	70
MBM 381	Elective (Information Technology Management)	Enterprise Resource Planning	30	70
MBM 382		Database Management System	30	70
MBM 383		System Analysis and Design	30	70
MBM 384		Networking Concepts	30	70
Semester 4				
Code	Course Category	Name of the Subject		
MBM 400	Project Work	Practical Training in Industry		
		Total Credits		
		Total Credits for Degree		

Detailed syllabus of MBA Program

Semester 1

Managerial Economics

Course code: MBM 102

Objective: To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

Course Outcome (CO)

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

CO1: Define the roles of managers in firms and how the internal and external decisions are to be made by managers

CO2 Analyse the demand and utility function across industries.

CO3 Apply the tools of economic theory to explain optimal production and cost decision by the firm.

CO4 Design the competitive strategies according to the nature of products & the structure of the markets.

CO5 Analyze real -world business problem with a systematic theoretical framework and design the important terms/approaches/ practices related to national income.

Unit 1: Managerial Economics- Meaning, nature and scope - managerial Economics and business decision making.

Unit 2: Fundamental concepts of Managerial Economics - Role of Managerial Economist

Unit 3: Utility analysis - Measurement of utility, Law of diminishing marginal utility - Indifference curve - Consumer's equilibrium - Budget line and Consumer surplus.

Unit 4: Demand Analysis - Meaning, determinants and types of demand - Elasticity of demand.

Unit 5: Supply Meaning and Determinants - Production decisions - production functions - Isoquants,

Unit 6: Expansion Path - Cobb-Douglas function

Unit 7: Cost concepts - Cost - output relationship - Economies and diseconomies of scale –

cost functions.

Unit 8: Market Structure and Characteristics

Unit 9: Pricing and Output Decisions - Methods of Pricing - Differential Pricing - Government Intervention and Pricing.

Unit 10: National Income

Unit 11: Business Cycle

Unit 12: Inflation and Deflation

Unit 13: Balance of Payments

Unit 14: Monetary and Fiscal Policies

Case studies according to the Units have to be discussed.

References:

1. Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M.L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Students, OUP, 2003.
5. Chaturvedi, D.D. & Gupta S.L, Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers, 2003.
6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Markar Press. 2007

Quantitative Methods for Management

Semester 1

Course code: MAT153

Maximum Marks: 100

Objective: to make the students familiar with the statistical and mathematical techniques and their Applications in business decision making.

Course Outcome (CO)

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

- CO1 Appreciate the rigor of the necessary theory required to build a suitable model to solve managerial decision making.
- CO 2 Demonstrate a sound knowledge of statistical terms. use of uni- bi variate analysis for business decision making.
- CO 3 Translate real world problems into probability models.
- CO 4 Compute the index numbers using various formulas.
- CO 5 Knowledge about formulating and testing a hypothesis by using Z, test Chi-square test.

Unit 1: Linear, Non-Linear Functions - Graphical representation of functions, Constants, Variables

Unit 2: Notion of Mathematical Models and Concept of Interest

Unit 3: Basic Concept of Differentiation - Integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

Unit 4: Data Analysis - Uni- Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications).

Unit 5: Bivariate - Correlation and regression – problems related to business applications

Unit 6: Probability - Definitions – addition and multiplication Rules (only statements)

Unit 7: Simple Business Application Problems - Probability distribution - Expected value concept – theoretical probability distributions

Unit 8: Binomial, Poison and Normal - Simple problems applied to business.

Unit 9: Index Numbers - Types of Index numbers, uses of index numbers, Construction of price,

Unit 10: Quantity and volume indices

Unit 11: Fixed base and Chain base methods

Unit 12: Fisher ideal index number

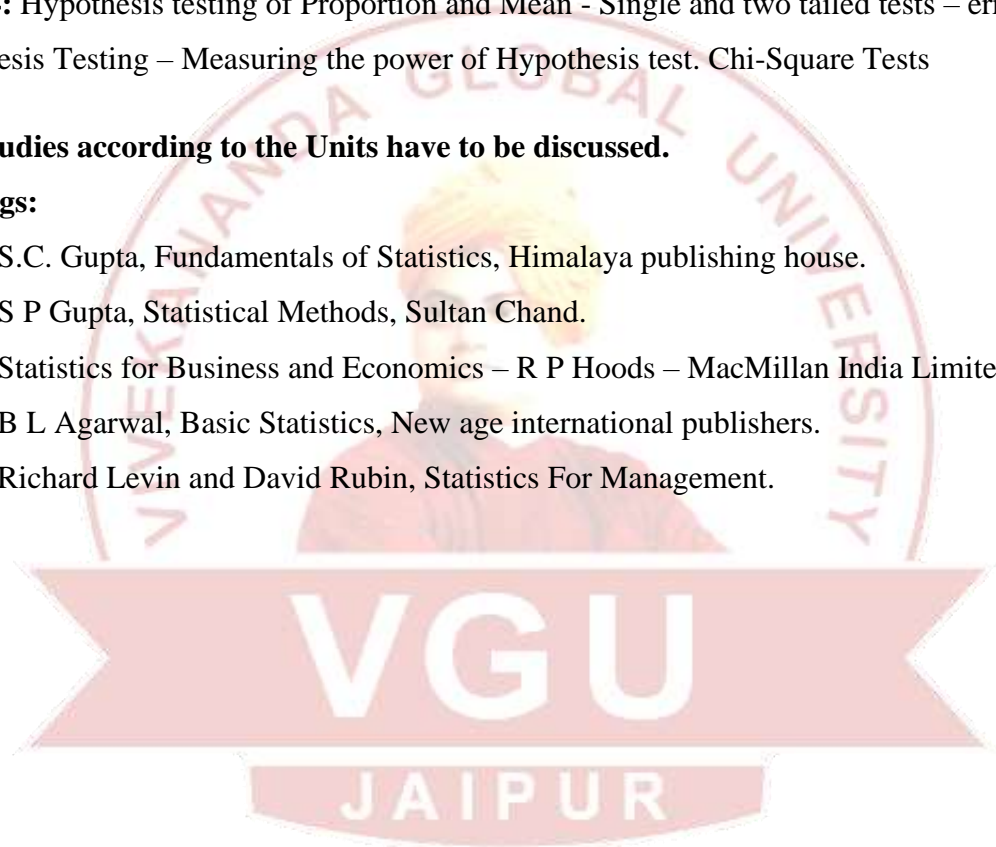
Unit 13: Proportion, Percentage, Interval and ratio.

Unit 14: Hypothesis testing of Proportion and Mean - Single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

Case studies according to the Units have to be discussed.

Readings:

1. S.C. Gupta, Fundamentals of Statistics, Himalaya publishing house.
2. S P Gupta, Statistical Methods, Sultan Chand.
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. B L Agarwal, Basic Statistics, New age international publishers.
5. Richard Levin and David Rubin, Statistics For Management.



Accounting for Managers

Semester 1

Course code: MBM 103

Maximum Marks: 100

Objective: to develop an insight of theory, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Course Outcome (CO):

CO1 Understand the fundamental concepts and principals of financial accounting and apply in business activities.

CO2 Analyze and compare the financial statements of an organization and interpret the contents.

CO3 Demonstrate the ability to prepare and interpret the cash flow statement.

CO4 Analyze and compare different ratios and depreciation techniques and how they will help in decision making.

CO5 Make various types of budgets at organizational level for cost control and efficiency.

Unit 1: Fundamentals of Accounting - Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations, Journals, ledgers and trial balance.

Unit 2: Final Accounts - Trading, Profit Loss account with adjustments, Balance sheet

Unit 3: Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Fund Flow Statement –

Unit 4: Statement of Changes in Working Capital

Unit 5: Computation of Fund from Operations

Unit 6: Computation of various sources and uses of funds

Unit 7: Preparation of Fund Flow Statement.

Unit 8: Cash Flow Statement Analysis – Computation of Cash from Operations, Problems

Unit 9: Distinction between Fund Flow and Cash Flow Statement. Problems

Unit 10: Accounting Ratios - Construction of balance sheet using ratios (problems)

Unit 11: Depreciation Methods - Straight line method, written down value method, Sinking fund method.

Unit 12: Budget, Budgeting, and Budgeting Control

Unit 13: Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems

Unit 14: Zero Base Budgeting.

Case studies according to the Units have to be discussed.

Readings:

1. R.L. Gupta and Radhaswamy Advanced Accountancy: Theory, Method and Application, Sultan Chand
2. & Sons.
3. Gupta and Gupta Management Accounting, sahitya bhawan publication.
4. Khan and Jain, Management Accounting, Tata McGraw hill.
5. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., Latest edition
6. S K Bhattacharyya, John Dearden & S Venkatesh, Accounting For Management: Text And Cases, Vikas Publishing House, 2016

Legal Aspects of Business

Semester 1

Course code: MBM 104

Maximum Marks: 100

Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.

Course Outcome (CO)

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

CO1 Student will be Differentiate between an Agreement and Contract and explain Obligations and Rights & Duties of parties involved in Contract.

CO2 Provide insights into company proceeding under companies act 2013 and their inferences there of.

CO3 Be able to analyze sale of goods act and different negotiable instruments.

CO4 Develop an extensive understanding of GST and Income tax act.

CO5 Summarize of the different latest provisions of the law and determine the legal issues in assigned cases.

Unit 1: Contracts - Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract

Unit 2: Performance of contracts, breach of contract and its remedies, Quasi-contracts.

Unit 3: Agency - Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agent's torts, termination of agency.

Unit 4: Major Principles

Unit 5: Nature and Types of Companies - Formation, Memorandum and Articles of Association, Prospectus - Power, duties and liabilities of Directors - Winding up of companies - Corporate Governance.

Unit 6: Sales contract - Transfer of title and risk of loss - Guarantees and Warranties in sales contract - performance of sales contracts - conditional sales and rights of an unpaid seller.

Unit 7: Negotiable Instruments Act 1881 - Nature and requisites of negotiable instruments

Unit 8: Transfer of Negotiable Instruments and Liability of Parties - Enforcement of secondary liability - holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

Unit 9: Income Tax and GST - Concepts, Scope, Methods of GST Calculation, Practical Implications of GST.

Unit 10: Right to Information Act.

Unit 11: Consumer Protection Act And Introduction Of Cyber Laws - Consumer Protection Act Consumer rights, Procedures for Consumer grievances redressal

Unit 12: Types of consumer Redressal Machinerics and Forums

Unit 13: Cybercrimes and Cyber Laws

Unit 14: Introduction of IPR - Copy rights, Trademarks, Patent Act.

Case studies according to the Units have to be discussed.

Readings:

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill.
5. Ravinder Kumar, Legal Aspects of Business, Cengage learning.

Management Concepts

Semester 1

Course code: MBM 108

Maximum Marks: 100

Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

Course Outcome (CO)

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

- CO 1 Understand the process of planning and decision making in organisation.
- CO 2 Through knowledge of authority & responsibility and different organisation structure.
- CO 3 Justify the complexities associated with management of human resources in the organization and integrate the learning in handling these complexities.
- CO 4 Understand about the role of leadership motivation & communication in an organisation.
- CO 5 Understand the process & all aspects of control system.

Unit 1: Management & Decision Making - Concept & Nature of Management - Levels of Management; Managerial Roles, Essential Managerial Skills;

Unit 2: Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long-Range Planning - Flexibility in Planning –Characteristics of a sound Plan –

Unit 3: Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

Unit 4: Organizing - Organization Structure and Design - Formal and Informal Organization. Mechanistic v/s Adoptive Structures

Unit 5: Authority and Responsibility Relationships - Delegation of Authority and Decentralization Organization structure Tall and flat organization structure, Interdepartmental Coordination –

Unit 6: Emerging Trends in Corporate Structure - Impact of Technology on Organizational design

Unit 7: Staffing - Concept and importance of staffing as a part of Human

Resource Management Staffing process: Recruitment - sources; Selection – process

Unit 8: Training and Development - Concept and importance. Methods of training- on the job and off the job- Induction training, vestibule training, apprenticeship training and internship training.

Unit 9: Directing - Concept and importance; Elements of Directing: - Supervision - concept, functions of a supervisor; -

Unit 10: Motivation - Concept, Maslow’s hierarchy of needs; Financial and non-financial incentives;

Unit 11: Leadership - Concept, styles - authoritative, democratic and laissez faire; -

Unit 12: Communication - Formal and informal communication; barriers to effective; communication, how to overcome the barriers.

Unit 13: Controlling - Nature, Process and Aspect of Control, Types, Areas of exercising control, Major Control System, and their designing

Unit 14: Control Tools and Techniques - Information Controls, Financial Controls, Operations Controls and Behavioral Controls.

Case studies according to the Units have to be discussed.

Readings:

1. Harold Koontz, O’Donnell and Heinz Weihrich, “Essentials of Management’ New Delhi, Tata McGraw Hill.
2. R.D. Agrawal, “Organization and Management” New Delhi, Tata McGraw Hill.
3. Stephen Robbins "Management", New Delhi, Pearson, Latest edition
4. L M Prasad, Principles of management, Sultan Chand& Sons, Latest edition
5. V.S.P Rao / Bajaj, Management process and organization, Excel Books, Latest edition

Organizational Behaviour

Semester 1

Course code: MBM 109

Maximum Marks: 100

Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course Outcome (CO)

CO1 Understand the development of OB and its importance in manage people at the workplace.

CO2 To understand the human behavior as an individual.

CO3 Able to assimilate the different approaches to motivation.

CO4 Learn the foundation of group dynamics and management of different types of conflicts at the workplace.

CO5 Understand different types of organizational structure and learn to deal with change and stress.

Unit 1: Organization Behavior - Introduction, definition, concept, nature and scope of OB

Unit 2: Need for studying organization behavior, contributing disciplines to OB

Unit 3: Models of OB, Evolution of OB –classical to postmodern theories.

Unit 4: Perception and Attribution - Concept, Nature, Process and its application in OB

Unit 5: Personality - Concept of Personality and theories of personality:

Unit 6: Learning - Concept and Theories of Learning, Implications of learning on managerial performance, reinforcement

Unit 7: Managing millennial at workplace and workplace diversity - Transactional Analysis, Johari Window. QWL in Indian context.

Unit 8: Motivation - Need, Concepts and its application at workplace, Content theories, Process theories, Contemporary theories of motivation

Unit 9: Leadership - Theories and functions, leadership styles in Indian context.

Unit 10: Group Behaviour - Foundation of group behavior: definition and characteristics of Groups and Teams, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams

Unit 11: Organizational Change and development - Kurt Lewin change cycle, OD models & interventions, Resistance to change, managing resistance to change

Unit 12: Implementing Change

Unit 13: Job stress and its management

Unit 14: Importance of work life balance

Case studies according to the Units have to be discussed.

Readings:

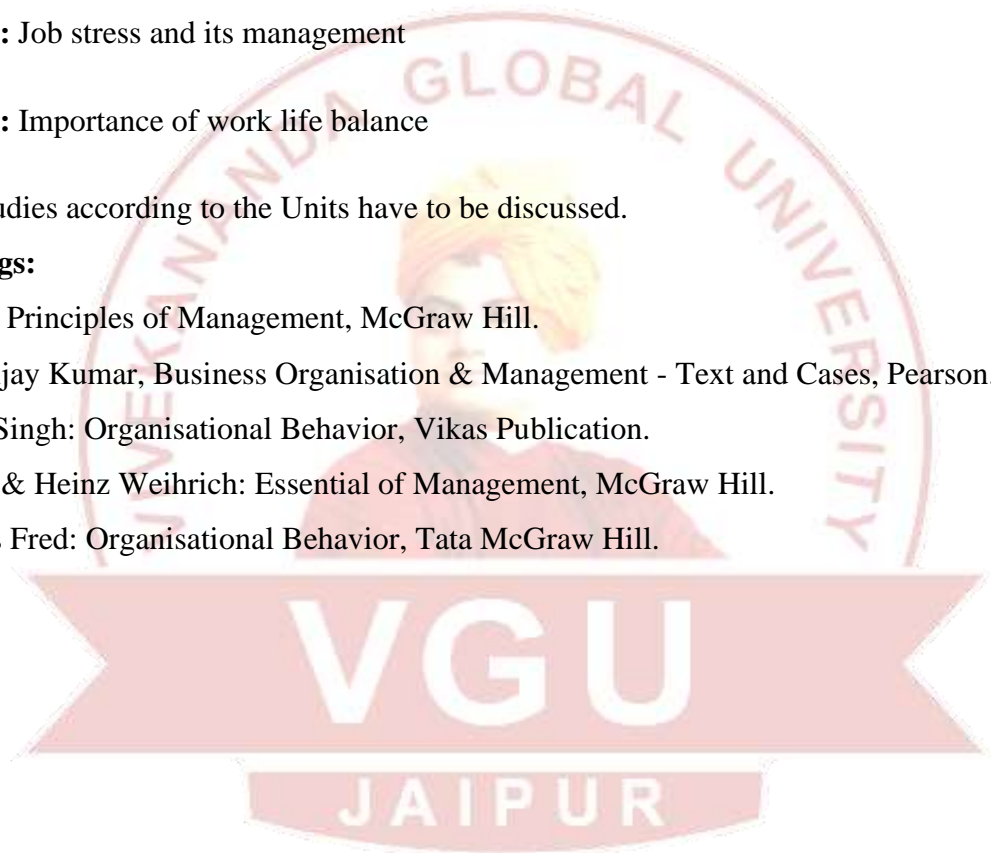
Gilbert: Principles of Management, McGraw Hill.

Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.

Kavita Singh: Organisational Behavior, Vikas Publication.

Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

Luthans Fred: Organisational Behavior, Tata McGraw Hill.



Business Environment

Semester 1

Course code: MBM 107

Maximum Marks: 100

Objective: The objective of this course is to acquaint the students to the emerging trends in business environment. Also, to understand the government policies and current issues in Indian perspective.

Course Outcome (CO)

CO1 Define the various categories that are helpful to manage internal business environment.

CO2 Describe monetary and fiscal policies and pertinent legislation for industries.

CO3 Understanding of technological, social and cultural factors to evaluate the recent trends in the business environment.

CO4 Understand the recent developments in business environment in India.

CO5 Elaborate the current trends and challenges for Indian economy to become globally competitive.

Unit 1: Nature of the Environment of Business

Unit 2: Nature, Concept and Significance of Internal Environment

Unit 3: Management of Organizational Resources - Developing Effective Internal Organizational Environment, Economic Structure.

Unit 4: Economic Policies, Government and Business - Industrial, Monetary, Fiscal and Foreign Trade Policies,

Unit 5: Role of RBI and Ministry Of Finance - Policy making, national and per capita income, economic reforms, consequences.

Unit 6: Environmental Scanning and Socio-Cultural Environment

Unit 7: Introduction of MSME, and its reforms

Unit 8: Government Guidelines for Technological Up gradation (STPs)

Unit 9: India's performance in various business indexes

Unit 10: Cross – Culture Management, Social Responsibility of Business - Business ethics, Analysis, forecasting and assessment of cultural environment – social audit..

Unit 11: Recent Development in Business Environment of India

Unit 12: Market Freedom, Privatization, Globalization - NITI Aayog, BRICS, Make in India Initiative, Trade corridors, Carbon Credits in India.

Unit 13: Global environment - Routes of globalization, Recent FDI norms, WTO - Benefits and problems for India

Unit 14: Analysis of Global Environment - Scanning, monitoring, forecasting, assessing global environment, PESTEL analysis.

Case studies according to the Units have to be discussed.

Readings:

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd
2. Francis Cherunillam, Business Environment, Himalaya Publishing House
3. K. Aswathapa, Essentials of Business Environment, Himalaya Publishing
4. M. Rubmand. J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications
5. V. Neelamegam, Business Environment, Vrinda Publications



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Business Ethics

Semester 1

Course Code: MBM 105

Maximum Marks: 100

Objective: To make students realize the need and importance of ethical issues and how business should be led based on ethical principles and an ethical mindset.

Course Outcome (CO)

CO1 Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2 Application of several important concepts and frameworks for moral reasoning to complex business issues..

CO3 The student will be able to analyze various ethical codes in corporate governance

CO4 Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

CO5 Understand the safe working conditions , health and environment in the organisation.

Unit 1: Ethics and Corporate Governance: Definition, Concept of: Righteousness, Fairness, Honesty, Integrity, Human Dignity, Intellectual Honesty, Corporate governance principles, machinery, cases of Indian companies.

Unit 2: Principles and Values: - Concept and Difference. Concept of Ordinary Justice, Distributive Justice. Principles for Managerial Ethics, Rights of a common citizen, Corruption in Business and Administration.

Unit 3: Independent Directors on the Board, independent roles of Chairman and Managing Director, Transparent Managerial Appraisal System, Transparency in Audits, Audit Standards to be followed. Full compliance of regulations in Letter and Spirit. What is mindset and how principle driven Leadership should be followed for ethical running of business.

Unit 4: Corporate Social Responsibility (CSR): Who is responsible? Conflict of Interest, Conduct of Individuals and organizations, Role of Corporation/Business vis-à-vis Society, Difference between charity & Philanthropy.

Unit 5: Provide Safe Working Condition, Safety Standards in Organization, Safety Standard Implementation, and Implementation of proper grievance procedure for Safety Issues.

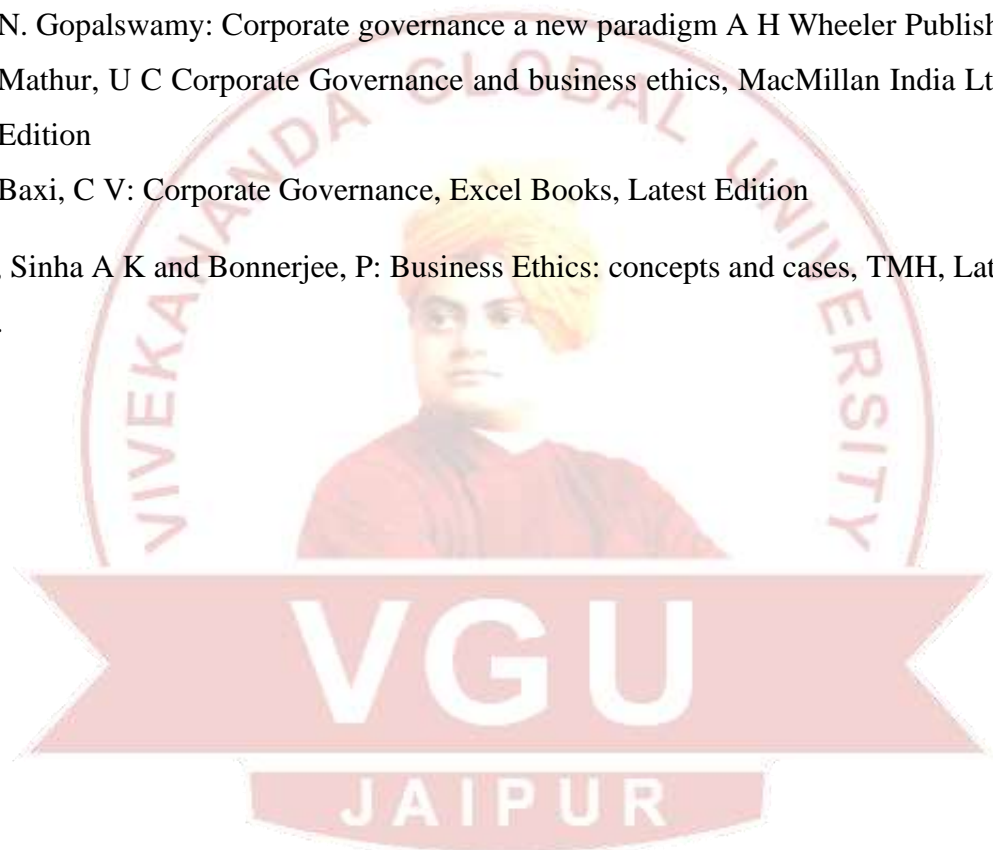
Unit 6 : Ensuring clean environment and no discharge of unsafe effluents in atmosphere. Complete compliance with safety and effluent regulations. Provide education for safety, health and environment in the organization.

Case studies according to the Units have to be discussed.

Readings:

1. A.C. Fernando: Corporate Governance, Pearson Education.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing
3. Mathur, U C Corporate Governance and business ethics, MacMillan India Ltd, Latest Edition
4. Baxi, C V: Corporate Governance, Excel Books, Latest Edition

Sadri S, Sinha A K and Bonnerjee, P: Business Ethics: concepts and cases, TMH, Latest Edition.



Human Resource Management

II Semester

Course Code: MBM 201

Maximum Marks: 100

Objective: To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skill set for application of various HR issues. To analyse the strategic issues and strategies required to select and develop manpower resources.

Course Outcome (CO)

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

CO 1 Define the basic concept, functions and processes of human resource management

CO 2 Understand the role of recruitment and selection in relation to the organization business and HRM objective

CO 3 Design and formulate training and development programmes and performance appraisal.

CO 4 Understand job based compensation management system.

CO 5 Understanding the labor laws and horizon of HRM.

Unit 1: Human Resource Function Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.

Unit 2: Recruitment & Placement Job analysis: Methods - IT and computerized skill inventory - Writing job specification – HR and the responsive organization. Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and using application forms – IT and recruiting on the internet.

Unit 3: Employee Testing & selection: Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques.

Unit 4: Training & Development Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via

the internet. Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation.

Unit 5: Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Career planning and development, 720 degree Appraisal.

Unit 6: Compensation & Managing Quality Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation.

Unit 7 : Pay for performance and Financial incentives: Organisation wide incentive plans, Benefits and services: Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit 8: Labour relations and employee security Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Unit 9: Labour Welfare: Importance & Implications of labour legislations - Employee health –Auditing HR functions, Future of HRM function.

Case studies according to the Units have to be discussed.

Readings:

1. D.K. Bhattacharya, Human Resource Planning, Excels Publications.
2. Ramaswamy, Managing Human Resources, Oxford University Press, Latest Edition.
3. Aswathappa, Human Resource Management, Tat McGraw Hill.
4. Edwin Flippo, Personnel management, McGraw Hill.
5. Jyotsana Singh, Personnel Management, Centrum Press

Financial Management

II Semester

Course Code: MBM 202

Maximum Marks: 100

Objective: The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Outcome (CO)

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

CO 1: Understand the foundation of financial management, financial decision and role of finance managers

CO 2: Analyze and evaluate capital projects under different situation using appropriate capital budgeting techniques.

CO3: Analyze the ways of raising capital and their respective advantage and disadvantage in different circumstances.

CO 4: To critically examine various theories and policies of dividend and determine optimal payout policy.

CO5: select and apply techniques in assessing and managing working capital.

Unit 1: Objectives and functions of Financial Management

Unit 2: Role of Financial Management in the organisation

Unit 3: Risk-Return relationship- Time value of money concepts

Unit 4: Indian Financial system - Legal, Regulatory and tax framework.

Unit 5: Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

Unit 6: Capital budgeting - methods of appraisal - Conflict in criteria for evaluation –

Unit 7: Capital Rationing- Problems - Risk analysis in Capital Budgeting.

Unit 8: Cost of Capital - Computation for each source of finance

Unit 9: Cost of Capital and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

Unit 10: Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach

Unit 11: Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

Unit 12: Working Capital Management - Definition and Objectives - Working Capital Policies – Factors affecting Working Capital requirements –

Unit 13: Working Capital Forecasting Working Capital requirements (problems)- Cash Management - Receivables Management and - Inventory Management –

Unit 14: Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

Case studies according to the Units have to be discussed.

Readings:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. M.R. Agarwal, Financial Management, Garima Publications Jaipur.
3. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
4. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
5. Chandra, P Financial Management, Tata McGraw-Hill.

Marketing Management

II Semester

Course Code: MBM 203

Maximum Marks: 100

Objective: The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

Course Outcome (CO)

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

CO 1: Understand the fundamental of marketing to enable them to take better marketing decision.

CO 2: Observe & understand the nuance & complexities involved in various product & pricing decision.

CO 3: Design wholesaling, retailing, Franchising, direct marketing, E commerce marketing practices.

CO 4: Understand the promotion mix & design advertising campaigns.

CO 5: Understand the concept of marketing research & explore the emerging marketing trends.

Unit 1: Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions;

Unit 2: Market segmentation and positioning; Buyer behavior; Consumer decision making process, Co-Creation and Customer engagement.

Unit 3: Product Decisions: Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies;

Unit 4: Product life cycle – strategic implications; new product development. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies

Unit 5: Distribution Channels and Physical Distribution Decisions: Nature, functions, and

types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Unit 6: Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations;

Unit 7 : Determining advertising budget; Media selection, Integrated Marketing communication.

Unit 8: Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing;

Unit 9 : Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing, Competitive strategies.

Case studies according to the Units have to be discussed.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective - Indian Context, Macmillan Publishers India Limited.
3. Saxena, R. Marketing Management, 6th Edition, Tata McGraw Hill Education
4. Stanton, Fundamentals of Marketing, Tata McGraw Hill
5. Marketing Management – R Saxena – Tata McGraw Hill

Research Methodology

II Semester

Course Code: MBM 204

Maximum Marks: 100

Objective: To Read, interpret, and critically evaluate social research and identify, explain, and apply the basic concepts of research, such as variables, sampling, reliability, and validity.

Course Outcome (CO)

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

CO 1 Get an overview of research scope and approach.

CO 2 Formulate the research problem and understand the major research design.

CO 3 Determine data collection sources and learn the descriptive statistic.

CO 4 Acquire with various data analysis tools and techniques.

CO 5 Understand the good research report writing.

Unit 1: Meaning and Importance of Research – Types of Research-

Unit 2: Exploratory Research- Descriptive Research – Casual Research –

Unit 3: Research Approaches - Research Process – Defining Research Problem - Selection and necessity of defining the problem.

Unit 4: Research Design –meaning, need and features of good research design, important concepts related to research design.

Unit 5 : Experimental research designs Sampling and Sampling

Unit 6: Design Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling–

Unit 7 : Cluster Sampling – Multistage Sampling, Non–Probability Sampling – Convenience Sampling – Judgment Sampling – Quota Sampling- Snowball sampling.

Unit 8: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling –

Unit 9 : Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale –Guttman Scale –

Likert Scale– Schematic Differential Scale.

Unit 10 : Descriptive statistics- Measures of central tendency- Dispersion- Skewness - Correlation and Regression Analysis.

Unit 11: Editing – Coding – Classification of Data – Tables and Graphic Presentation –

Unit 12: Basics of inferential statistics- Types of Errors- Hypothesis testing -Parametric test - T-test, Z test, Chi Square test- ANOVA Test. Non Parametric tests.

Unit 13: Preparation and Presentation of Research Report- Types of reports-

Unit 14: Layout of Research Report- Bibliography-References writing- Precautions for writing Research Report.

Case studies according to the Units have to be discussed.

Readings:

1. C.R. Kothari, Research Methodology, Vikas Publications
2. Naresh Malhotra – Marketing Research, Pearson.
3. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand & Sons.
4. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd.
5. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P) Ltd.



VGU
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Management Information System

II Semester

Course code: MBM 209

Maximum Marks: 100

Objective: Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.

Course Outcome (CO)

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

CO1 Describe the role of information tech & info system in business with respect to various management levels

CO2 Explore the use of some common information system for decision making in various domain.

CO3 Understand the DSS & AI models for decision-making process.

CO4 Manage information technology & supply chain management.

CO5 Learn the concept, types and security issues of e-commerce.

Unit 1: Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organization as a system - Components of Information Systems - IS Activities - Types of IS.

Unit 2: IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS –

Unit 3: Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit 4: DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems;

Unit 5: What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Unit 6: Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI,

Unit 7: Supply chain management & Global Information technology Management.

Unit 8: Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, Porter's value chain model, competitive advantage and competitive strategy,

Unit 9 : different types of ecommerce like Business -to- Business (B2B), Business-to-customer (B2C), Customer-to-customer (C2C), customer- to- business (C2B),G2C. E-commerce: Business Models and Concepts. Security and Ethical Issues of E-Commerce.

Case studies according to the Units have to be discussed.

Readings:

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill.
2. Effy Oz, "Management Information Systems", Vikas Publishing House.
3. Kenneth C Laudon and Jane P Laudon, —Management Information System, PHI.
4. Waman S Jawadekar , "Management Information System Text and cases", Tata McGraw -Hill.
5. James A O'Brien, George M Marakas, Ramesh Behl Management Information Systems MH.

International Business Management

II Semester

Course Code: MBM 210

Maximum Marks: 100

Objective: It aims to provide students with practical tools and theoretical knowledge related to international trade and the exploration of practical issues faced by business managers in international business situations. Students will study international business at the nation-state level and at the level of the company.

Course Outcome (CO)

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

- CO 1 Understand basic concept and theories of international business.
- CO 2 Gain understanding of international business environment and culture.
- CO3 Identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.
- CO 4 Apply knowledge to support all organizations regional integrative trade initiative.
- CO 5 Analyze Global sourcing and challenges faced by Indian

Unit 1: Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business, Globalization International Trade theories and their application: Introduction,

Unit 2: Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.

Unit 3: International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment; Culture and International Business:

Unit 4: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization

Unit 5: Foreign Investments- Types and Motives: Foreign investments, types of foreign

investments, Foreign Trade of India- Recent Trends in India's Foreign Trade, MNCs and FDI: Trends and Issues,

Unit 6: Exchange control in India: Objectives & methods Motives; Global trade institutions: Introduction, World trade organization (WTO), International Labor Organisation (ILO), UNCTAD, and IMF

Unit 7: Regional integration: Introduction, Overview of Regional Integration,

Unit 8: Types of Integration, Regional Trading Arrangements, India and Trade Agreements, BOP: Concept, Components, Disequilibrium

Unit 9: Global Sourcing and Indian Industries structure: Introduction, What is global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses

Case studies according to the Units have to be discussed.

Readings:

1. Dr. Aswathappa, International Business, Tata McGraw Hill.
2. P. Subba Rao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. Mahua Dutta, International Business, I.K. Intl

Total Quality Management

II Semester

Course Code: MBM 214

Maximum Marks: 100

Objective: The primary objective of this course is to make the students acquainted with the Quality Management as a system that serves to control Quality in the critical activities of an organization by bringing together resources, equipment, people and procedures.

Course Outcome (CO)

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

CO1 Define the basic principles of TQM in manufacturing and service based organization with context of Export and Import.

CO2 Gain insights of various theories and principle given by TQM thinkers.

CO3 Discuss the key aspects of the quality of export goods with appropriate tools and techniques for controlling, improving and measuring quality.

CO4 Analyze and implement six sigma for quality control.

CO5 Evaluate the need of quality in terms of ISO 9000.

Unit 1: Introduction – Evolution of quality, Definition,

Unit 2: Concept and Features of TQM, Eight building blocks of TQM.

Unit 3: TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management,

Unit 4: Quality Performance Excellence Award- Deming Application Award, European Quality Award, and Malcolm Baldrige National Quality Award.

Unit 5: TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA,

Unit 6: Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

Unit 7: Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.

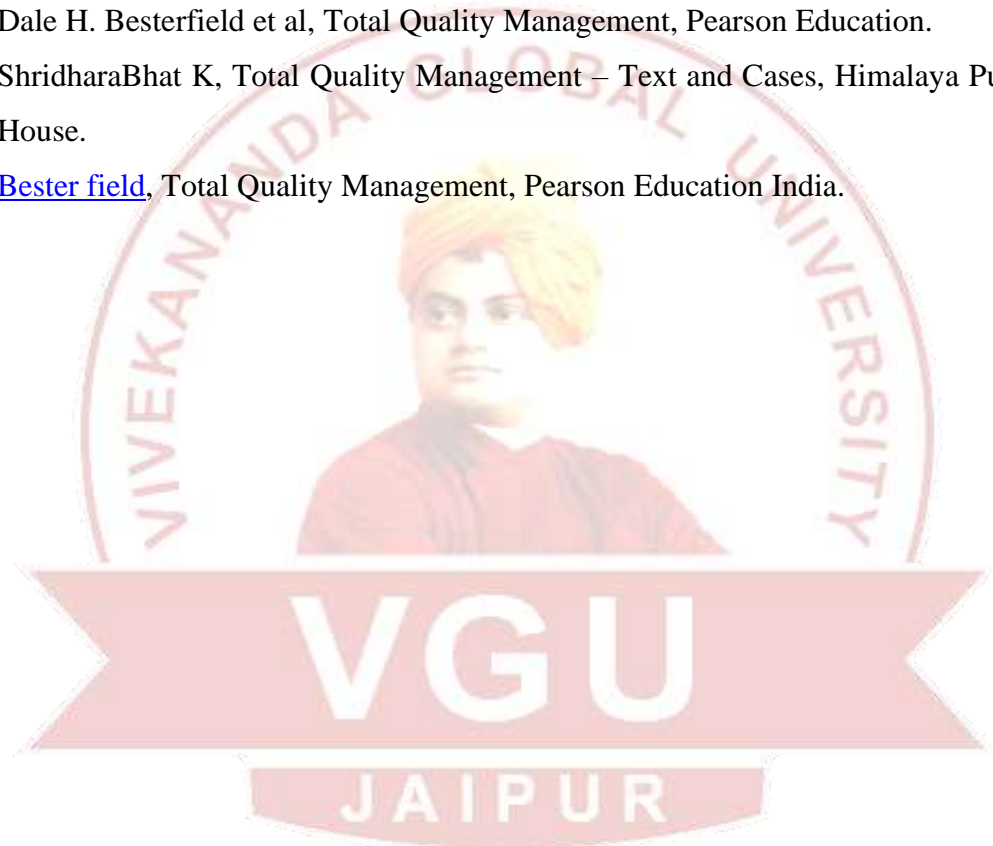
Unit 8: Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts,

Unit 9 : Process Capability; Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems

Case studies according to the Units have to be discussed.

Readings:

1. Total Quality Management by N.V.R Naidu, G. Rajendra New Age international.
2. Total Quality Management by R.S Naagarazan, New Age international.
3. Dale H. Besterfield et al, Total Quality Management, Pearson Education.
4. ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House.
5. [Bester field](#), Total Quality Management, Pearson Education India.



Digital Marketing

II Semester

Course Code: MBM 215

Maximum Marks: 100

Objective: To make the students understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media and to provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

Course Outcome (CO)

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

- CO1 Introduce the concept of digital marketing
- CO2 Understand the concept and gain insight on digital marketing mix.
- CO3 Learn about social media marketing. Strategy and tools – Facebook & LinkedIn
- CO4 Strategy and tools – Twitter, Snapchat & Insta
- CO5 Elaborate digital analytics and demonstrating SEO/SMOs

Unit 1: Introduction to Digital Marketing: Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.

Unit 2: Internet Marketing and Digital Marketing Mix – Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation Display marketing: - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools - YouTube marketing

Unit 3: Social Media Marketing – Role of Influencer Marketing, Tools & Plan– Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy Facebook Marketing: - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools LinkedIn Marketing: -

Introduction and Importance of LinkedIn Marketing, Framing LinkedIn Strategy, Lead Generation through LinkedIn, Content Strategy,

Unit 4: Analytics and Targeting Twitter Marketing: - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns Instagram and Snapchat: - Digital Marketing Strategies through Instagram and Snapchat Mobile Marketing: - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics Introduction to social media metrics

Unit 5: Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising-- - Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics –

Unit 6 : Introduction to SEM Web Analytics: - Google Analytics & Google AdWords; data collection for web analytics, multichannel attribution, Universal analytics, Tracking code Trends in digital advertising.

Case studies according to the Units have to be discussed.

Readings:

1. Seema Gupta, Digital Marketing, Mc-Graw Hill.
2. Ian Dodson, The Art of Digital Marketing, Wiley, Latest Edition
3. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson.
4. Vandana Ahuja, Digital Marketing, Oxford University Press, Latest Edition
5. Philip Kotler Marketing 4.0: – Moving from Traditional to Digital, Wiley

Innovation & Design Thinking

II Semester

Course Code: MBM 216

Maximum Marks: 100

Objective: It gives an in-depth Understanding on Various aspects of Innovation, Creativity, evolving business models, incubation and design thinking.

Course Outcome (CO)

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

- CO1 Introduce the elements and principles of design thinking.
- CO2 Gain insight on design thinking tools and process
- CO3 Analysis about creativity and innovation in product design.
- CO4 Develop design thinking and its process for various industries start-ups.
- CO5 Develop Design Thinking in various sectors.

Unit 1: Introduction to Design Thinking: Introduction to elements and principles of Design, basics of design-dot, line, shape, form as fundamental design components. Principles of design. Introduction to design thinking, history of Design Thinking, New materials in Industry

Unit 2: Design thinking: Design thinking process (empathize, analyze, idea & prototype), implementing the process in driving inventions, design thinking in social innovations. Tools of design thinking - person, costumer, journey map, brain storming, product development.

Unit 3: Innovation: Art of innovation, Difference between innovation and creativity, role of creativity and innovation in organizations. Creativity to Innovation. Teams for innovation, Measuring the impact and value of creativity.

Unit 4: Product Design: problem formation, introduction to product design, Product strategies, Product value, Product planning, product specifications

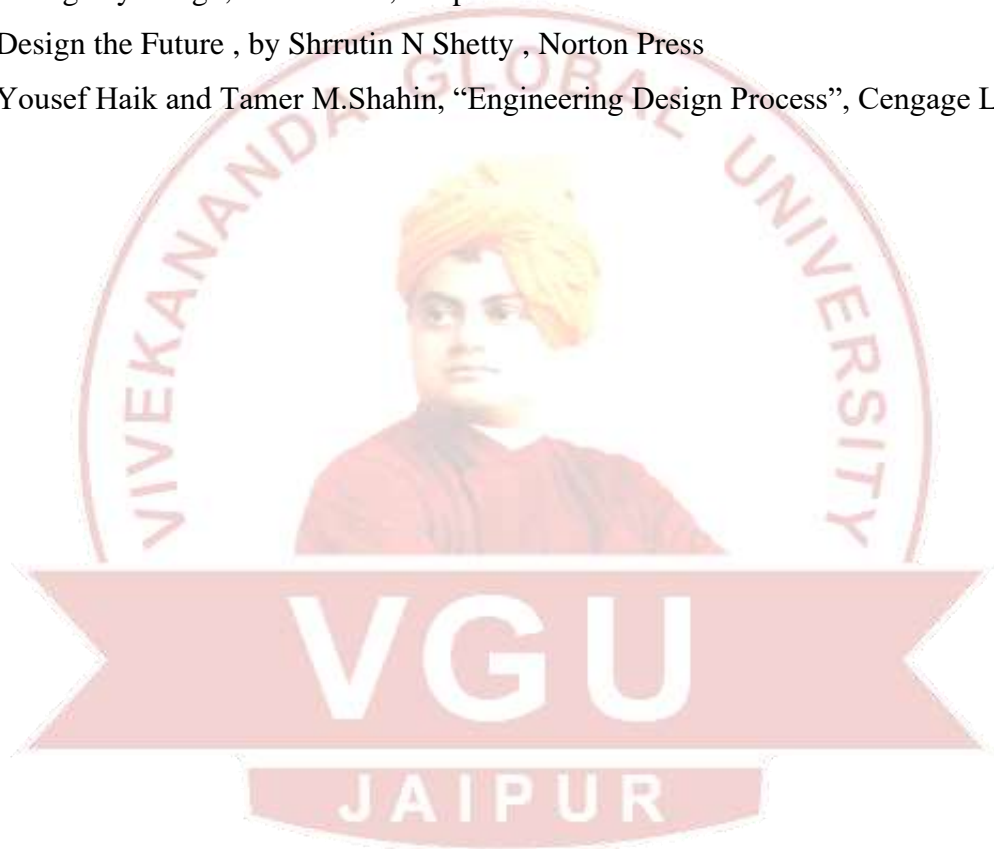
Unit 5: Design thinking for strategic Innovation: An exercise in design thinking – implementing design thinking for better process. Implement design thinking process in various Industries. Design thinking for Startups.

Unit 6: Design thinking in various sectors: Case studies in Information Technology, Finance, Education, Management and Retail sector. Analyze and Prototyping, Usability testing, Organizing and interpreting results

Case studies according to the Units have to be discussed.

Readings:

1. Roger, M. (2013). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Boston: Harvard Business Review Press.
2. Product Design and Manufacturing by A.K. Chitale and R.C. Gupta, Prentice Hall.
3. Change by design, Tim Brown, Harper Bollins
4. Design the Future , by Shrrutin N Shetty , Norton Press
5. Yousef Haik and Tamer M.Shahin, “Engineering Design Process”, Cengage Learning,



Business Communication

II Semester

Course Code: SE 201

Marks: 100

Objective: Students will be able to understand the importance of Communication in Business, to develop writing skills and presentation, writing business proposals and letters, application of business communication in the self-development process.

Course Outcome (CO)

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

CO1 Define the role of communication in Business Scenario.

CO2 Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.

CO3 Develop professional business writing skills.

CO4 Develop skills related with personality development as per the requirement of the corporate world

CO5 Demonstrate the use of basic and advanced proper writing techniques that today's technology demands, including anticipating audience reaction

Unit 1: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis

Unit 2: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

Unit 3: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos. Understanding the case method of learning – different

types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, Behavioral, decision, strategy) – analyzing the case – dos and don'ts for case preparation

Unit 4: Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid. Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation –stages of negotiation process – negotiation strategies.

Unit 5: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication. Communication networks – Intranet – Internet – e mails – SMS– teleconferencing – videoconferencing. Meetings – Planning meetings – objectives – participants – timing – venue of meetings– leading meetings.

Unit 6: Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Case studies according to the Units have to be discussed.

Readings:

1. Ober Newman, Communicating in Business, Cengage Learning.
2. P. Subba Rao, B.Anita Kumar, C.HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd.
3. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand and Sons, New Delhi.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI.

Project Management

III SEMESTER

Course Code MBM- 301

Maximum Marks-100

Objective: The successful development of the project's procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team's operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards.

Course Outcome (CO)

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

CO1 Define the main principles, concepts, theories, techniques, processes and activities involved in project management.

CO2 Analysis the economic, technical, marketing, financial and social aspects of projects.

CO3 Design project planning scheduling, rescheduling, project financing, venture capital and private equity and their role in project financing. Design project planning scheduling, rescheduling, project financing, venture capital and private equity and their role in project financing.

CO4 Develop critical- thinking and risk managing capabilities to investigate complex business problems to propose project- based solutions.

CO 5 Evaluate the project and gain knowledge of project financing.

Unit 1: Introduction to Project: Project management: concepts & types of projects, characteristics,

Unit 2: Project life cycle, Project identification, Project formulation, Project organizations

Unit 3: Project Feasibility and Appraisal: Market, Technical, Financial, Economical Feasibility Project appraisal:

Unit 4: Concept, Types of appraisal: Financial, Social appraisal of the Industrial Projects- SCBA Numerical on financial appraisals.

Unit 5: Work break down structure and Responsibility Matrix, Project scheduling-Gantt's Chart and rescheduling, Project Management Information System (PMIS)

Unit 6: Managing risks in Project: Types and measures of project risk, methods-Risk adjusted

Unit 7: Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, Decision Tree Analysis

Unit 8: Project Evaluation and Control Project Evaluation, Post Audit, Project Control approaches, Project final closure,

Unit 9: Project Financing- Means of Finance, Financial Institutions-IDBI, ICICI, SIDBI, NABARD

Case studies according to the Units have to be discussed.

Readings:

1. Project Management – M R Agrawal, Garima publication.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill.
3. Project Management- Vasant Desai, Himalaya Publishing House.
4. S.Choudury, Project Management, Tata McGraw Hill Publications.
5. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers

Supply Chain Management

III SEMESTER

Course Code: MBM 302

Maximum Marks: 100

Objective: The Course is designed to acquaint the students with a set of skills and tools to improve Productivity to get competitive advantage.

Course Outcome (CO)

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

CO 1 Define the main principles, concepts, theories, techniques, processes and activities involved in Supply Chain Management. .

CO 2 Understand the break even analysis and supply chain decision related to facility/ plant location.

CO 3 Gain knowledge of supply chain design and strategies.

CO 4 Analysis the planning & controlling supply chain.

CO 5 Apply various techniques of inventory management & their practical solutions.

Unit 1: Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity. Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix.

Unit 2: Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement

Unit 3: Break even analysis, Facility Planning, Quality control: Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, and Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi-facility location Techniques. Facility layout.

Unit 4: Supply Chain Design: Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, and Design for Logistics, Value Density,

Unit 5: Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization. Lean Manufacturing: Lean logic, The Toyota Production System, Lean Implementation Requirements.

Unit 6: Planning and Controlling Supply Chain: Enterprise Resource Planning: SAP, SAP Application Units, Implementing ERP Systems.

Unit 7: Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, Web Based Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR). Aggregate Sales and Operative planning.

Unit 8: Inventory, Maintenance Management and Scheduling: Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance),

Unit 9: Basic concept of Reliability, Work Centres, Priority Rules and Techniques, Shop-Floor Control, Personal Scheduling in Services. Constraint Management: Goal of the Firm, Performance Measurements, Unbalanced Capacity, Bottlenecks and Capacity-constrained Resources, Basic Manufacturing Building Blocks, Methods of Control, Comparing Synchronous Manufacturing to MRP and JIT.

Case studies according to the Units have to be discussed.

Readings:

1. Chase, R. B. et al., Operations and Supply Management, Tata McGraw-Hill.
2. Aswathappa&ShridharaBhatt - Production Operations Management, Himalaya.
3. Govil. M. and Proth, J., Supply Chain Design and Management, Academic Press.
4. Shah, J, "Supply Chain Management", Pearson.
5. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", Jaico.

Strategic Management

III SEMESTER

Course Code: MBM 304

Maximum Marks: 100

Objective:The course is designed to cover fundamental issues with regard to corporate and business strategy and the implementation and process aspect of strategic management.

Course Outcome (CO)

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

- CO1 Describe the key environment factors that impact strategy
- CO2 Distinguish between the scope and skills of strategy formulation and implementation.
- CO3 Differentiate between corporate, business and functional levels of strategy.
- CO4 Apply Balance scorecard approach to strategy implementation.

Unit 1: Introduction to strategic management- need, process and relevance, strategy formulation and implementation,

Unit 2: SWOT analysis, ETOP analysis (with special reference to Indian scenario), concept of competitive advantage,

Unit 3: Resource Based view of the firm, Mapping strengths and weakness, Porter's concept of value chain.

Unit 4: Different levels of strategy- corporate, business and functional strategies (with example), interrelationship among different level of strategy,

Unit 5: Corporate strategy- merger, acquisition, diversification, divestment., competitive and business level strategies.

Unit 6: Functional strategies- marketing, human relation, production and operation and information technology strategy.

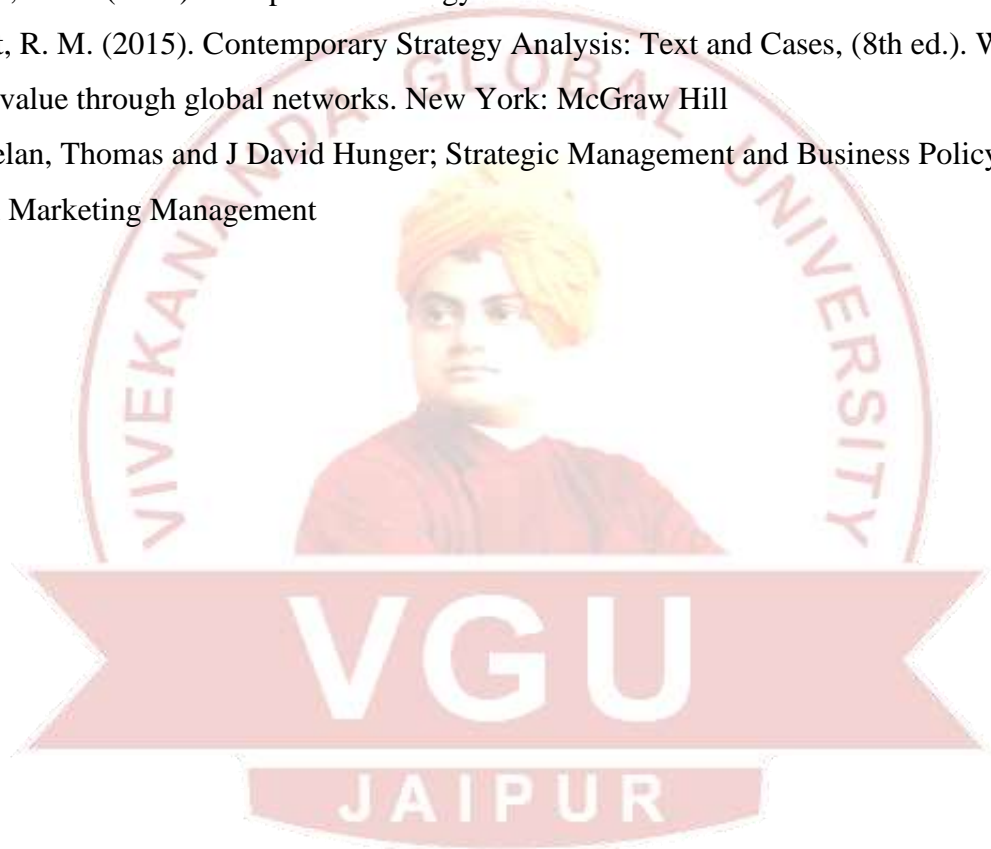
Unit 7: McKinsey 7s Framework.

Unit 8: Implementation of strategies- resources, leadership, structural and cultural implementation, use of Balance Scorecard for integration and measurement in strategy implementation (with basic strategy map)

Unit 9: Tools and Techniques used in strategic management- BCG matrix, experience curve, economic value addition of strategy, brief introduction to Global strategy.

Readings:

1. Kazmi , Azhar and Adela Kazmi; Strategic Management Mc Graw Hill, New Delhi
2. Porter, M. E. (2004). Competitive strategy. New York: Simon &Schuster.
3. Grant, R. M. (2015). Contemporary Strategy Analysis: Text and Cases, (8th ed.). Wiley created value through global networks. New York: McGraw Hill
4. Wheelan, Thomas and J David Hunger; Strategic Management and Business Policy, Pearson Marketing Management



Elective - Marketing
Consumer Behaviour

Course Code: MBM 311

Maximum Marks: 100

Objective: To familiarize the students with the various aspects of consumer decision making process.

Course Outcome (CO)

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

CO 1 Explain the concept and significance of consumer behavior apply the same in marketing decisions.

CO 2 Distinguish between different consumer behavior influences and their relationships.

CO 3 Establish the relevance of consumer behavior theories and concepts to marketing decisions.

CO 4 Gain an understand of the consumer decisions making process.

CO 5 Understand the core concept of consumer satisfaction & consumer.

UNIT 1 INTRODUCTION: Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.

UNIT 2 CONSUMER BEHAVIOR MODELS: Industrial and individual consumer behavior models - Howard- Sheth, Engel – Kollat, Webstar and wind

UNIT 3: Consumer Behavior Models – Implications of the models on marketing decisions.

UNIT 4 INFLUENCES: Internal: Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles

UNIT 5 : Consumer expectation and satisfaction. External: Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT 6 CONSUMER BEHAVIOUR DECISION: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision.

UNIT 7: Post-purchase behavior, Customer action and disposal of products, Diffusion of

Innovation.

UNIT 8 CONSUMER SATISFACTION AND CONSUMERISM: Concept of Consumer

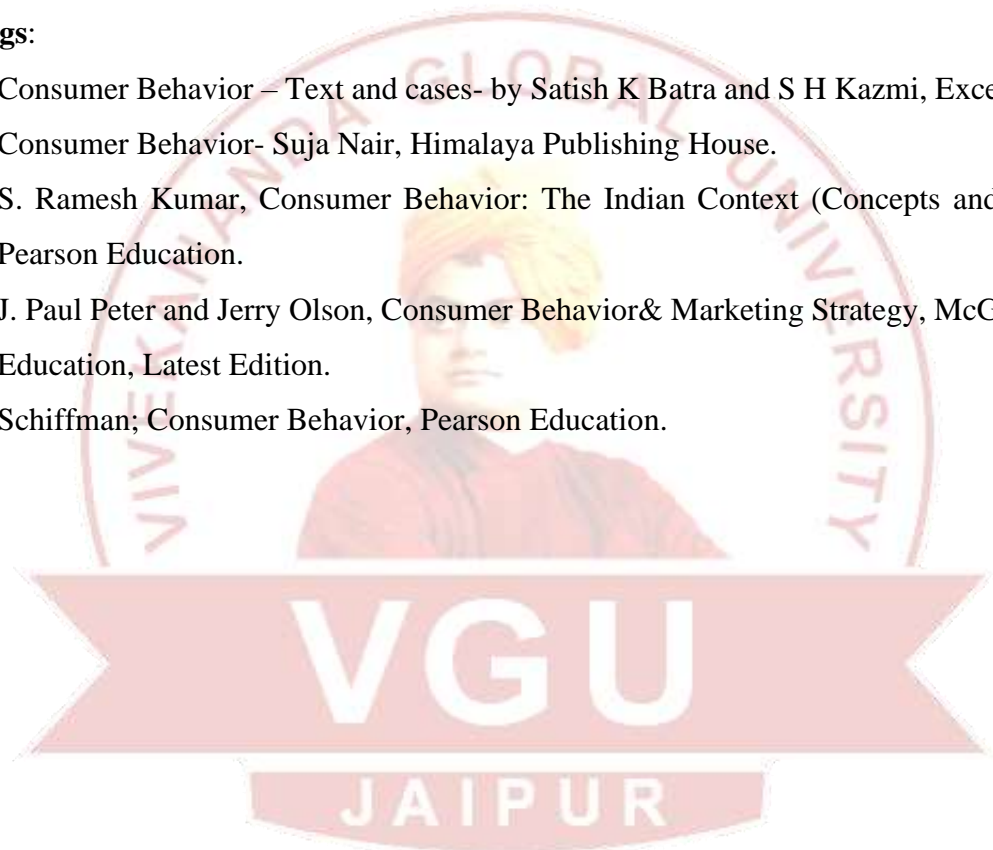
Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint.

UNIT 9 : Concept of consumerism; consumerism in India; the Indian consumer; Reasons for growth of consumerism in India; Consumer protection act.

Case studies according to the Units have to be discussed.

Readings:

1. Consumer Behavior – Text and cases- by Satish K Batra and S H Kazmi, Excel Books.
2. Consumer Behavior- Suja Nair, Himalaya Publishing House.
3. S. Ramesh Kumar, Consumer Behavior: The Indian Context (Concepts and Cases), Pearson Education.
4. J. Paul Peter and Jerry Olson, Consumer Behavior & Marketing Strategy, McGraw Hill Education, Latest Edition.
5. Schiffman; Consumer Behavior, Pearson Education.



Marketing of Services

Course Code: MBM 314

Maximum Marks: 100

Objective: This course aims at enabling students to apply service marketing concepts and principles to the unique challenges and opportunities of services to create customer value.

Course Outcome (CO)

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

CO 1 Define and classify services and knowledge of services sector growth .

CO 2 Gain in depth knowledge of services marketing mix.

CO 3 Analyze the STP in services consumption models, consumer decision process designing & managing service process.

CO 4 Identify the service quality gap & the ways to eliminate the gaps.

CO 5 Have insight on marketing of services of various service sector

Unit 1: Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

Unit 2: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services.

Unit 3: Additional dimension in services marketing – People, physical evidence and process.

Unit 4: Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behavior in Services context:

Unit 5: The three stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in service delivery.

Unit 6: Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management.

Unit 7: Gaps in Services – Quality standards, factors and solutions – The service

performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

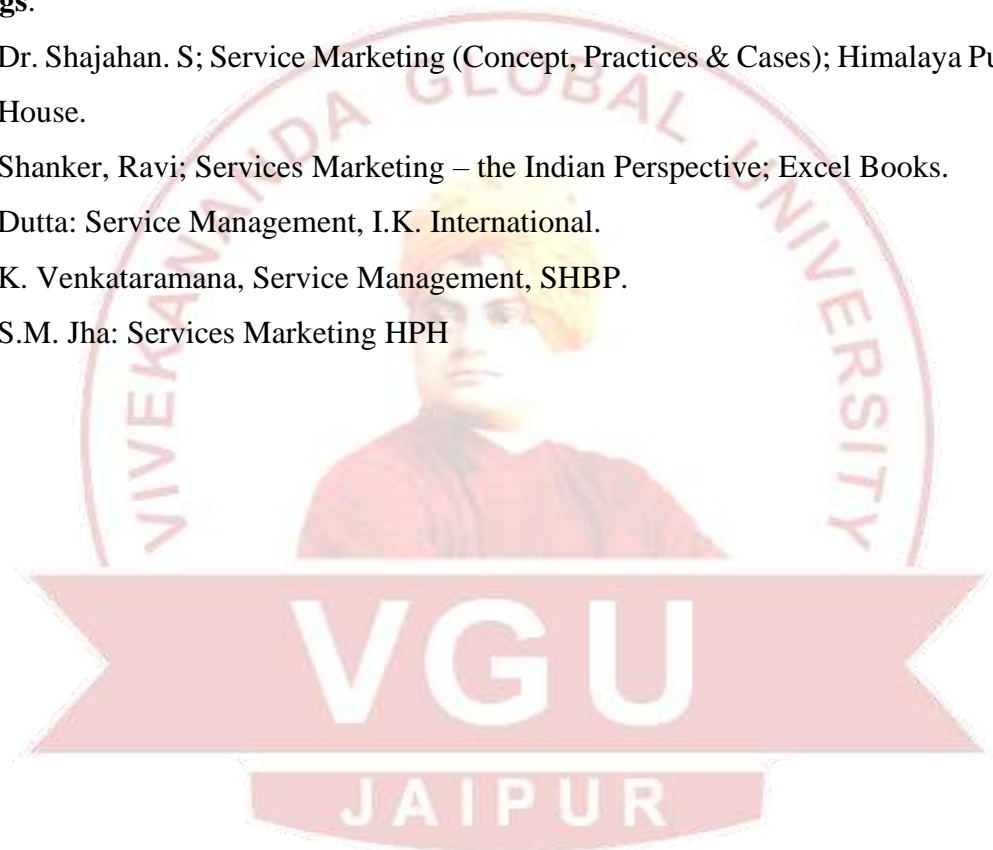
Unit 8: Marketing of Service with Special Reference to Financial Services - Health Service - Hospitality Services including travel, hotels and tourism –

Unit 9: Professional Service - Public Utility Services - Educational Services.

Case studies according to the Units have to be discussed.

Readings:

1. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House.
2. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books.
3. Dutta: Service Management, I.K. International.
4. K. Venkataramana, Service Management, SHBP.
5. S.M. Jha: Services Marketing HPH



Integrated Marketing Communication

Course Code: MBM 315

Maximum Marks: 100

Objective: To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach.

Course Outcome (CO)

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

CO 1 Understand the role of IMC and advertising in marketing process.

CO 2 Elaborate the advertising budgeting methods and functions types of advertising agency.

CO 3 Showcase creativity in advertising and understand the media planning & scheduling process

CO 4 To understand the the scope and role of sales promotion and Personalselling in IMC.

CO 5 Understand the ways & importance to monitor, evaluate and control the promotional programs

Unit 1: Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools,

Unit 2: Models of consumer responses. Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.

Unit 3: Advertising budgeting methods Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client- agency relationship.

Unit 4: Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, Layout-Functions and Types.

Unit 5 : Media planning & Scheduling: Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix -print, Broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Media Scheduling.

Unit 6: Sales-promotion objectives, Tools of sales promotion, designing the sales promotion

program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process. Event, Key elements of Events and Sponsorship.

Unit 7: Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing -Meaning, Components.

Unit 8: Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program

Unit 9 : Evaluating the social, ethical and economic aspects of advertising and promotion.

Case studies according to the Units have to be discussed.

Readings:

1. JaishriJethwaney& Shruti Jain, Advertising Management, Oxford University Press, New Delhi.
2. Rajeev Batra, John H. Myers and David A. Aaker, Advertising Management, Pearson Education.
3. K. C. Sethia& S. A. Chunawala , Foundations of Advertising Theory & Practice, Himalaya Publishing House, Mumbai, Latest Edition.
4. George E. Belch & Michael A. Belch, Advertising and Promotion, Tata McGraw Hill Publishing Ltd, Latest Edition
5. Sonatakki, Advertising, Kalyani Publishers

Sales Distribution and Logistics Management

Course Code: MBM 316

Maximum marks: 100

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Course Outcome (CO)

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

- CO1 Understand the role of IMC and advertising in marketing
- CO 2 Elaborate the advertising budgeting methods and
- CO 3 Design the strategies to the managers sales force effectively.
- CO 4 Understand the fundamental of distribution management
- CO 5 Gain and understanding of physical distribution & logistics management

Unit 1: Introduction: Sales Management, Process, Role of Sales Manager, Qualities of a Successful Salesman. Concept of Personal Selling:

Unit 2: Sales Management and Salesmanship, Process of Personal Selling. Buyer Seller Dyad

Unit 3 Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential,

Unit 4: Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

Unit 5: Sales Force Management: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force.

Unit 6: Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluating the sales force performance.

Unit 7 Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels.

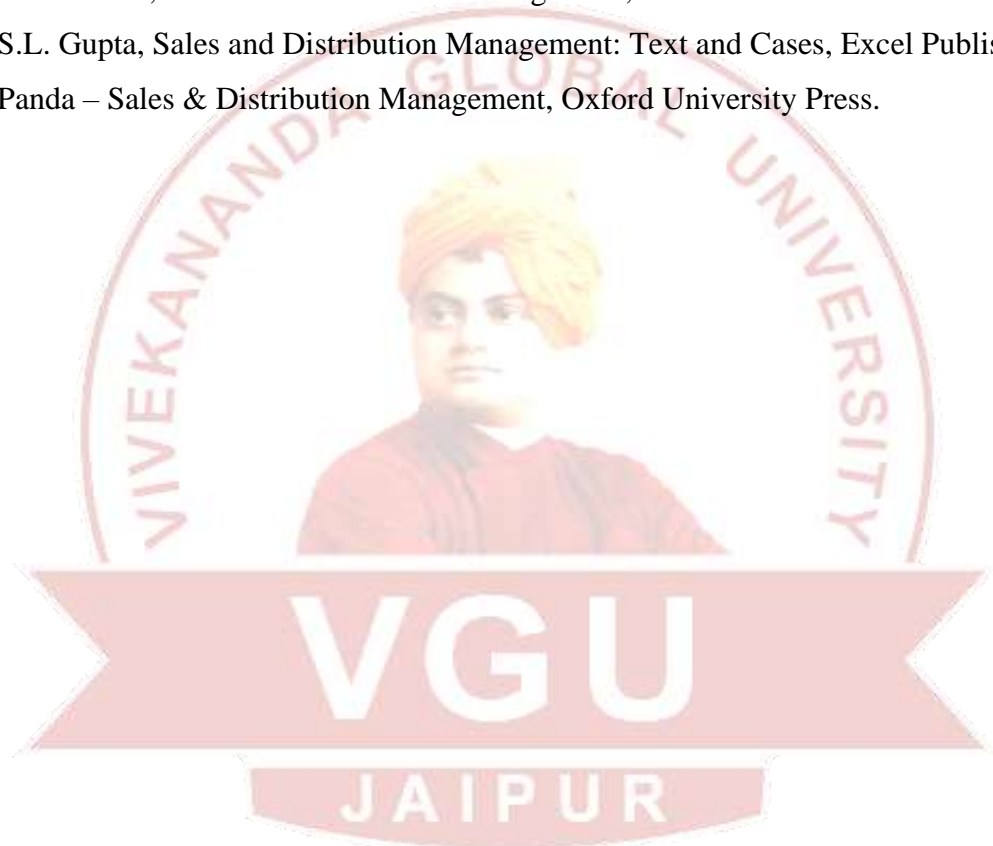
Unit 8: Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.

Unit 9: Physical Distribution Management: Components of Physical Distribution - Transportation, Warehousing and Inventory Control System, IT and Logistics Management

Case studies according to the Units have to be discussed.

Readings:

1. Still, Richard R.; Cundiff, Edward W.; Govoni, Norman A. P, Sales Management: Decisions, Strategies, and Cases, Prentice Hall.
2. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.
3. Aftab Alam, Sales and Distribution Management, Wisdom Publication
4. S.L. Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
5. Panda – Sales & Distribution Management, Oxford University Press.



Elective- Human Resource Management
Employee Legislation & Compensation

Course code: MBM 321

Maximum Marks: 100

Objective: To familiarize the students with the understanding and provisions of employee laws and basic concepts of compensations.

Course Outcome (CO)

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

- CO 1 Gain a broad intellectual understanding of labor law & role of ILO.
- CO 2 Understand the industrial and compensation legislation
- CO 3 Learn the legal factors that do--and ought to--justify statutory, contractual, and common law interference with employment.
- CO 4 Gain an understanding of labor legislation & policies.
- CO 5 Learn the compensation system and wages policy

Unit 1 Evolution of Labor Legislation: History of labor movement in India, Indian Constitution and Labor Law, Approaches to enforcement of Labor Law, Labor Commissions and their recommendations, International Labor Organization (ILO) and its role.

Unit 2 Industrial Legislations: Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute act, 1947.

Unit 3: Compensation Legislations: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Workmen's Compensation Act, 1923.

Unit 4 Social Security Legislations: Employee's State Insurance Act, 1948, Employees Provident Fund (and Miscellaneous Provisions) Act, 1952,

Unit 5: Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Child Labor (Prohibition & Regulation) Act, 1986.

Unit 6 Labor Legislations and Policies: The Factories Act, 1948 – Objective of the Act,

Inspecting staff, health, safety, and welfare measures, working hours and employment of adults, annual leave with wages, special provisions, penalties and procedures,

Unit 7 ; Contract Labor (Regulation and Abolition) Act, 1970, Shop and Establishment Act, Emerging issues and future trends in labor policies.

Unit 8 Introduction to Compensation: Meaning, components, types - Job based and Skill based approaches, Characteristics of an ideal compensation system, factors affecting compensation, designing a compensation plan, equity in compensation management,

Unit 9 : job evaluation process and its methods, concept of wages, wage policy in India, compensation of special groups. Economic theories of wages; Benefits and Incentive plans; Executive compensation

Case studies according to the Units have to be discussed.

Readings:

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
3. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi
4. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
5. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi

Strategic Human Resource Management

Course code: MBM 325

Maximum Marks: 100

Objective: To give an overall idea about different strategic options available with an organisation and how strategic human resource management plays a key role in decision making.

Course Outcome (CO)

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

CO 1 Understand concept of strategic Human Resource Management with respect to global environment.

CO 2 Learn about recruitment and retainment strategies adopted by an organization.

CO 3 Understand about framing of good compensation and reward strategies for an organization.

CO 4 Understand all kind of retirement & retrenchment strategies.

CO 5 Learn about the human aspects of strategies implementation in organization.

Unit 1 Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity,

Unit 2: Demographic Changes, Temporary and Contract Labor, Global Environment, International Labor Standards, Changed Role of HR in Organizations

Unit 3 Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting & Performance Management Strategies:

Unit 4 : Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance.

Unit 5: Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation,

Unit 6 : Training & Development Strategies: Cross- cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

Unit 7: Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing,

Employee Leasing, Separation Benefits e.g. VRS/CRS

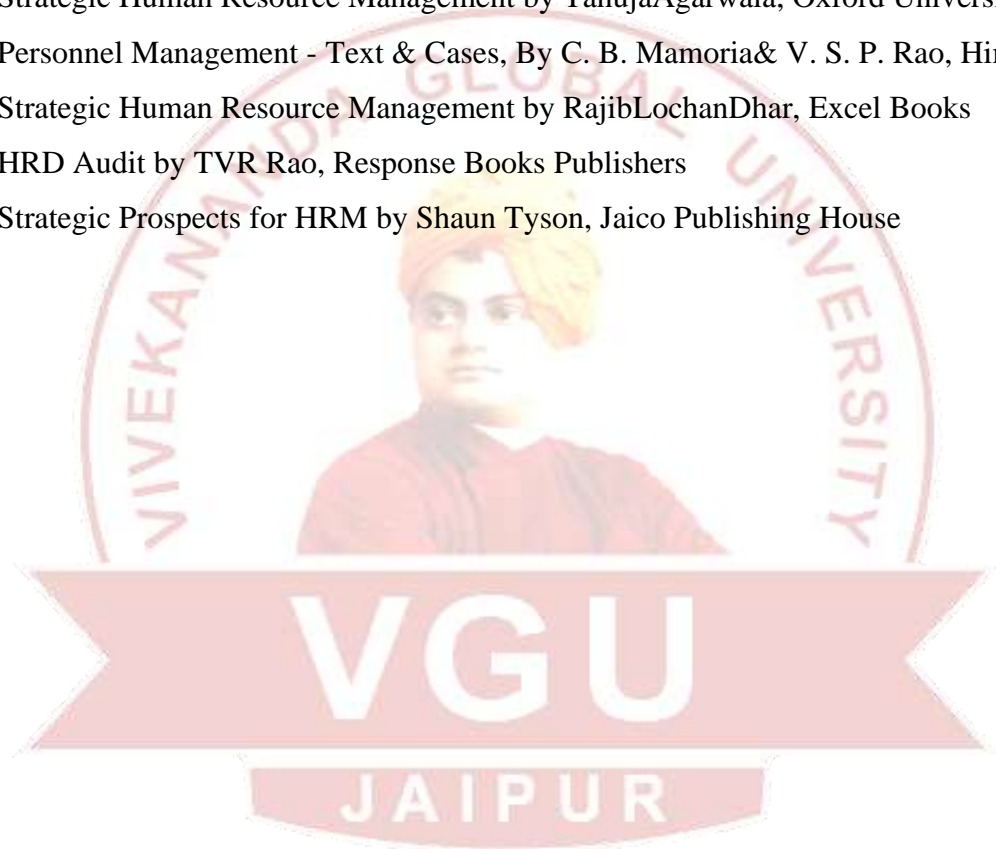
Unit 8: Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict,

Unit 9 : Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

Case studies according to the Units have to be discussed.

Readings:

1. Strategic Human Resource Management by TanujaAgarwala, Oxford University Press
2. Personnel Management - Text & Cases, By C. B. Mamoria& V. S. P. Rao, Himalaya
3. Strategic Human Resource Management by RajibLochanDhar, Excel Books
4. HRD Audit by TVR Rao, Response Books Publishers
5. Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House



Training and Development

Course code: MBM 323

Maximum Marks: 100

Objective: To familiarize the students with the function of training and development and create understanding of the need, importance and implementation of training for the effectiveness of the training,

Course Outcome (CO)

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

CO 1 Analyze the role of training & development in HRM

CO 2 Design the training program as per the need

CO 3 Understand the various training methods & techniques for conducting effective training programs.

CO 4 Evaluate the training program and understand the emerging trends and new perspective on training.

CO 5 Understand the concept & strategies barriers, framework of HRD.

Unit 1 Introduction to Training: concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function;

Unit 2: Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit 3: Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles;

Unit 4: training climate and pedagogy; developing training Units; Training aids

Unit 5: Training methods and techniques: role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

Unit 6 Evaluation of training: need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

Unit 7 : emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

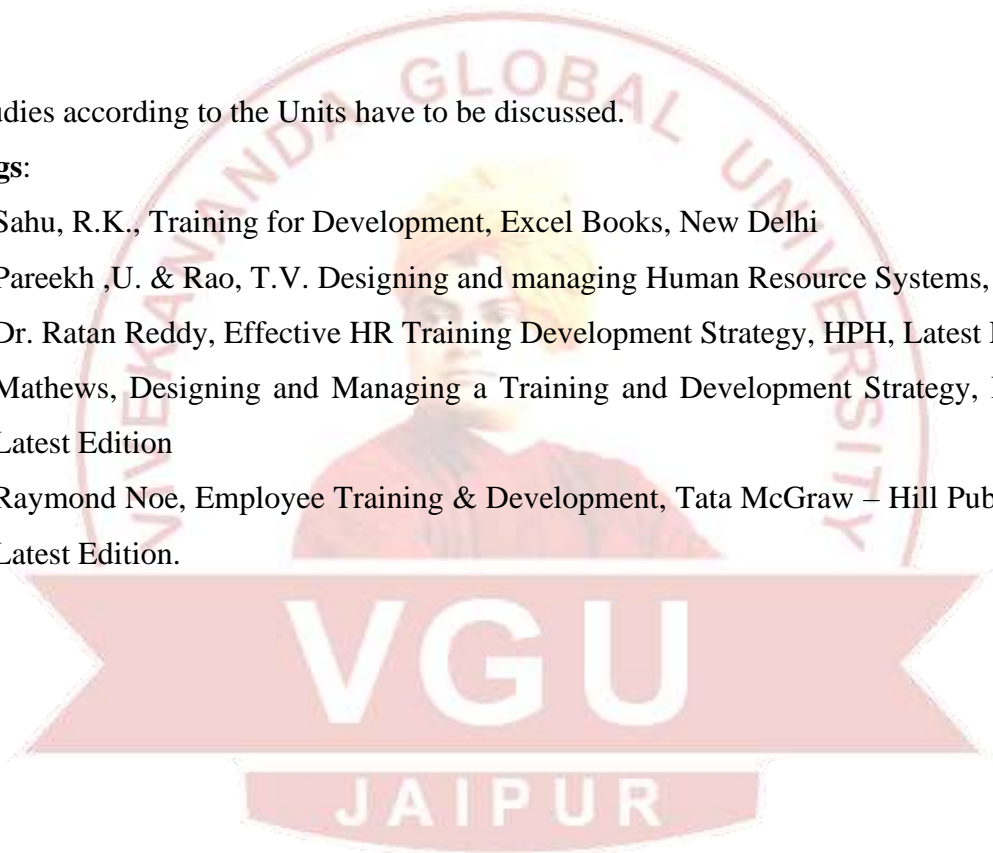
Unit 8 Human Resource Development: Conceptual Framework, Issues in HRD, HRD Multidimensional and New Concept, Objects of HRD, HRD and HRM, Agents of HRD, Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers, Frame-work of HRD.

Unit 9: Executive – Development. Career Advancement, Career Planning, Succession Planning and Counselling, Feedback. HRD in India-Recent Scenario, HRD in Different Sectors.

Case studies according to the Units have to be discussed.

Readings:

1. Sahu, R.K., Training for Development, Excel Books, New Delhi
2. Pareekh ,U. & Rao, T.V. Designing and managing Human Resource Systems, Oxford.
3. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, Latest Edition.
4. Mathews, Designing and Managing a Training and Development Strategy, Pearson, Latest Edition
5. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, Latest Edition.



Performance Management and Talent Retention

Course code: MBM 324

Maximum Marks: 100

Objective: The Main objective of the course is to offer an understanding of various approaches to measure performance and facilitates studying different methods of performance appraisal.

Course Outcome (CO)

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

CO1 Define the concept of performance management and outline its role in contemporary organizations.

CO2. Explain the importance of the performance management system in enhancing employee performance

CO3 Design and implemented the performance management project.

CO4 Compare and contest the different performance management techniques.

CO5 Design the talent retention strategies.

Unit 1 Fundamentals of Performance Management: Concept, essence, scope, need for performance management as a system, principles, Performance Management vs. Performance Appraisal,

Unit 2: performance management process, performance management and strategic planning linkages, performance and potential management

Unit 3 Performance Measurement: Managing for results, managing behaviour, managing competencies, conducting performance reviews

Unit 4 Designing and Implementing Performance Management Process: Performance Planning, defining objectives and performance standards,

Unit 5: defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Unit 6: Key Issues: 360o feedback, feedback, counselling and coaching, strategy maps and

balance score card, management team performance,

Unit 7: managing organizational performance, performance management and pay, performance management training, evaluating performance management

Unit 8: Talent Retention: Cost and consequences of talent departure, diagnosing causes of talent departure,

Unit 9: measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

Case studies according to the Units have to be discussed.

Readings:

1. Michael. Armstrong, Performance Management, Kogan Page, Latest Edition.
2. Chadha. P., Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd. , Latest Edition
3. Robert Bacal, Performance Management, McGraw-Hill Education, T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, Response Books, Latest Edition.
4. Adrian Thornhill, Phil Lewis, et. all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, Latest Edition
5. Trivedi, Human Resource Development, Oxford & IBM Publishing.

Elective - Financial Management
Principal and Practices of Banking

Course Code: MBM 331

Maximum Marks: 100

Objective: The objective of the course is to develop the skills required for understanding India's most challenging and important financial sector. Principles and practices of banking subject will enable the management student to have an insight to the core service sector and how it works.

Course Outcome (CO)

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

CO 1 Understand the evolution banking system

CO 2 Gain knowledge of regulatory framework of banking.

CO 3 Understand the operation in banks

CO 4 Gain insight about the customer relationship management in banking industry.

CO5 Analyze the role of rural banking and micro-finance institution in india.

Unit 1: Principles and Practices of Banking: An introduction to Indian Banking System: overview and its segmentation, Financial System: Overview and Recent developments in Indian Financial System.

Unit 2: Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, and Foreign banks, Introduction and Features of Co-operative Banks, Source of funds and use of funds.

Unit 3: Regulatory Framework of Banking: RBI Act 1934: Functions of RBI, Tools for Monetary Control-CRR, SLR, Bank Rate, REPO rate, Reverse REPO Rate. Monetary Policy. Basel Norms: Basel I, Principles of Capital Adequacy, Drawbacks of Basel I, Basel II, Objective of Basel II, Three pillars of Basel II, Basel III. SEBI: Introduction and Functions of the Board.

Unit 4: Retail banking products - Accounts: Types of Customer Accounts, Procedure for opening an account. Loans and Advances: Principles of lending, Different types of loans.

Unit 5 : Introduction to e-Banking: Origin of e- Banking, Significance. Products and services

in E- Banking: Internet banking, Mobile banking. Electronic payment systems in Banks:
Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS and IMPS. Latest trends
in e-banking and Constraints

Unit 6: Customer Relationship Management in Banking Perspective: Customer relationship
management: Concept and Objectives,

Unit 7: Importance and Need of Customer Relationship Management, CRM Success Factors,
Models of CRM, Relevance in banking.

Unit 8: Rural Banking: An introduction, Rural Banking System in India, Financial Inclusion
and RBI Policy. Microfinance: Trends, Issues & Challenges,

Unit 9: Microfinance Institutions in India and Small Finance banks.

Case studies according to the Units have to be discussed.

Readings:

1. M.N. Gopinath: Banking Principles and Operations, Snowwhite Publications.
2. J.N. Jain & R.K. Jain: Modern Banking and Insurance, Regal Publications
3. K.P.M. Sundaram and P.N. Varshney: Banking Theory Law and Practice, Sultan Chand
and Sons.
4. Vasanth Desai: Indian Banking, Nature and Problems, Himalaya Publications House.
5. U.C. Patnaik: Rural Banking in India, Anmol Publications.

Management of Financial Services

Course code: MBM-332

Max Marks: 100

Objective: The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.

Course Outcome (CO)

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

CO 1 Understand the various types of financial services

CO 2 Demonstrate the function of merchant banking.

CO 3 Know the role of venture capital.

CO 4 Get aware of credit rating agencies.

CO 5 Gain the knowledge of mutual funds & insurance

Unit 1: Financial Services: Concept, Nature and Scope of Financial Services. Financial Markets: Capital Markets and Money Markets and Financial Instruments.

Unit 2: Issue Management: Concept, Categories of securities issue: Right Issue, Public Issue: Private Placement and its features, Prospectus, IPOs / Offer for sales,

Unit 3: Pricing of issue, Book Building, Allotment Procedure, Green shoe Option. Underwriting and concept of Merchant Banking.

Unit 4: Venture Capital –Concepts and Types, Growth of Venture Capital in India – Financing Pattern under Venture Capital.

Unit 5: Lease financing: Concepts and Type, Advantages and Limitations, Financial Lease Evaluation. Hire purchasing,

Unit 6: Factoring, Forfeiting and Bill Discounting, Credit Rating: Meaning,

Unit 7 :Functions – Debt Rating System of CRISIL, ICRA and CARE.

Unit 8 Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Role of AMFI.

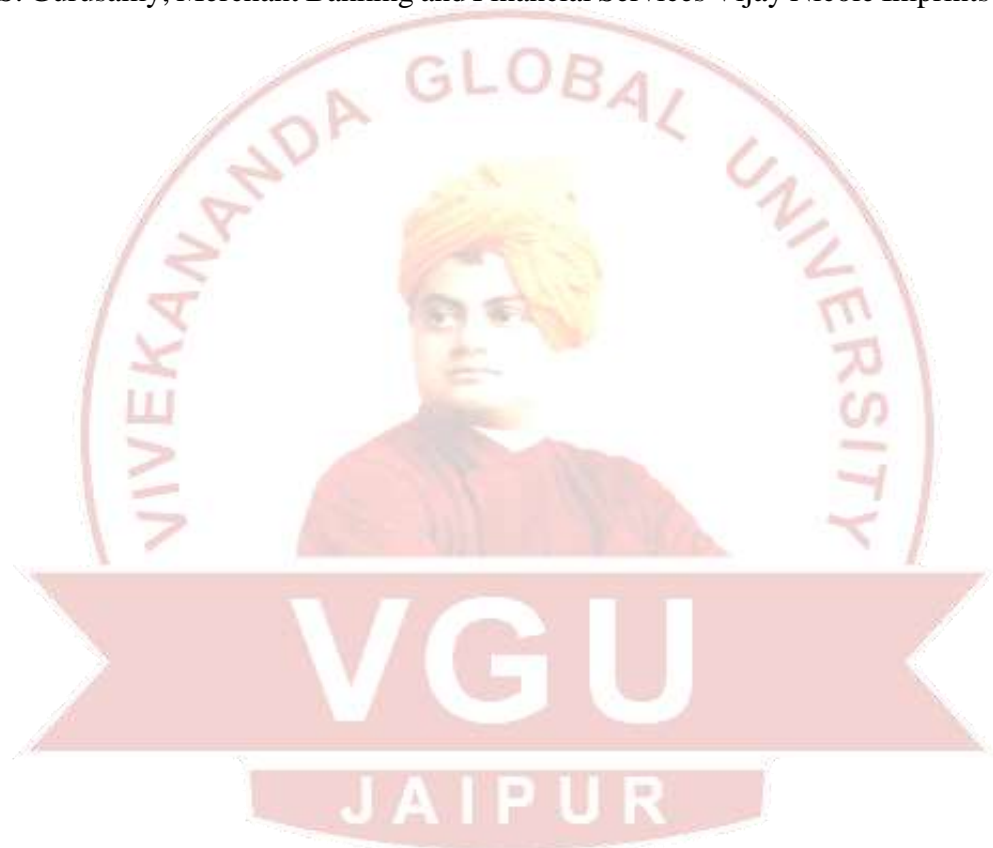
Unit 9: Debt Securitisation – Concept and Application, Loans offering by Non-Banking

financial Institutions, Insurance: Concept, Purpose and need of insurance, insurance contracts. Type of Insurance: Life Insurance and General Insurance.

Case studies according to the Units have to be discussed.

Readings:

1. Gordon &Natarajan, Financial Markets and Services, Himalaya publishing.
2. Khan M.Y, Financial services, McGraw Hill.
3. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi
4. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
5. S. Gurusamy, Merchant Banking and Financial Services Vijay Nicole Imprints Pvt. Ltd.



Financial Innovations and Risk Management

Course Code: MBM 333

Maximum Marks: 100

Objective: At the end of the course, students are expected to have learnt the risk faced by corporates and how derivatives are applied to manage risk.

Course Outcome (CO)

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

CO 1 Student will understand the tools of financial engineering

CO 2 Gain the knowledge of various forms of corporate structuring.

CO 3 Understand the basic concept of concept of derivative and types of derivative instrument.

CO 4 To know the basic technique for the valuation of derivative instruments.

CO 5 Demonstrate the various techniques of heading risk.

Unit 1 Introduction to Financial Engineering: Factors, tools-conceptual-Risk and return analysis,

Unit 2: interest rates, speculation, arbitrage; physical, Zero coupon securities, CMOs, Asset backed securities, Hybrid securities

Unit 3 Corporate restructuring: Expansion, selloffs, changes in ownership and control- Mergers, takeover, divestitures, spinoff and split-ups, going public, LBO, Buyback, joint ventures.

Unit 4 Introduction to Derivative: Types, Participants in a Derivative market, Understanding Index and Beta, Forward - contract and their limitations,

Unit 5: Introduction to Futures, distinction between futures and forwards, Future terminology, Future payoffs,

Unit 6 Options and Swaps: concept, terminology, types-put & call, covered & uncovered, interest rate options,

Unit 7 : Currency options, option Greeks-Beta, Gamma, Vega, Theta, Rho, comparison between options and futures, Concept, Features, types- interest rate swap, currency swap,

swap options.

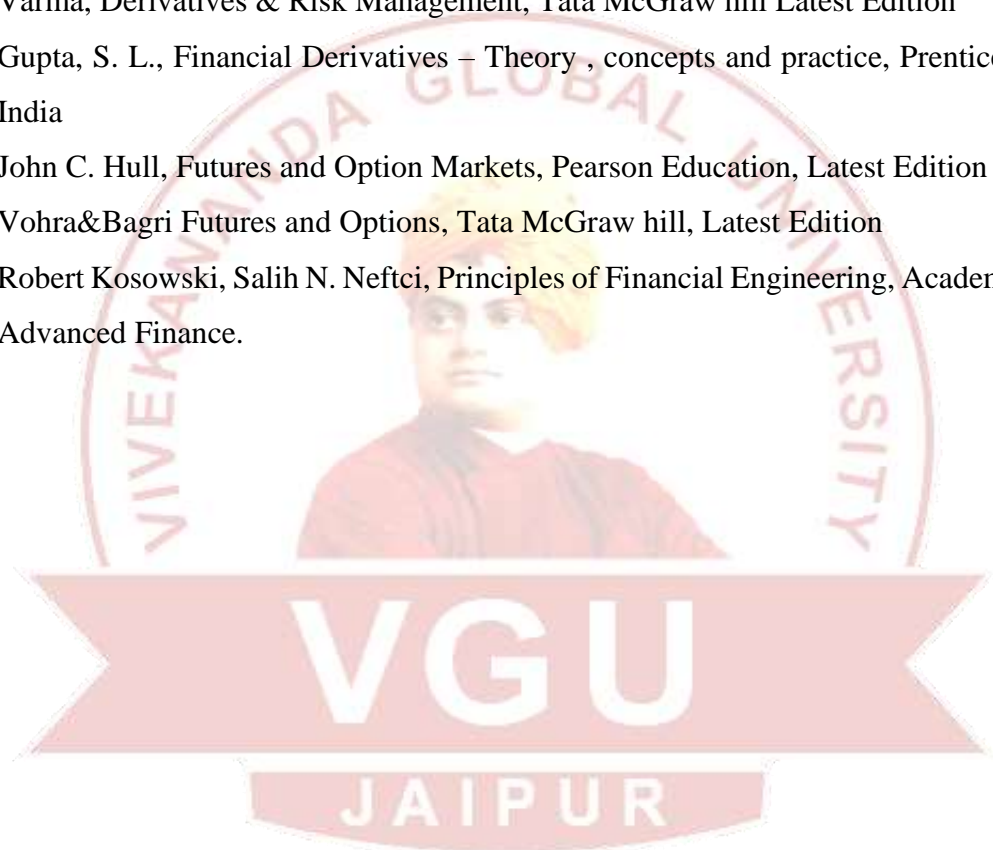
Unit 8 Corporate risk management: components of corporate risk, Hedging risk- Classes of hedging techniques-natural, synthetic,

Unit 9: application of derivatives-hedging through index futures, hedging through options, Trading mechanism, clearing and settlement.

Case studies according to the Units have to be discussed.

Readings:

1. Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
2. Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
3. John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition
4. Vohra&Bagri Futures and Options, Tata McGraw hill, Latest Edition
5. Robert Kosowski, Salih N. Neftci, Principles of Financial Engineering, Academic Press Advanced Finance.



Security Market and Portfolio Management

Course Code: MBM 334

Max Marks: 100

Objective: The aim of this course is to understand the securities market mechanism, and to analyze various investment products. It tries to equip students with various financial innovation-taking place in the market and their implications.

Course Outcome (CO)

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

CO 1 Describe the basics of different investment avenues.

CO 2 Classify various financial market and in functions.

CO 3 Practice the tools and technique of security analysis.

CO 4 Analyze the securities performance using various valuation model.

CO 5 Gain the insight of selection and evaluation of portfolio.

Unit 1: Overview of Securities market: Concept of Savings and Investments, Investment alternatives, security market in India-primary and secondary market, participants in securities market.

Unit 2 Primary and Secondary Market - Public issue, right issue, Private placement; Basic of Stocks; Different Types of Stocks; National Stock Exchange;

Unit 3: Trading and settlement; Development of Securities Market in India; SEBI and its Role in Primary and Secondary Market; SEBI and its Functions; a Case Study on OTCBB Analysis and Valuation of Debt and Equity.

Unit 4 Security analysis- Security Analysis and Valuation: Fundamental and Technical Analysis Stock Prices Change; its Causes; Effect of Macroeconomics

Unit 5: Variable on Stock Market; Basics and usefulness of Technical Analysis and Fundamental Analysis; Industry and Company Analysis; Difference between Technical and Fundamental Analysis.

Unit 6 Portfolio Management: Concept; Relation between Risk and Return Portfolio return and risk, CAPM, Calculation of Portfolio risk, Diversification of Portfolio risk, Efficient Frontier,

Unit 7 : Optimal Portfolio Pricing Model; its Valuation and Validity; Markowitz Portfolio

Selection Model. Case Study: Nations Bank- Valuation: Stock Valuation: the Gordon Growth Model; Portfolio Evaluation; Case Study: Vanguard - Mutual Funds and Taxes.

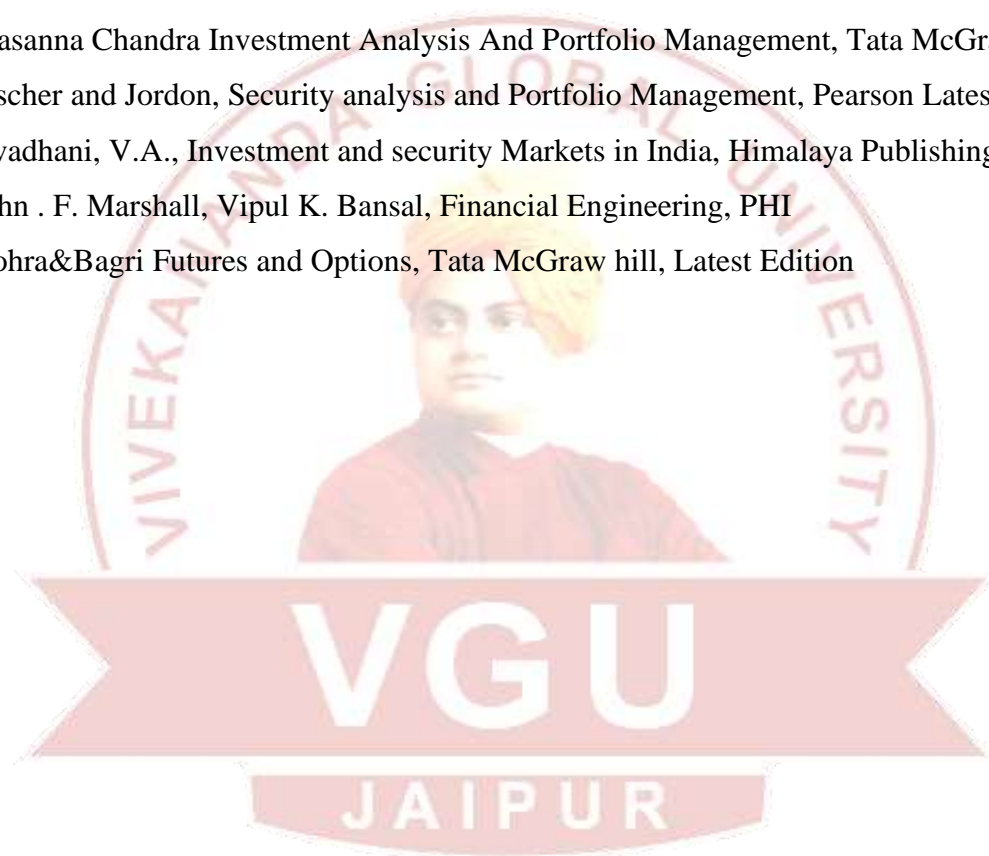
Unit 8 Implementation and review-selection of securities, portfolio execution, revision and performance evaluation, Treynor, Sharpe, Jensen and Information Ratio Performance Measures.

Unit 9:Application of Portfolio Performance Measures. Factors affecting the use of Performance Measures

Case studies according to the Units have to be discussed.

Readings:

1. Prasanna Chandra Investment Analysis And Portfolio Management, Tata McGraw Hill.
2. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition
3. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House
4. John . F. Marshall, Vipul K. Bansal, Financial Engineering, PHI
5. Vohra&Bagri Futures and Options, Tata McGraw hill, Latest Edition



Elective- Information Technology Management
Enterprise Resource Management

Maximum Marks: 100

Objective: To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

Course Outcomes (CO)

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

- CO1 Explore evolution and dimensions of ERP and Related Technologies.
- CO2 Analyze steps and activities in the ERP Units and life cycle.
- CO3 Explore and apply contemporary Trends in ERP.
- CO4 Create reengineered business processes for successful ERP implementation.
- CO5 Develop Enterprise Resource Management systems.

Unit 1: Overview of ERP

Introduction - Evolution of ERP - Various Units of ERP - Definition of ERP - ERP Characteristics - Need of ERP - Advantages of ERP - Disadvantages of ERP - Benefit of ERP - ERP Architecture

Unit 2: ERP and related technologies - I

Introduction to ERP related technologies - Business Process Re-Engineering (BPR) - Management Information System (MIS) - Decision Support System (DSS) - Executive Support System (ESS) - Data Warehouse - Data Mining

Unit 3: ERP and related technologies - II

On-Line Analytical Processing (OLAP) - Supply Chain Management (SCM) - Customer Relationship Management (CRM) - Extended ERP (ERP-II) - BI and ER

Unit 4: ERP Units

ERP Units - Operating Systems for ERP - ERP Financial Unit - ERP Unit for Production Planning, Control and Management - ERP Unit for Sales and Distribution - ERP Unit for Human Resource Management - ERP Unit for Inventory Control System - ERP Units for Materials Management - ERP-Quality Management

Unit 5: ERP Vendors

ERP Market - SAP AG - BAAN COMPANY - ORACLE CORPORATION - PEOPLESOFT - J.D. Edwards - WORLD SOLUTIONS COMPANY - SYSTEM SOFTWARE ASSOCIATES, INC. (SSA) - QAD - A COMPARATIVE ASSESSMENT AND SELECTION OF ERP PACKAGES AND UNITS - VENDOR APPROACHES TO OWNERSHIP EXPERIENCE - Comparison of current ERP Vendors - Comparison of current ERP Packages - Disadvantages of Non-ERP system

Unit 6: ERP Implementation life cycle

Introduction to ERP Implementation Life Cycle - Successful Project Implementation factors - The Project Life Cycle - ERP Implementation Life Cycle - Issues in Implementing ERP Packages - Implementation is not satisfactory reasons - Pre-Evaluation Screening - Package Evaluation - The selection criteria - Finally, selection

Unit 7: Project Planning phase in ERP

Project Planning Phase - Software Selection Process - GAP ANALYSIS - CONFIGURATION - Significance of ERP Implementation - Team Training - TESTING - Fitting - Tooling - END-USER TRAINING - In-House Implementation - Pros and Cons of in-house implementation - Risk / Failure factors in ERP Implementation - Performing a Security Risk Assessment - Pitfalls/Lessons Learned

Unit 8: Contemporary trends in ERP

Salient Features of ERP - E-Procurement - E-Logistics - Internet Auctions - Web Enabling - E-Commerce - Wireless ERP - Cloud ERP - Service-Oriented Architecture (SOA)

Unit 9: Case studies in ERP

ERP Post-Implementation Activities - Case Studies of ERP - ERP customization

Readings:

1. ERP Demystified by Alexis Leon
2. Modern ERP by Marianne Bradford
3. Enterprise Resource Planning by Mary Sumner
4. How to Select Your ERP Without Losing Your Mind by Andy Pratico
5. Concepts in Enterprise Resource Planning Concepts by Bret Wagne

Maximum Marks: 100

Objective: To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

Course Outcomes (CO)

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

- CO1 Understand database concepts and structures, query language and ER model.
- CO2 Apply various Normalization techniques.
- CO3 Execute various advance SQL queries related to Transaction Processing & Locking.
- CO4 Adapt the principles of storage structure and recovery management.
- CO5 Design industry required Database Management Systems.

Unit 1: Basic concepts

Database and Database Users - Database Designer - Application Programmer - End users - Conventional File system vs DBMS - Characteristics of DBMS - DBMS Utilities - Limitations of DBMS - Database schemas and instances: - DBMS Architecture - Query Processor Components - Storage Manager Components - Data Structures - Data Independence

Unit 2: Database design using ER model and relational model

Data Models - ER model for conceptual Design - Relationships, Relationship sets - Mapping Cardinalities - Types of keys - ER -Diagram
Relational Data Model - Relational Algebra - SQL- A Relational Database Language - Indexing - Views - Security in SQL - Triggers

Unit 3: Conventional database design

Network Data Models and IDMS Systems - Hierarchical Data model

Unit 4: Relational database design

Introduction - Functional Dependency - Undesirable Properties of a Bad Database Design - E.F. Codd's rules - Steps followed by Application Developer - Normalization process - Denormalization - Lossless Joins - Decompositions

Unit 5: Storage and file structure

Introduction - Overview of physical storage media - Magnetic Disks - RAID - Tertiary Storage -

Storage Access - File Organization - Organization of records in Files - Data Dictionary Storage - Factors Used for Evaluation of the Above Techniques

Unit 6: Transaction and concurrency control

Concept of transaction - Properties of transaction - State of transaction - Implementation of atomicity and durability - Concurrent execution - Concurrency control technique - Concurrency control

Unit 7: Crash recovery and backup

Why recovery is needed - Storage structure - Recovery and atomicity - Failure with loss of non-volatile storage - Recovery from catastrophic failure - Remote backup system

Unit 8: Security and privacy

Introduction - Discretionary access control method - Mandatory access control method - Uses of views in security enforcement - Overview of encryption technique for database - Statistical database security

Unit 9: No-SQL databases

A relational Database Management System - NoSQL Emerged from a need - What is NoSQL?

Readings:

1. Database System Concepts, by Silberschatz, Sudarshan, and Korth
2. Database Management Systems by Raghuram Ramakrishnan, and Johannes Gehrke
3. Concepts of Database Management System by Shaifali Naik
4. Database Management Systems: Complete Practical Approach by Sharad Maheshwari
5. Database Management Systems (DBMS) by Chopra Rajiv

System Analysis & Design

Maximum Marks: 100

Course Outcomes

CO 1. A firm basis for understanding the life cycle of a systems development project;

CO 2. An understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project;

CO 3. An understanding of the ways in which an analyst's interaction with system sponsors and users play a part in information systems development;

CO 4. Experience in developing information systems models;

Unit 1: System Concepts and Information Systems Environment

Structure: Introduction - System analysis - System design - System - Delineating Systems - Products and Tools - Analytical Representation of a System - Types of Systems - Characteristics of system - System models - Categories of information - Transaction processing system - Management information system - Decision support systems - Systems that require Engineering - System Engineering

Unit 2: System Development Life Cycle

Structure: Introduction - Phases of SDLC - Life cycle of System analysis and design - Determination of System's Requirements - System/Software Design Phase In SDLC: - Development of Software: Coding Stage/Phase In SDLC: - System testing - SDLC: Implementation and Maintenance in Software Life Cycle - Error Distribution with Phases in Software Development Life Cycles - System analyst - Different types of SDLC - Summary - Self-Assessment Questions

Unit 3: System Planning and Initial Investigation

Structure: Requirements determination - Structured analysis - Structured analysis tools - Summary - Self-Assessment Questions

Unit 4: Information Gathering Techniques

Structure: Introduction - Interviewing - Questionnaires - Review of Records - Procedures and Forms - Observation - Joint Application Development - Secondary research or background reading - Summary - Self-Assessment Questions

Unit 5: Tools of Structured Analysis

Structure: Data flow diagrams - Context diagram - Data Dictionary - Decision Trees - Decision Tables - Structured English - Pseudo code - Guidelines for selecting appropriate tools - Summary - Self-Assessment Questions

Unit 6: System Design

Structure: System Design - Types of system Design - File organization - File access - Types of files used in an Organizational system - Documentation control - Types of documentation - Design strategies - Structured design - Modularization - Structured charts - Factors affecting system complexity - Summary - Self-Assessment Questions

Unit 7: Forms and Report Design

Structure: Input Design - Output design - Forms design - Testing and quality assurance - Quality assurance - Summary - Self-Assessment Questions , Structure: Introduction - Training - Training methods - Conversation - Post Implementation Evaluation Review - System Maintenance / Enhancement - Summary - Self-Assessment Questions

Unit 8: CASE Tools for System Development

Structure: Introduction - CASE Tools - Components of CASE tool - Scope of CASE tools - CASE Tool Types - Summary - Self-Assessment Questions , Audit and Security of Computer System Structure: System audit - Security - Computer security - Summary - Self-Assessment Questions

Unit 9: Management Information System

Structure: Introduction - Objectives of MIS - Characteristics of MIS - Characteristics of Computer MIS - Nature and scope of MIS - Transaction processing system - Management Information system - Decision support system - Summary - Self-Assessment Questions

Readings

Essentials of Systems Analysis and Design. Author: Valacich; Edition: 6th; ISBN: 9780133546231

Networking Concepts

Maximum Marks: 100

Course Outcomes

CO1 Recognize computer networks.

CO2 List computer network topologies.

CO3 Explain each computer network topology physically or logically.

CO4 List required hardware to constitute computer network.

Unit 1: Basic Concepts

Structure: Introduction - Data Processing - Data Communication - Computer Network - Network Architecture - Network Application - Internetwork - Protocol Standard - Network - Distributed Processing - Network Criteria

Unit 2: Performance - Reliability - Security - Properties of Good Network - Physical Structure - Type of Connection - Topology - Bus Topology - Ring Topology - Star Topology - Tree Topology - Mesh Topology - Hybrid Topology - Transmission Modes - Simplex Mode - Half Duplex Mode - Full Duplex Mode - Computer Network Types - Personal Area Network (PAN) - Local Area Network (LAN) - Metropolitan Area Network (MAN) - Wide Area Network (WAN) - Summary - Self-Assessment Questions

Unit 3: The OSI Reference Model

Structure: Introduction - Layered Tasks - OSI Reference Model - Functions of Each Layer - Devices used at different levels - Features of OSI Model - Merits and Demerits of OSI Reference Model - ISO/OSI Model in Communication Networks - TCP/ IP Reference Model

Unit 4: Similarities between OSI Reference and TCP/IP Reference Model - Comparison of OSI Reference Model and TCP/IP Reference Model - Summary - Self-Assessment Questions

Unit5: Networking and Internet Working Devices

Structure: Network Repeater - Bridge - Network Router - Brouter - Gateway - Routing - Summary - Self-Assessment Questions

Unit6: Transport Layer

Structure: Introduction - Functions - Services - End to End Communication - Transmission Control Protocol - User Datagram Protocol - Requirements of UDP - Features - UDP Header - UDP Application - Summary - Self-Assessment Questions -

Unit7:Upper OSI Layer

Structure: Session Layer - Presentation Layer - Application Layer - Summary - Self-Assessment Questions

Unit8: Transmission Control Protocol / Internet Protocol (TCP / IP)

Structure: Introduction - How does TCP/IP work? - Development of TCP/IP - Why TCP/IP? - TCP/IP as an Open Standard - Request for Comment (RFC) - Internet Network Information Center - IP Address - IPv4 vs IPv6 - IP Address Classes and Their Formats - Relationship of the IP Address to the Physical Address - Domain Name - The TCP/IP Protocol Suite - Network Interface - Summary - Self-Assessment Questions

Unit9: Emerging Technologies

Structure: Internet Telephony - IP Telephony - Computer Telephony Integration (CTI) - Call Center - Virtual Call Center - Call Logging - Chatting - Summary - Self-Assessment Questions

Readings

- 1-Computer Networks, Tanenbaum
- 2- Communication networks, SharamHekmat
- 3- Computer Networks, a system approach, L. Peterson

Code	Course Category	Name of the Subject	Max. Marks	External Assessment (Presentation & Viva)	Internal Assessment	Lecture per Week	Tutorial per week	Practical/ Lab
MBM 400	Training	Practical Training in Industry	500	300	200	0	0	0
		TOTAL	500	300	200	0	0	0

IV SEMESTER

Practical training in Industry

Course Code: MBM 400

The students are required to undergo 6 months training in company organization of high repute. The students must obtain prior approval of the Director of the college/ institution before going for his/ her training. Every student will be allotted a mentor / guide and the student will submit monthly report to his mentor / guide. This will form the basis of internal assessment. On completion of the training, the students will be required to submit training report, not exceeding 60 to 70 pages, which shall be evaluated in the Fourth Semester. Training report must be submitted 15 days before the date of external exam. The Viva- voce will be taken to check what the student has learnt during training. This will be the basis for external assessment. The University with the recommendations of the President, VGU Jaipur, will appoint the examiners for the evaluation of training report and viva- voce.

