



# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## SEMESTER- IV (Core)

### MBAI401C STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment				
MBAI401C	Strategic Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

#### Course Outcomes

Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

#### Unit I: Introduction

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational-Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management
6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

#### Unit II: Mission, Business Definition and Objectives

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it
5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses

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29

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7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

### Unit III: Strategy Alternatives, Grand Strategies and their sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

### Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

### Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

### Suggested Readings

1. Kazmi, Ajhar (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, Alpana (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, Raghavan (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, Ghemawat (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple Alison (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press

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## MBAI402C SUPPLY CHAIN MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBA I 402C	Supply Chain Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

### Course Objectives

The objective of this course is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

### Course Outcomes

1. Students having experience in the field of production can learn the techniques of materials and logistics management and implement them in their daily operations.
2. Provide a wider scope to the students interested in working in the manufacturing as well as shipping and retailing fields.

## COURSE CONTENT

### Unit I: Introduction to SCM

1. Importance of materials management
2. Codification, Simplification
3. Value analysis, Value engineering, Vendor analysis
4. Concepts and importance of a Supply Chain (SC)
5. Evolution of Supply Chain Management (SCM)
6. Key issues of Supply Chain Management, Competitive and SC strategies

### Unit II: Dynamics of Supply Chain

1. Supply Chain Interventions
2. Push-based, Pull-based and Push-Pull based supply chain
3. Network design and Operations in the Supply Chain
4. Demand Forecasting in a Supply Chain
5. The value of information, Bullwhip effect, its Causes and remedial measures

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31

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### Unit III: Managing inventory in SC environment

1. Basic and advanced inventory models
2. Multi-echelon inventory models

### Unit IV: Transportation in SC environment

1. Design options for a transportation network
2. Strategic Outsourcing and Strategic Alliances
3. Third party and fourth party logistics

### Unit V: Retailing and Supply Chain Management

1. Retailer- Supplier partnerships (RSP)
2. Supplier evaluation and selection
3. Information Technology (IT) in Supply Chain Management
4. SC performance model: SCOR model

### Suggested Readings

1. Muthaiah, K. (2015). *Logistics management and World Sea Borne Trade*. Mumbai; Himalaya Publishing House Ltd.
2. Aserkar, Rajiv (2007). *Logistics in International Business*. Mumbai; Shroff Publication and Distribution Ltd.
3. Chopra, Sunil (2009). *Supply Chain Management*. New Delhi; Prentice Hall Publication.
4. Jaikrishna, S. *Supply Chain Performance Management*. Hyderabad; ICFAI Unit Press.
5. Raghoramay, G. and Rangaraj, N. (2000). *Logistics and Supply Chain Management*. New Delhi; MacMillan India Ltd.
6. Donald, Bowersok (2007). *Logistics Management*. New Delhi; Tat McGraw Hill Publication.

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### List of Electives (Marketing)

#### Semester - III

- MBAIEM303 Product and Brand Management
- ✓ MBAIEM304 Consumer Behaviour
- MBAIEM305 Sales and Distribution Management
- ✓ MBAIEM306 Service Marketing
- MBAIEM307 Advertising Management
- MBAIEM308 E - Marketing

#### Semester - IV

- MBAIEM403 Retail Management
- MBAIEM404 Direct and Event Marketing
- MBAIEM405 Rural Marketing
- MBAIEM406 International Marketing
- MBAIEM407 Strategic Marketing Management
- MBAIEM408 Customer Relationship Management

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### MBAIEM403 RETAIL MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIE M403	Retail Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context, Retailing in the modern retail formats

#### Course Outcomes

1. Provide a strategic perspective of the retailing industry
2. Equip students with the framework of Retail mix and each of its elements.

### COURSE CONTENT

#### Unit I: Retailing

1. Nature and Importance of Retailing
2. Types of Retailing- ownership based, store based
3. Non-store based, web based
4. Retail management decisions
5. Recent Trends in Retailing

#### Unit II: Marketing Channels and Supply Chains

1. Emergence, role and types of marketing channels
2. Channel members and their characteristics
3. Choosing various channel options
4. Factors affecting the choice
5. Supply chain management (SCM)
6. Physical flow of merchandise
7. Logistics of E-Retailing

#### Unit III: Strategic Planning in Retailing

1. Situation analysis, objectives
2. Identification of consumers and positioning
3. Overall strategy

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46

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4. Identifying and understanding consumer
5. Consumer decision process
6. Retailer's action

### Unit IV: Location, Operation and Merchandise Management


1. Trading Area Analysis, site selection
2. store formation size and space allocation
3. Store security and credit management
4. Merchandise plans- forecasts, innovativeness
5. Assortment decisions, brand decisions, timing and allocation
6. Merchandise pricing


### Unit V: Retail Promotion

1. Building retail store image
2. Layout planning
3. Retail promotional mix strategy
4. Retail store sales promotional schemes

### Suggested Readings

1. Gupta, S.L (2008). *Retail Management*. New Delhi:Excel Books.
2. Gilbert,David (2003). *Retail Marketing Management*. New Delhi: Pearson Education.
3. Berman,Barry &Evans,Joel (2001).*Retail Management: A strategic Approach*. New Delhi : Prentice Hall
4. Cundiff, Edward W &Govin, Norman A.P(2007) .*Sales Management - Decisions, Strategy and Cases*, New Delhi: Prentice Hall of India.
5. Michael, Levy (2008). *Retail Management*. New Delhi: Tata McGraw Hill.
6. Vedamani ,Gibson .G(2010). *Retailing Management*.Mumbai: Jaico Publishing House.
7. Dunne, Patrick .M &Lusch, Robert. F (2013).*Retail Management*.Boston: Cengage Learning
8. Lincoln,Keith &Thomassen,Lars (2009). *How to succeed at Retail*.London: Kogan Page Limited.

  
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### MBAIEM404 DIRECT AND EVENT MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment nt*	END SEM University Exam	Teachers Assessment nt*				
MBAIE M404	Direct and Event Marketing	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

To sharpen their vision, increase business acumen and enhance direct marketing and event management skills. The course also aims to develop a critical understanding of the theories, models and concepts pertaining to data driven direct and event marketing and to apply these in a broader marketing context.

#### Course Outcomes

1. The student will be able to understand, explain and critically examine the discipline of direct and event marketing within a relationship marketing context
2. To evaluate and apply a range of direct and event marketing theories, tools and techniques to enable the successful design and delivery of a range of direct and event marketing plans
3. To critically analyze and understand the impact of direct and event marketing principles on corporate and marketing planning
4. The student will understand how to apply the knowledge of direct and event marketing to practical cases.

### COURSE CONTENT

#### Unit I: Direct Marketing and Interactive Marketing

1. Direct marketing- Concept, growth & benefits, limitations
2. Variants of Direct Marketing
3. Main tasks – lead generation, customer acquisition, development and retention.
4. Direct marketing in real time – interactive marketing
5. Direct marketing vs. marketing through Channels

#### Unit II: Traditional Methods of Direct Marketing versus Technology mediated Marketing Channels

1. Traditional methods of DM: Telemarketing, Multi Level Marketing (MLM), Personal Selling, Automatic Vending Machines, Exhibition - Trade fairs, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution

48

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2. Technology mediated Marketing Channels: Interactive TV, mobile and SMS, The advance in digital marketing, Automatic vending machines, Kiosk marketing

### Unit III: Integrating Direct Marketing Media

1. The role of brands and personalized marketing communications
2. Building brands through response and optimizing integrated communications
3. Differences between direct marketing media and non-direct media
4. Unique characteristics of addressable media (direct mail, email, fax, phone, SMS)
5. Inserts and door-to-door - formats, costs and response
6. Direct response methods- Home shopping/ teleshopping
7. NetworkCreating Direct Mail Advertising
8. Online web advertising and email/permission marketing
9. Data Protection and Privacy-self-regulation and codes of practice

### Unit IV: Introduction to Event

1. Designing corporate events that meet customer's needs
2. The fundamentals of corporate hospitality
3. Managing customer expectations
4. Types of corporate events
5. Corporate event packages: In-house vs. event management companies, Corporate event packages, Staff events, Customer events, Team building, Nature of Teams&Types of Teams

### Unit V: Types of Events

1. Charity Events: Charity Events and Award Ceremonies, Setting fund raising targets and objectives, Working with volunteers and committees, Generating goodwill and media exposure, Commissioning celebrities, MCs and entertainment
2. Outdoor Events: Outdoor Events, Types of outdoor event, Concerts, Planning and Logistics, Risk Management, Marketing and Sponsorship.
3. Celebrity events: Celebrity events, Concerts – Launches – Fashion shows, National festivals and high-profile charity events, Liaising with agents, Contract negotiations, Client briefings, Celebrity wish lists and expectations

### Suggested Readings

1. Stone,Bob &Ron,Jacobs (2008). *Successful Direct Marketing Methods*. Delhi:McGraw Hill Professional.
2. Hillstrom ,Kevin (2006) .Hillstrom's *Database Marketing* : Oregon: Campbell & Lewis Publishers.
3. Brondmo, Hans Peter (2009) .*The Engaged Customer-The New Rules of Internet Direct Marketing*. New York: Harper Collins.
4. Hoyle, Leonard. H (2002). *Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions*: New York: John Wiley & Sons.

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49

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### MBAIEM405 RURAL MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIE M405	Rural Marketing	60	20	20	-	-	4		-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
2. To familiarize with the special problems related to sales in rural markets, and to help understand the working of rural marketing institutions.

#### Course Outcomes

1. Sensitize to the needs and behavior of rural consumers and channels
2. Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

### COURSE CONTENT

#### Unit I: Introduction to Rural Marketing

1. Concept, importance and scope of rural marketing
2. Understanding rural market
3. Rural environment
4. Infrastructure and rural trade practices
5. Rural consumer behavior
6. Factors affecting consumer behavior and psychology of rural customers

#### Unit II: Distribution in the rural markets

1. Types of rural channels
2. Selection and management of channels
3. Factors influencing channel decision
4. Retailing, transportation, warehousing

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### Unit III: Communication Strategy.

- 1.Challenges in Rural Communication
- 2.Developing Effective Communication
- 3.Determining Communication Objectives
- 4.Designing the Message
- 5.Selecting the Communication Channels
- 6.Creating Advertisements for Rural Audiences
- 7.Rural Media- Mass media
- 8.Non-Conventional Media
- 9.Personalized media

### Unit IV: Branding strategy

1. Brand building in Rural India
2. Brand Spectrum
3. Brand Loyalty Vs Stickiness
4. Fake Brands-The Fakes Market, Strategy to counter fakes
5. Structure of competition in Rural India
6. Product warranty and After-sales service

### Unit V: New Trends in Rural Marketing

1. Introduction
2. Focused Marketing Strategies
3. Consumer Finance
4. Retail and IT Models
5. Public-Private Partnership
6. E-Rural Marketing

### Suggested Readings

1. Dogra, B.L (2010). *Rural Marketing*. New Delhi: Tata Mcgraw Hill.
2. Gopalaswamy, T. P (2009). *Rural Marketing- Environment, Problems & Strategies*. Delhi: Vikas Publishing House Pvt Limited.
3. Kashyap, P (2012). *The Rural Marketing Book (Text & Practice)*. New Delhi: Dreamtech Press.
4. Mathur, U. C (2008). *Rural Marketing*. New Delhi: Excel Books.
5. Badi, R.V & Badi, N.V (2010). *Rural Marketing*. New Delhi: Himalaya Publishing House.
6. Dogra, Balaram & Ghuman, Karminder (2008). *Rural Marketing: Concept & Cases*. New Delhi: Tata McGraw-Hill Publishing Company.
7. Singh, A.K. & Pandey, S. (2007). *Rural Marketing: Indian Perspective*. New Delhi: New Age International Publishers.

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51

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### MBAIEM406 INTERNATIONAL MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesme	END SEM University Exam	Teachers Assesme nt*				
MBAIE M406	International Marketing	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

To familiarize the students with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

#### Course Outcome

Understand the design and participate in designing an international marketing strategy.

### COURSE CONTENT

#### Unit I: International Marketing

1. Introduction to International Marketing
2. Nature, scope and different complexities of International Marketing
3. International Marketing Environment
4. Basis of International Trade
5. India and World Trade

#### Unit II: International promotion

1. Balance of Trade
2. Balance of Payments and Instruments of Trade Policy
3. Devaluation, Revaluation
4. Appreciation & Depreciation
5. Export documents and procedure

#### Unit III: Institutional Export financing

1. Concept of Free Trade and Regional Economic Groupings
2. Selection of Global Markets
3. Segmentation and Positioning
4. Product Planning, International PLC

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### Unit IV: Market Entry and overseas distribution system


1. Overseas Market Research,
2. Marketing Plan for Exports Multinationals and their role in International Marketing.
3. International Pricing,
4. Decisions and factors influencing these decisions
5. Uniform pricing V/s Market by market pricing


### Unit V: Management of Risks in international marketing,

1. Instruments of Financial Transactions in international marketing,
2. New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.
3. Brief introduction to physical channels of distribution for International Markets.
4. Difficulties in designing International Distribution channels

### Suggested Readings

1. Phillip, Cateora (2011). *International Marketing* (SIE. New Delhi: Tata McGraw Hill.
2. Czinkota, Michael .R (2008). *International Marketing*. Boston: Cengage Learning.
3. Gillespie, Kate (2009) *International Marketing*. Boston: Cengage Learning.
4. Kotabe (2005). *International Marketing: An Asia Pacific Focus*. India: Wiley.
5. Onkvisit & Shaw (2010). *International Marketing*: India: PHI Learning.
6. Cherunilam, Francis (2010). *International Marketing*. New Delhi: Himalaya Pub. House.
7. Justin, Paul (2011). *International Marketing: Text & Cases*. Delhi: Tata McGraw Hill.
8. Kiefer, Lee & Steve, Carter (2012), *Global Marketing Management*, USA: Oxford Press
9. Shaw, Alison (2007). *International Marketing Analysis and Strategy*. India: Wiley India.

  
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### MBAIEM407 STRATEGIC MARKETING MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assesme	END SEM University Exam	Teachers Assesme nt*				
MBAIE M407	Strategic Marketing Management	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner.

#### Course Outcomes

Familiarize the students with the concepts and framework in marketing strategy, strategic market planning, and competition analysis and in creating competitive advantage

### COURSE CONTENT

#### Unit I: Introduction to Strategic Marketing

1. Many Facets of Strategic Marketing
2. Strategic Marketing: Over all view
3. Product and Service Strategy and Management
4. Re Aligning Marketing Resources
5. Competitive Strategy
6. Trun-around Strategy

#### Unit II: Opportunity Analysis

1. Opportunity Analysis and Market Targeting
2. Distribution Strategy
3. Innovative Strategies
4. Product and Service Strategy and Management
5. Growth Strategies
6. Strategic CRM: Facets and Pay offs

#### Unit III: Applying management strategy to marketing decision making

1. Applying management strategy to marketing decision making
2. Understanding strategy in a marketing context

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3. Global – Local Markets
4. Strategic Approach to Marketing & Sales Organization

### Unit IV: Marketing Ethics


1. Marketing Ethics, Sustainable Marketing
2. Green Marketing & Developmental Marketing
3. Strategies for Matured Markets and during decline.
4. Entrepreneurial Marketing & New Product
5. Service Marketing Strategies

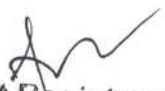
### Unit V: Marketing implications of corporate strategy decisions

1. Marketing implications of corporate strategy decisions
2. Identifying Market opportunities: External & Internal Analysis
3. Forecasting & Scenario Building for strategic flexibility
4. Understanding Customers, Segmentation, Targeting, Differentiation & Positioning
5. Pricing Strategy & Management

### Suggested Readings

1. Cravens, David W & Piercy, Nigel F. (2009). *Strategic Marketing*. India: McGraw-Hill Higher Education.
2. Ranchod, Ashok & Gurau, Calin (2010). *Marketing Strategies: A contemporary approach*. Delhi: Pearson India.
3. Xavier, M.J (2010). *Strategic Marketing*. Delhi: Response Books.
4. Pride, Willaim M & Ferrell O.C (2010). *Marketing: Planning, Implementation, Control*. Boston: Cengage Publishing.
5. Kerin, Roger & Peterson, Robert (2012). *Strategic marketing problems: Cases & Comments*. Delhi: Pearson.

  
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### MBAIEM408 CUSTOMER RELATIONSHIP MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment nt*	END SEM University Exam	Teachers Assessment nt*				
MBAIE M408	Customer Relationship Management	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

This course emphasizes the importance of customer relationships. It aims to teach the basic principles involved in managing customer relationships.

#### Course Outcomes

1. Describe methods to make your company's customer service more central.
2. Develop a winning customer service strategy

### COURSE CONTENT

#### Unit I: Customer Relationship Management Introduction

1. Meaning and Definition of CRM
2. Importance of CRM
3. Concept and Growth of Relationship Marketing
4. Scope of Relationship Marketing
5. concept of Lifetime Customer and Customer Loyalty
6. Benefits and difficulties of CRM

#### Unit II: CRM Process and Implementation

1. Introduction
2. Customer Development Process
3. Customer Retention
4. Customer satisfaction
5. Customer Retention Strategies
6. Customer Life Time Value
7. CRM process for B2B markets

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56

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### Unit III: Technological Support in CRM

1. Introduction, technological Applications in CRM
2. Types of Technological Applications in CRM
3. Customer Databases and Information Systems
4. Database Marketing Strategies
5. Customer Loyalty

### Unit IV: E-CRM – Emerging Trend in CRM

1. Introduction,
2. Importance of E-CRM in Service Marketing
3. Challenges involved in formulating and implementing e-CRM strategies
4. Five engines of E-CRM
5. Evolution of e-customer and e-marketing
6. E-CRM for personalized services

### Unit V: Relationship Development Strategies

1. Organizational Pervasive Approach
2. Managing Customer Emotions
3. Brand Building through Relationship Marketing
4. Service Level Agreements
5. Relationship Challenges

### Suggested Readings

1. Mukerjee, Kaushik (2007). *Customer Relationship Management*. Delhi: PHI.
2. Mohamed, M. Peeru (2000). *Customer Relationship Management*. Delhi: Vikas Publication.
3. Gopal, V.V (2005). *CRM in Banking & Insurance*. Hyderabad: ICFAI University Press.
4. Balasubramanian, K. *Essence of Customer Relationship Management*. learn Tech press

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### List of Electives (Finance)

#### Semester - III

- MBAIEF303 Financial Market
- MBAIEF304 Financial Services
- MBAIEF305 Insurance and Risk Management
- MBAIEF306 Banking Services and Management
- MBAIEF307 Tax Planning and Management
- MBAIEF308 International Financial Management

#### Semester - IV

- MBAIEF403 Investment Analysis and Portfolio Management
- MBAIEF404 Rural Banking and Micro Finance
- MBAIEF405 Mergers and Acquisition
- MBAIEF406 Foreign Exchange Market
- MBAIEF407 Enterprise Risk Management
- MBAIEF408 Financial Derivatives and Risk Management

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# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## SEMESTER-IV

### MBAIEF403 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY			PRACTICAL			L	T	P	CREDITS
		END SEM University	Two Term Exam	Assessm s	END SEM University	Exams	Assessm s				
MBAIE F403	Investment Analysis and Portfolio Management	60	20	20	-	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The objectives of this course is to provide the students in depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

#### Course Outcomes

1. Provide understanding of the concepts used in investment analysis
2. Identification of effective investment techniques
3. Understanding of importance of Portfolio Management

#### COURSE CONTENT

##### Unit I: Introduction

1. Introduction: Concept of Investment, Investment V/S Speculation
2. Financial and Economic Aspect of Investment
3. Types, Characteristics and Objectives of Investment
4. Operations of Indian Stock Market; New Issue Market; Listing of Securities

##### Unit II: Risk and Return

1. Risk Return: Concept Of Risk and Return
2. Systematic and Unsystematic Risk
3. Multifactor Model of Risk & Return, Efficient capital Markets
4. Concept of Beta, Capital Assets Pricing Model

##### Unit III: Valuation of securities

1. Securities Valuation: An Introduction to Security Valuation
2. Macroeconomic & Market Analysis

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71

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3. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model
4. Bonds Yield, Measures Duration
5. Modified Duration
6. Concept of NAV

### Unit IV: Bond Valuation


1. Bond Value Theorem. Valuation of Equity: Constant Growth Model
2. Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models
3. Valuation Of Preference Shares
4. Valuation of Warrants, Rights Issued
5. Portfolio Concepts: Portfolio and Security Returns
6. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.

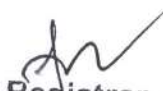
### Unit V: Fundamental Analysis and Technical Analysis

1. Fundamental Analysis and Technical Analysis
2. Dow Theory, Elliott Wave Theory, Efficient Market Theories
3. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures
4. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

### Suggested Readings

1. Donald, E. Fischer and Ronald, J. Jordan (2007). *Security Analysis and Portfolio management*. Pearson Education.
2. Bhall, V.K (2008). *Investment Management*. New Delhi: Sultan Chand.
3. Chandra, Prasanna (2009). *Investment Analysis and Portfolio Management*. New Delhi: TMH.
4. Avadhani, V. A. (2008) *Securities Analysis and Portfolio Management*. Mumbai: Himalaya.
5. Sharpe, William F., Alexander Gordon J. and Bailey Jeffery V. (2009). *Fundamentals of Investments*. New Delhi: Prentice Hall.
6. Reilly Frank K. and Brown Keith C. (2009), *Investment Analysis Portfolio Management*. Cengage learning.
7. Jones, Charles P. (2009). *Investments – Analysis and Management*. New York: John Wiley.
8. Bhat, Sudhindra (2009). *Security Analysis and Portfolio Management*. New Delhi: Excel Publication.
9. Hull John C. (2009). *Options, Futures and other Derivatives*. Pearson Education.

  
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### MBAIEF404 RURAL BANKING AND MICRO FINANCE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment			
MBAIE F404	Rural Banking And Micro Finance	60	20	20	-	-	4	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective is to prepare students to take on roles as policy analysts and technical advisers on Microfinance and Development in foundations, governments, multilateral development institutions and international agencies.

#### Course Outcomes

1. Provide the students' understanding of the role of microfinance Institutions (MFIs) and banks in providing financial services to poor and low-income Customers in developing countries.
2. Equip students with Problems and prospects of Rural Banking.

### COURSE CONTENT

#### Unit I: Rural India

1. Rural India: Demographic features-Economic features
2. Rural poverty-main causes and methods of measuring rural poverty
3. Rural Infrastructure-Rural Development Policy-Govt. policies and programmes
4. Economic Reforms and its impact on rural economy

#### Unit II: Financing Rural Developments

1. Financing Rural Development: Functions and policies of RBI and NABARD
2. Rural Credit Institutions-Role and functions
3. Role of Information and Communication Technologies in rural banking
4. Regulation of Rural Financial Services

#### Unit III: Problems and prospects of Rural Banking and Microfinance

1. Problems and prospects of Rural Banking: Problems of rural branches of commercial banks and regional rural banks
2. Definition of Microfinance

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73

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3. Characteristics of microfinance clients
4. Evolution and Characteristics of Microfinance in India
5. Microfinance as a development strategy; microfinance as an industry
6. Microfinance Delivery Methodologies
7. Impact of Microfinance

### Unit IV: Microfinance institutions


1. The importance of institutions
2. Introduction to the process and tools of institutional assessments for MFIs
3. Types of financial institutions offering microfinance services


### Unit V: Microfinance Macro Issues and Choice

1. Macro effects of microfinance
  2. Financial systems levels and microfinance
  3. The role of governments in microfinance; national microfinance policies
- Legal and Regulatory Framework

### Suggested Readings

1. Desai, Vasantha (2009). *Indian Banking-Nature and Problems*. Mumbai: Himalaya Publishing House.
2. Khan, M.Y. (2009). *Indian Financial System*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
3. Pai, Panandikar & Mehra, N.C. *Rural Banking*. Pune: National Institute of Bank Management.
4. Guruswamy, S. (2001). *Banking in the New Millennium*. New Delhi: New Century Publications.
5. Uppal, R. K. & Kaur, Rimpi (2006). *Banking Sector Reforms in India*. New Delhi: New Century Publication.
6. Uppal, R.K. & Pooja (2009). *Transformation in Indian Banks-Search for better tomorrow*. New Delhi: Sarup Book Publisher Private Ltd.
7. Mehrotra, Shyam Ji. *New Dimensions of Bank Management*. New Delhi: Skylark Publications.

  
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### MBAIEF405 MERGERS AND ACQUISITION

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment			
MBAIE F405	Mergers And Acquisition	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring are implemented.

#### Course Outcomes

1. Familiarize the students with the concept of Mergers and Acquisition
2. Equip students with understanding of how Mergers and Acquisition can be used successfully as well as its pitfalls, dangers and risks.

#### COURSE CONTENT

##### Unit I: Introduction


1. Meaning of mergers and acquisitions (M & A)
2. Motives behind the M & A
3. Advantages and disadvantages of M & A
4. Types of mergers and steps for a successful merger

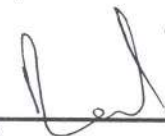
##### Unit II: Legal Aspects of Mergers/ Amalgamation and Acquisition

1. Legal Aspects of Mergers, Amalgamation and Acquisition
2. Provisions of the Companies Act, 1956 relating to M & A
3. Buyback of shares, provisions of SEBI act
4. Takeover Code: Scheme of Amalgamation
5. Approval from Court
6. Valuation of a Business

##### Unit III: Methods of Valuation

1. Valuation approaches
2. Basis of valuation
3. Different methods of valuation,

  
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### Unit IV: Acquisitions

1. Meaning and Concept
2. Types of Takeovers
3. Legal Aspects – SEBI Takeover Regulations
4. Disclosure and Open Offer Requirements Bail out Takeovers and Takeover of Sick Units  
Takeover Defenses
5. Cross Border Takeovers

### Unit V: Accounting for Amalgamation

1. Methods of accounting for amalgamation, meaning of consideration
2. treatment of goodwill, reserves and other profits
3. Meaning of demerger,
4. Characteristics of demerger,
5. Structure of demerger, and tax implication of demergers
6. Meaning of LBO, MBO, MLP

### Suggested Readings

1. Gaughan, Patrick A. (2010). *Mergers, Acquisitions, and Corporate Restructurings*. New Jersey: John Wiley & Sons, Inc.
2. Donald M. De Pamphilis (2015). *Mergers, Acquisitions, and Other Restructuring Activities*. Amsterdam: Academic Press.
3. Robert F. Bruner (2004). *Applied Mergers and Acquisitions*. United States: John Wiley & Sons.

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### MBAIEF406 FOREIGN EXCHANGE MARKET

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE F406	Foreign exchange market	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

1. To understand how the foreign Exchange Market operates.
2. To understand the principles of Currency valuation.
3. To explain techniques that can be used to hedge foreign exchange risk.
4. To create an understanding on foreign exchange Management in India.

#### Course Outcomes

1. Understand the international currency markets, currency pairs, how foreign currency trades, the global trading centers, and the global trading day.

### COURSE CONTENT

#### Unit I: Introduction to Foreign Exchange Market

1. Foreign Exchange Markets and Transactions
2. Important terms & concepts
3. Foreign Exchange & Euro currency
4. Foreign Exchange dealing & quotations
5. Foreign Exchange brokers & mechanism of foreign exchange transfers

#### Unit II: Foreign Exchange Management

1. The risks element in foreign exchange markets
2. Need & Importance of foreign exchange management
3. Methods adopted (spot & forward, arbitrage, cross currency deals, swaps, options & futures)

#### Unit III: Foreign Exchange Market in India

1. Impact of liberalization & globalization in India's foreign exchange market
2. RBI's role in directing & controlling foreign exchange market
3. The pros & cons of full convertibility of Indian currency

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77

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4. FEMS & the Indian foreign exchange market
5. Indian multinationals & their impact on foreign exchange

### Unit IV: Gold & Bretton woods systems

1. Gold & Bretton woods systems
2. Fixed & Floating exchange rate system
3. Adjustable peg system
4. Crawsling peg exchange rate system
5. Snake in the tunnel system

### Unit V: Bond valuations, Price Yield relationship, Bond Price forecasting

1. Introduction, Futures and Forwards
2. Forward and Futures – A Quick Look
3. Hedging with Futures
4. Pricing of Futures and Arbitrage Conditions and Stock Index Futures

### Suggested Readings

1. Steve Anthony (2003) , *Foreign Exchange in Practice: The New Environment*, New York: Palgrave Macmillan.
2. Apte, P.G. (2010). *International Financial Management*. New Delhi: Tata McGraw Hill
3. Madura, Jeff (2008). *International financial Management*. Cengage Learning.
4. Shapiro, Alan C. *Multinational Financial Management*. New Delhi: John Wiley & Sons.
5. Vij, Madhu (2010). *International Financial Management*. New Delhi: Excel books.
6. Clark, Gohraim (2008). *International Financial management*. Cengage Learning
7. Srivastava, R. M. (2008). *Multinational Financial Management*. New Delhi: Excel books
8. Bhalla, V.K. (2008). *International Financial Management: Text and Cases*. New Delhi: Anmol Publications.

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### MBAIEF407 ENTERPRISE RISK MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY				PRACTICAL			
		END SEM	Univ. Ex.	Two Term	Assessm	END SEM	Univ. Ex.	Assessm	CREDITS
MBAIE F407	Enterprise Risk Management	60	20	20	-	-	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

This course aims to develop expertise in several aspects of Enterprise Risk Management including a thorough understanding of enterprise risk management, Operational Risk Management etc.

#### Course Outcomes

1. Provide students with a framework, process, skills and tools for the critical analysis of issues relating to an enterprise risk management (ERM) program.
2. Familiarize the students with the organization's internal culture and external environments relate to risk management program.
3. Demonstrate an understanding of risk management frameworks for financial organizations and in different regulatory environments.

### COURSE CONTENT

#### Unit I: Introduction

1. Approach to risk management - Business growth through risk taking
2. Introduction to enterprise risk management (ERM)
3. Benefits of ERM
4. The Risk Management Process
5. Analyzing the Business - Risk Identification -Risk Evaluation - Risk Planning - Risk Management

#### Unit II: Financial Risk Management

1. Financial Risk Management: Definition, Scope, benefits  
Liquidity risk - Credit risk - Default risk - Borrowing - Currency risk - Funding risk
2. Foreign investment risk
3. Operational Risk Management: definition, scope, benefits and implementation of operational risk

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79

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4. Technological Risk: Definition, scope, benefits and implementation of technology risk management - Primary technology types - Responding to technology risk

### Unit III: Types of Risk

1. Economic Risk: Definition, Scope, benefits and implementation of economic risk management
2. Macroeconomics - Government policy , Aggregate demand ,Aggregate supply - Employment levels ,Inflation
3. Interest rate risk
4. Currency risk. Environmental Risk: Definition, Scope, benefits and implementation of environmental risk management
5. Energy sources , Use of resources , Pollution

### Unit IV: Legal Risks

1. Legal Risk: Definition, Scope, benefits and implementation of legal risk management
2. Business law, Companies, Intellectual property
3. Employment Law, Contracts - Criminal liability in business
4. Computer misuse
5. Political Risk

### Unit V: Market Risk

1. Market Risk: Definition, Scope, benefits and implementation of market risk management
2. Market structure ,Product lifecycle stage
3. Alternative strategic directions
4. Price elasticity/sensitivity
5. Social Risk: Definition, Scope, benefits and implementation of social risk management

### Suggested Readings

1. Duckert, G.H. (2010). *Practical Enterprise Risk Management: A Business Process Approach*. England: John Wiley & Sons.
2. Hampton, John J. (2009). *Fundamentals of Enterprise Risk Management, How Top Companies Assess Risk, Manage Exposures, and Seize Opportunities*. New York: American Management Association.
3. Olson, David L. and Wu, Desheng (2010). *Enterprise Risk Management Models*. Singapore: Springer.
4. Cendrowski, Harry and Mair, William C. (2015). *Enterprise Risk Management and COSO: A Guide for Directors, Executives and Practitioners*. USA: John Wiley & Sons.
5. Vedpuriswar, A.C. (2007). *Enterprise Risk Management*. New Delhi: Viva Books

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### MBAIEF408 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment *	END SEM University Exam	Teachers Assessment *				
MBAIE F408	Financial Derivatives and Risk Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of the course is to provide an introduction to derivative securities, the arbitrage relationships associated with them

#### Course Outcomes

1. Equip students with understanding of derivative security markets, including call and put options, futures and forward contracts, and swaps
2. Develop analytical and integrative thinking in understanding and implementing the risk management practices

#### COURSE CONTENT

##### Unit I: Introduction

1. Introduction, Futures and Forwards
2. Forward and Futures – A Quick Look
3. Hedging with Futures
4. Pricing of Futures and Arbitrage Conditions and Stock Index Futures

##### Unit II: Introduction, Types of Options,

1. Differences between Options and Futures
2. Pay Off of Various Options
3. Special Applications of Options

##### Unit III: Eligibility and criteria

1. NSE membership - Categories
2. Eligibility and criteria
3. Futures contract specifications, trading system
4. Placing orders, client broker relationship
5. Clearing, settlement; Risk management system through margins of different kinds
6. Clearing entities and Settlement mechanism

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### Unit IV: Principles of Option Pricing

1. Introduction, Principles of Option Pricing-Put Call Parity
2. The Binomial Model for Pricing of Options
3. The Black-Schools Model
4. Volatility and Implied Volatility from the Black –Schools Model

### Unit V: Bond valuations, Price Yield relationship, Bond Price forecasting

1. Introduction to Options Greek and Basic Delta Hedging
2. Interest Rate Derivatives
3. SWAPS, Credit Derivatives and Risk Management with Derivatives

### Suggested Readings

1. Vohra, N.D. and Bagri, B.R. (2009). *Futures and Options*. New Delhi: Tata McGraw-Hill.
2. Redhead, Keith (2007). *Financial Derivatives: An Introduction to Futures, Forward, Options*. New Delhi. Prentice Hall of India.
3. Vohra, N.D. (2010). *Futures and Options*. New Delhi: Tata McGraw Hill.
4. Varma, Jayanth (2010). *Derivatives and Risk Management*. New Delhi: Tata McGraw Hill.
5. Ciark, Gohraim (2008). *International Financial management*. Cengage Learning
6. Srivastava, R. M. (2008). *Multinational Financial Management*. New Delhi: Excel books.
7. Bhalla, V.K. (2008). *International Financial Management: Text and Cases*. New Delhi: Anmol Publications.

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### SEMESTER III


#### List of Electives (HR)

#### Semester - III

- MBAIEH303 Training and Development
- MBAIEH304 Business Process Transformation
- MBAIEH305 Human Resource Development and Audit
- MBAIEH306 Compensation Management
- MBAIEH307 Industrial Relations and Labour Law
- MBAIEH 308 Leadership Development

#### Semester - IV

- MBAIEH403 Organizational Development
- MBAIEH404 Change Management
- MBAIEH405 Performance Management and Appraisal
- MBAIEH406 HR Issues in Mergers and Acquisitions
- MBAIEH407 International Human Resource Management
- MBAIEH408 Managerial Competencies and Career Development

  
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### SEMESTER IV

#### MBAIEH403 ORGANIZATIONAL DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH403	Organizational Development	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD program.

#### Course Outcomes

1. To make students will understand the importance of Organization Development with reference to its history, values belief.
2. Students will also get understanding of various insights into design, development and delivery of OD program.

#### COURSE CONTENT

##### Unit I: Introduction

1. Definition, History and Assumptions
2. Characteristics of OD
3. Relevance of Organisational Development for Managers, Reseraches on OD

##### Unit II: OD Practitioner and Process

1. Competencies of OD Practitioners
2. Process of OD - Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closures -

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96

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### Unit III: OD Interventions

1. OD Interventions: Concept, Characteristics, Factors Affecting OD Interventions.
2. Overview of Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions
3. Overview of Human Resource Interventions: Performance Appraisal, Reward Systems, Career Planning and Development
4. Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

### Unit IV: Evaluating OD Interventions:


1. Importance of Evaluating Interventions and Types of Evaluation,
2. Methods of Evaluating Intervention
3. Issues in OD

### Unit V: Future of OD

1. Organizational Development and Globalisation
2. Emerging Trends in OD, Expanding the use of OD, Combining traditional "hard" business competencies and OD,
3. Creating whole system change, Using OD to Facilitate Partnerships and Alliances

### Suggested Readings

1. French, W.L. and Bell, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*, Pearson Publications. 6th Edition
2. Ramnarayan, S and Rao, (2011). *Organizational Development*. Sage Publications
3. Cummings, G. T. and Worley, C. T (2008). *Organizational Development And Change* . South-Western Cengage Learning, Mason, USA.

  
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## Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

### MBAIEH 404 CHANGE MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH404	Change Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of the course is to expose the student to the process of Change Management, Implementation of Change and other related issues.

#### Course Outcomes

1. To make students understand Individual, Personal and Organisational Change.
2. To provide an insight on Application of Organisational Learning on Change Management

### COURSE CONTENT

#### Unit I: Introduction to Change and Change Management

1. Change : Definition, Types, Forces of Change
2. Source of Resistance to Change: Individual and Organisational Factors
3. Approaches for reducing Resistance to Change
4. Change Management : Definition, Objective, Analysis of the Situation, Change Management Tools

#### Unit II: Individual and Personal Change

1. Individual Change: Kolb's Learning Cycle, Behavioral Cognitive and Psychodynamic Approach to Change
2. Personality and Change: Self Awareness, Self Analysis, Self Efficacy, Self Esteem and Self Worth.

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98

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### Unit III: Groups and Change Management

1. Groups: Concept, Process of Group Formation, Groups Vs Team
2. Dealing with Groups to Manage Change
3. Self Managed Teams
4. Individuals and Team Dynamics

### Unit IV: Organisational Change

1. Organisational Change : Concept, Implementing Organisational Change
2. The Internal Change Agents : Pros and Cons
3. Models of Change: ADKAR, Lewin's Three Step Model, Kotter's Eight Step Model and Action Research Model

### Unit V: Implementing Change

1. The Learning Organization: Definition, Relevance, Building the Learning Organization.
2. Application of Organisational Learning to Change Management
3. Change and Power and Influence
4. Change and Organisational Culture

### Suggested Readings

1. Murthy, C.SV. (2008). *Change Management*. Himalaya Publishing House. New Delhi
2. McWhinney, W., James, B., Webber, Douglas M. Smith, Bernie, J, Novokowsky, (1997). *Creating Paths of Change*. Sage Publications. New Delhi.
3. <https://digitalcommons.usu.edu/cgi/viewcontent.cgi?article=1142&context=honors> (Retrieved on April 1, 2018)
4. <https://www.manageengine.com/products/service-desk/change-management-implementation.html> (Retrieved on April 1, 2018)

  
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### MBAIEH405 PERFORMANCE MANAGEMENT AND APPRAISAL

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH405	Performance Management and Appraisal	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

#### Course Outcomes

1. To make students understand the importance and need of Performance Appraisal.
2. To make students familiar with Ethics, Motivation and Performance Management.

#### COURSE CONTENT

##### Unit I: Introduction and Objectives of Performance Management

1. Historical evolution of Performance Appraisal
2. Concept, importance and objectives of Performance Management System (PMS)
3. Performance Management vs Performance Appraisal (PA)
4. Issues and hurdles in PMS

##### Unit II: Methods of Performance Appraisal

1. Traditional Methods
2. Modern Methods
3. Current Trends in PMS - Overview of Competency based PMS, Use of Performance-Potential (P-P) Matrix, Balanced Scorecard Method, 360 degree Appraisal.

##### Unit III: Designing a Performance Management System

1. Linking Strategy with performance target
2. Job Description in PA
3. Performance Appraisal Form and Formats
4. Defining roles of individuals in the PMS process

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100

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### Unit IV: Performance Management Implementation


1. Strategies for Effective Implementation of PMS
2. Preparing a performance plan – Goal Setting, concept of KRA, KPA, Target, KPI, etc., SMART Goal.
3. Goal Setting Theory and Expectancy Theory
4. Performance Review: Steps of an effective Performance Review, Social Cognitive Theory of personality and Organisational Justice Theory and its Application in PM
5. Performance Feedback and importance of Listening
6. Performance Rating, Normal Distribution applied to performance scores.
7. Performance linked rewards

### Unit V: Implications, Legal and Ethical Perspectives

1. Role of HR Professionals in PMS
2. Ethical and Legal issues in PMS
3. Researches in PMS

### Suggested Readings

1. Kohli A.S. and Deb T. (2008). *Performance Management*. Oxford University Press. New Delhi.
2. Sarma A.M and Rao N. S. (2015). *Compensation and Performance Management*. Himalaya Publishing House, Mumbai
3. Rao, T. V. (2004). *Performance Management and Appraisal Systems HR Tools for Global Competitiveness*. New Delhi; Sage Publications.
4. Richard F. Kirk (2013). *Performance Management*. E-Publication, Bookboon
5. Ashdown, Linda (2014). *Performance Management*. New Delhi; JBA Books
6. Rao, T. V. (2015). *Performance Management - Toward Organizational Excellence*. New Delhi; Sage Publications

  
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### MBAIEH406 HR ISSUES IN MERGERS AND ACQUISITIONS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH406	HR Issues in Mergers and Acquisition	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

To familiarize the students with the Conceptual Framework and Cultural Issues relating to Mergers and Acquisitions (M&A) and Organization integration. The course also explains various roles of HR functionaries in dealing with M&A.

#### Course Outcomes

1. To make student understand the basic concepts of mergers and acquisition and HR related issues involved in M&A.
2. To build competencies in the students to manage culture related issues during an M&A process.

#### **Unit I: Conceptual Framework**

1. Concepts of M&A
2. Organizational Growth through M&A
3. M&A in historical perspective
4. The Indian Scenario of M&A
5. HR Contributions towards M&A, Researches in M & A

#### **Unit II: Understanding the Strategic Dynamics of M&A**

1. Developing integration models
2. Human Due diligence
3. Implementing the integration plan

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### Unit III: HR Related Issues in M&A-I

1. Organizational Vision and Mission
2. Developmental structures and systems
3. HR policies
4. Managing Ambiguity
5. Attracting and retaining high performers

### Unit IV: HR Related Issues in M&A-II

1. Managing lift-outs
2. Utilizing and managing excess manpower
3. Establishing of continuity and integration of culture
4. Managing insecurity and stress
5. Organizational Renewal

### Unit V: HR Role in Managing M&A

1. Managing Change
2. HR Role in Managing change through M&A
3. M&A Phases and HR Role
4. Preliminary stage (establishing people and culture fit)
5. M&A Phase, Post M&A roles
6. Researches in M & A

### Suggested Readings

1. Mendenhall, Mark E. (2005). *Mergers and Acquisitions: Managing Culture and Human Resources*. UK; Stanford University Press
2. Cooper, Cary L. and Sydney, F. (2007). *Advances in Mergers and Acquisitions*. India; Emerald Group Publishing Limited.
3. Charman, Andrea (1999). *Global Mergers & Acquisitions: The Human Resource Challenge*. Institute for International Human Resources, Society for Human Resource Management.

  
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### MBAIEH407 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH407	International Human Resource Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

#### Course Outcome

Student will get insights knowledge of recruitment and selection and cultural factors in global context. This course will provide a look to the students at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

#### **Unit I: Introduction of IHRM**

1. Meaning, Objectives, Scope
2. Difference between domestic HRM and IHRM
3. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation
4. Challenges of IHRM

#### **Unit II: International Staffing & Performance Management**

1. International Staffing: Executive Nationality Issues, Staffing Policies, Issues in Staff Selection
2. Multinational Performance Management – Factors associated with Individual Performance and Appraisal, Criteria Used for Performance Appraisal of International Employees

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104

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### Unit III: Training and Development & Compensation

1. Expatriate Training – Developing International Staff and Multinational Teams
2. Approaches to International Compensation
3. Repatriation Impact

### Unit IV: Labour Unions and IHRM

1. Key issues in International Labor Relations
2. Labor Unions and International Labor relations – The Response of Labor Unions to Multinationals

### Unit V: Issues, Challenges, and Emerging Trends in IHRM


1. Managing people in an International Context – Human Resources Issues in Multinational Corporate, Researches in IHRM
2. Social Responsibility –IHRM Practices in India, USA and Japan

### Suggested Readings

1. Dowling, P., Fasting, M. Engle A.D. (2008). *International Human Resource Management: Managing People in a Multinational Context*. New Delhi; Cengage Learnings
2. Sengupta, N. (2007). *International Human Resource Management*. New Delhi; Excel Books
3. Dennis R. Briscoe, Randall S. Schuler, Lisbeth Claus(2008). *International Human Resource Management*. UK; Taylor & Francis
4. Briscoe, D. R., Schuler, R. S., Tarique, I.(2011). *International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge
5. <http://www.eiilmuniversity.co.in/downloads/IHRM.pdf> (Retrieved on April 1, 2018)

  
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### MBAIEH408 MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH408	Managerial Competencies and Career Development	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of the course is to appreciate the importance of career strategies in a rapidly changing environment and to make students aware of various career orientations and strategies of individual career planning.

#### Course Outcomes

1. To enlighten the student the importance of career strategies, career path and career goals in a rapidly changing environment.
2. To develop an understanding in designing appropriate systems of organisational career development.

#### **Unit I: Career Development**

1. Career Development: Theoretical Foundations
2. Career Development in a Changing Environment
3. Concept of Career Anchor

#### **Unit II: Professionalism**

1. Becoming a Professional
2. Breaking-in Process
3. People, Relationships and Politics

#### **Unit III: Competency Development**

1. Concepts of Competence
2. Competency Approach to Development
3. Assessment Centre Approach to Competence Building

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106

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### Unit IV: Career and Succession Planning


1. Career Paths
2. Career Transition and Plateauing
3. Succession Planning and Fast-Tracking

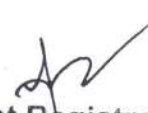
### Unit V: Career Development

1. Dual-Ladder for Career Development
2. Mentoring for Employee Development
3. Career Development and Business Strategy
4. Special Issues and Researches in Career Development

### Suggested Readings

1. William, Tate(1995). *Developing Managerial Competence: A Critical Guide to Methods and Materials*. Gower Publishing, Ltd
2. Kroth, M. S., Christensen, McKay(2009). *Career Development Basics*. American Society for Training and Development
3. Jackson, T.(2000). *Career Development*. Institute of Personnel and Development; CIPD Publishing
4. McDonald, Kimberly and Hite, Linda(2015). *Career Development: A Human Resource Development Perspective*. NY; Routledge

  
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### SEMESTER III

#### List of Electives (Operations)

- MBAIEO303 Total Quality Management
- MBAIEO304 Productivity Management
- MBAIEO305 Production Planning And Control
- MBAIEO306 Business Process Reengineering
- MBAIES303 E-Business
- MBAIEO307 World Class Manufacturing

### Semester-IV

- MBAIEO403 Materials And Procurement Management
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIEO405 Product Innovation And Planning
- MBAIEO406 Total Productive Maintenance
- MBAIEO407 Industrial Engineering
- MBAIEO408 Strategic Technology Management

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## SEMESTER IV

### MBAIEO403 MATERIALS AND PROCUREMENT MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIEO403	Materials and Procurement Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of the course is to expose students to understand basics of Materials & Logistics Management and its application.

#### Course Outcomes

- Understand modern concepts and applications of logistics management in supply chain and global business environment.
- Develop skills in analyzing and solving logistics problems and making decisions in logistics planning and scheduling.

#### COURSE CONTENTS

##### UNIT I: Introduction

- Materials Management - Evolution
- Importance
- Scope and Objectives
- Interface with other functions
- Concept of Logistics and Supply Chain Management and evolution to 4PL

##### UNIT II: Logistics

- Logistics - Objectives
- Components, Significance.
- Supply Chain Management – Objectives
- Components, Significance
- Trade off Customer Service & Cost

##### UNIT III: Inventory Management

- Inventory - Need of Inventory

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121

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2. Costs associated with Inventory
3. Classification of materials
4. ABC Analysis - VED, HML, FSN, GOLF, SOS
5. Types of Inventory - Basic EOQ Model
6. EOQ with discounts, Shortages

### UNIT IV: Purchasing Management

1. Responsibilities of Purchase Department
2. Purchase Cycle
3. Negotiation & Bargaining
4. Vendor relations
5. Purchasing Methods
6. Global sourcing

### UNIT V: Materials Handling

1. Stores – Functions, Importance, Organization of stores & Stores layout.
2. Stores procedure – documentation
3. Standardization – need and importance. Codification – concept, benefits
4. Materials Handling - Principles of Materials Handling system
5. Materials Handling Equipments
6. Safety issues

### Suggested Readings

1. Dobler, Donald.W & Burt (1996). *Purchasing and Supply Management*. USA; McGraw-Hill.
2. Dutta , A.K (2008). *Materials Management*. New Delhi; PHI.
3. Gopalkrishnan ,P (1993). *Handbook of Materials Management*. New Delhi ; PHI.
4. Arnold et al (2004). *Introduction to Materials Management*: New Delhi;Pearson Education.

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### MBAIES405 ENTERPRISE RESOURCE PLANNING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment			
MBAIE S405	Enterprise Resource Planning	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of this course is to help students to understand the basics of ERP, its uses and its application.

#### Course Outcome

Students to understand the basics of the basics of ERP, its uses and its application in present business scenario.

#### **Unit 1: Introduction to ERP**

1. Enterprise Resource Planning –Introduction
2. Need of ERP
3. Advantages of ERP
4. Growth of ERP

#### **Unit II: ERP and Related Technologies**

1. Business process Reengineering (BPR)
2. Management Information System (MIS)
3. Decision Support Systems (DSS) Executive Support Systems (ESS)
4. Data Warehousing
5. Data Mining
6. Online Analytical Processing (OLTP)
7. Supply Chain Management (SCM)
8. Customer Relationship Management (CRM)

#### **Unit III: Modules of ERP**

1. ERP modules & Vendors Finance Production planning, control & maintenance Sales & Distribution Human Resource Management (HRM)
2. Inventory Control System
3. Quality Management ERP Market

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123

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### Unit IV: ERP Implementation

1. ERP Implementation Life Cycles Evaluation and selection of ERP package
2. Project planning Implementation
3. Team training & testing
4. End user training & Going Live
5. Post Evaluation & Maintenance

### Unit V: Post implementation of ERP

1. ERP Case Studies Post implementation review of ERP Packages in Manufacturing
2. Services

### Suggested Readings

1. Leon, A. (2008). *Enterprise Resource Planning*. New Delhi; Tata McGraw-Hill Education.
2. Kumar, V & Venkitakrishna, N. K. (1998). *ERP - Concepts and Practice*. New Delhi; PHI.
3. Garg, Venkitakrishnan (2003). *ERP Concepts and Planning*. New Delhi; PHI Learning.

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### MBAIEO405 PRODUCT INNOVATION AND PLANNING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE O405	Product Innovation and Planning	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The Objective of this course is to improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

#### Course Outcomes

1. Understand appropriate theoretical frameworks and models to evaluate product innovation situations and develop options and recommendations for new product investments.
2. Recognize the important relationship between marketing strategy choices and new product development decisions in an organization and apply these in new product choices.

### COURSE CONTENT

#### UNIT I: Product strategy

1. Product strategy Proposed Product Planning Model-Setting Objectives
2. Monitoring the Environment, Situation Analysis
3. Development of a Product/Market Program
4. Product Mix Strategy
5. Analysis of product line and product mix decisions

#### UNIT II: Product Development

1. Idea generation
2. Concept and product development and evaluation
3. Business analysis
4. Characteristics of Successful Product Development
5. New Product Development Process and Organizations

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125

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### UNIT III: Test Marketing

1. Testing products and other critical elements of marketing mix
2. Test Marketing Objectives, Limitations of Test Marketing
3. Design Consideration in Test Marketing
4. Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch
5. Test market planning, evaluation, and introduction strategies

### UNIT IV: Capacity Planning

1. Capacity Planning
2. Integrated Production Planning and Control

### UNIT V: Materials Planning and Control

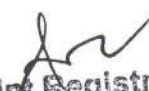
1. Materials Planning and Control: Input Required for Materials Planning and Control
2. Steps in Materials Planning and Control
3. Techniques of Materials Planning and Control
4. Scientific Stock Control Techniques (Inventory Control Models)

### Suggested Readings

1. Saaksvuori, Antti (2009). *Product Lifecycle Management*. UK; Wiley.
2. Chapman, Stephen. N (2007). *Fundamentals of Production, Planning and Control*. US; Pearson Publications.
3. Muhlemann, Alan (2007). *Production and Operations Management*. New Delhi; Pearson.
4. Shrivastava R. K. (2010). *Product Management & New Product Development*. Delhi; Excel Books.
5. Jhamb L.C (2001). *Production Planning and Control*. Pune; Everest Publications.
6. Sharma, Hari & Raghu, Rama (2000). *Production Planning and Control Concepts and Application*. New Delhi; Deep and Deep Publications.
7. Scott, Bill (1995). *Manufacturing Planning System*. London; McGraw-Hill Publications
8. Plossl ,George W & Licky's ,O. R. (1994). *Materials Requirement Planning*. New York; McGraw-Hill Publications.

  
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### MBAIEO406 TOTAL PRODUCTIVE MAINTENANCE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment*	END SEM University Exam	Assessment*				
MBAIEO 406	Total Productive Maintenance	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

1. To apprise the students of modern approaches in the field of maintenance.
2. To provide sufficient knowledge base pertaining to maintenance planning and Management in industries.
3. To provide better insight into the ongoing global trends, pertaining to maintenance management.
4. To provide knowledge and understanding of human participation in maintenance through TPM

#### Course Outcomes

1. Familiar with the history of maintenance management practices
2. Able to appreciate evolution and benefits of adopting the culture of TPM, and
3. In a position to understand TPM implementation steps.

#### COURSE CONTENT

##### Unit: I Introduction to Maintenance Management

1. Objectives and functions/ scope of Maintenance Management
2. Conventional types of maintenance – Breakdown or corrective maintenance, and Preventive Maintenance
3. Types of Preventive Maintenance models
4. Reliability, Availability and Maintainability
5. Maintenance cost

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### Unit: II Total Productive Maintenance Concepts

1. Stages of Maintenance Practices, from Preventive Maintenance to TPM
2. Productive Maintenance and Maintainability Improvement concepts
3. Definition and concepts of TPM
4. Five 'S'
5. TPM Small Group activities

### Unit: III Implementing Total Productive Maintenance

1. Equipment Effectiveness and Six Big Losses, measures to overcome 'Six Big Losses'
2. Eight pillars of TPM
3. Autonomous maintenance: Fundamentals and features of Autonomous Maintenance, Activities of Production and Maintenance departments under TPM programme, 7-step procedure for implementing Autonomous Maintenance.
4. The twelve steps of TPM development

### Unit: IV Other Aspects of Maintenance Management

1. Maintenance Cost
2. Spare parts management
3. Condition Monitoring and Condition Based/ Predictive Maintenance
4. Routine Maintenance planning and scheduling
5. Planning and scheduling of major maintenance projects

### Suggested Readings

1. Nakajima, Seiichi (1992). *Introduction to TPM*. Chennai; Productivity Press.
2. Nakajima, Seiichi (1989). *TPM Development Programme – Implementing Total Productive Maintenance*. Chennai; Productivity Press
3. Gopalakrishnan, P & Banerji, A.K (1991). *Maintenance and Spare Parts Management*. New Delhi; Prentice – Hall of India Pvt. Ltd
4. Goto, F (1992). *Equipment planning for TPM Maintenance Prevention Design*. Chennai; Productivity Press.
5. Shirose, K (1992). *Total Productive Maintenance for Workshop Leaders*. Chennai; Productivity Press.
6. Shirose, K (1996). *TPM for Operators*. Chennai; Productivity Press.
7. Suzuki, T (1993). *New Directions for TPM*. Chennai; Productivity Press.

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### MBAIEO407 INDUSTRIAL ENGINEERING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*			
MBAIE O 407	Industrial Engineering	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

To understand different aspects like: Plant location and its selection, Plant layout within the plant. It also helps to understand and apply different concept of production planning and control. Study of productivity and Work-study are important tools, after studying it student are able to apply it in the industry for productivity improvement

#### Course Outcomes

1. Equip students with location decision and site selection
2. Understand plant layout knowledge for betterment of plant
3. Understand Production planning and control

#### **COURSE CONTENT**

##### **UNIT: I Location Selection and Plant Layout**

1. Nature of Location Decision
2. Importance of Plant Location
3. Choice of site for selection
4. Comparison of location
5. Principles of Plant layout and Types
6. factors affecting layout, methods

##### **UNIT: II Production Planning and Control**

1. Types of Production systems and their Characteristics
2. Functions and objectives of Production Planning and Control
3. Sales forecasting: Techniques and Applications
4. Steps of Production Planning and Control: Process planning

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129

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### UNIT III: Productivity and Work Study

1. Definition of productivity
2. Application and advantages of productivity improvement tools
3. Reasons for increase and decreases in productivity
4. Areas of application of work study in industry
5. Reaction of management and labor to work study

### UNIT IV: Job Evaluations and Wage Plan


1. Objective
2. Methods of job evaluation
3. Job evaluation procedure
4. Merit rating (Performance appraisal)
5. Method of merit rating
6. Wage and wage incentive plans


### UNIT V: Industrial Legislation

1. Need for Industrial legislation
2. Factories act 1948
3. Industrial dispute act 1947
4. The Indian trade unions act 1926

### Suggested Readings

1. Gavriel, Salvendy (2001). *Handbook of industrial engineering: technology and operations management*. UK; John Willey and Sons Inc.
2. Chakrabarty, Amlan (2011). *Energy Engineering and Management*. New Delhi: PHI

  
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### MBAIEO408 STRATEGIC TECHNOLOGY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment	END SEM University Exam	Teachers Assessment				
MBAIE O408	Strategic Technology Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

#### Course Outcomes

1. Familiarize the students with the concepts of technology management
2. Understand Generation, Development and Technology Transfer

#### COURSE CONTENT

##### Unit I: Introduction to Technology Management

1. Concept and Meaning of Technology and Technology Management
2. Evolution and Growth of Technology
3. Role and Significance of Technology Management
4. Impact of Technology on Society and Business
5. Technology and competition
6. Forms of Technology-Process technology; Product technology

##### Unit II: Technology Acquisition

1. Technology Acquisition
2. Alternatives for Acquiring New Technologies
3. Reasons Compelling a Company for Obtaining a New Technology
4. Management of Acquired Technology
5. Economy of scale or Scale economy
6. Levels of scale; the measurement of scale
7. Factors affecting the choice of scale

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131

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### Unit III: Technology Forecasting

1. Concept of Technology Forecasting
2. Characteristics of technology forecasting
3. Technology forecast method
4. Principles of technology forecasting
5. Technology Forecasting Process
6. Need and Role of Technology Forecasting

### Unit IV: Selection and Implementation of New Technologies

1. Automation Decisions
2. New Technologies
3. Selection of a New Technology
4. Implementation of New Technology
5. Automation and automation technology
6. Automation decisions

### Unit V: Aspects and Issues in Technology Management

1. Technological Change- Characteristics of technological change
2. Classification of technological change
3. Impact of technological change
4. Technology Transformation
5. Technology and Socio-Economic Planning

### Suggested Readings

- Tarek, Khalil (2009). *Management of Technology*. Delhi: Tata McGraw Hill.
- Burgelman, Robert (2009). *Strategic Management of Technology & Innovation* Boston: Tata McGraw Hill.
- Narayanan, V.K (2010). *Managing Technology and Innovation for Competitive Advantage*: New Delhi: Pearson.
- White, Margaret A (2008). *The management of Technology and Innovation* Boston: Cengage Learning.
- Frenzel, C & Frenzel, J (2008). *Management of information Technology*. Boston: Cengage Learning.
- Tidd, Joe (2006). *Managing Innovation: Integrating Technological Market and Organizational Change*. Australia: John Wiley & Sons.
- Drucker, Peter F (2010). *Technology Management and Society*. London: Pam Books
- Schilling, Melissa A. (2016). *Strategic Management of Technological Innovation*. Europe; McGraw-Hill.
- Hill, C.W.L. (1997). *Establishing a standard: Competitive strategy and technological standards in winner-take-all industries*. Academy of Management E

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### SEMESTER III

#### List of Electives (Systems)

- MBAIFS303 E-Business
- MBAIES304 Visual Basic Programming
- MBAIES305 Computer Networks
- MBAIES306 Object Oriented Programming Using C++
- MBAIES307 Management Information System
- MBAIES308 RDBMS Using Oracle

### Semester-IV

- MBAIES403 Information Technology
- MBAIES404 Software Engineering
- MBAIES405 Enterprise Resource Planning (ERP)
- MBAIES406 Modeling Techniques And IT For Operations Management
- MBAIES407 Virtual Marketing
- MBAIES408 Business Intelligence And Data Mining

  
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### MBAIES403INFORMATION TECHNOLOGY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Ty'o Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 403	INFORMATION TECHNOLOGY	60	20	20	-	-	3	-	2	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The objective of this course is to help students to understand the basics of Information Technology, its uses and its application in present business scenario.

#### Course Outcomes

Students to understand the basics of Information Technology, its uses and its application in present business scenario.

#### COURSE CONTENT

##### Unit I: Introduction to Computers and Internet

1. Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages
2. Introduction to Embedded Software.
3. Fundamentals of operating system- Windows, Unix/Linux.
4. Introduction to World Wide Web - Internet operations.
5. Emerging communication technologies

##### Unit II: Working with MS-Word and MS-Excel

1. Microsoft Word,
2. Microsoft Excel – Formulas, Graphs, Basis statistical formulae.

##### Unit III: Working with MS-Power Point

1. Microsoft Power Point – Creating effective presentations

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### Unit IV: Working with MS-Access

1. Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries.

### Unit V: HTML

1. HTML – Home page designing for each student using Microsoft FrontPage

### Suggested Readings

1. Rajaraman, V. (2004). *Introduction to Information Technology*. New Delhi; PHI.
2. Turban, Rainer, Potter (2003). *Introduction to Information Technology*. UK; John Wiley and Sons.
3. Sinha, P., K., Sinha, P. (2002). *Foundation of Computing*. New Delhi; BPB Publications.
4. Ram, B. (2003). *Computer Fundamentals*. New Delhi; New Age Publications

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### MBAIES404 SOFTWARE ENGINEERING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment nt*	END SEM University Exam	Teachers Assessment nt*				
MBAIES 404	Software Engineering	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

The objective of this course is to help students to understand the basics of software engineering, its uses and its application.

#### Course Outcomes

Students to understand the basics of the basics of software engineering, its uses and its application.

#### COURSE CONTENT

##### Unit I: System Concept

1. System Concept Definitions,
2. Integrated Systems,
3. Sub-systems and Modules.

##### Unit II: Role of Software Engineer / Analysts / Users

1. Role of Software Engineer / Analysts / Users in the various phases of Systems Development Life Cycle.

##### Unit III: Phases of System Development

1. General phases of Systems Development Life Cycle Feasibility Study, Requirements Capture,
2. Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance

##### Unit IV: System Models

1. Different Approaches to Software Development Waterfall Model
2. Spiral Model
3. Prototyping
4. RAD
5. Object Oriented
6. 4GL

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148

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### Unit V: Various Approaches

1. Structured Analysis and Design Method and Software Engineering
2. Data Flow Diagrams; Flow Charts; Functional Decomposition Diagrams; Structure Charts; Structured Flow Charts (N-S Diagrams) Logic Representation Techniques Decision Trees; Decision Tables; Pseudo code and Structured English

### Suggested Readings

1. Marsic, Ivon (2012). *Software Engineering*. Rutgers University- NJ; New Brunswick
2. Bell, D. (2005). *Software Engineering for Students-A Programming Approach*, New Delhi; Pearson Education
3. Pressman, R. S. (2001). *Software Engineering: A Practitioner's Approach*. 5, New Delhi; McGraw-Hill Higher Education
4. Edwards, Parry (1993). *Systems Analysis and Design*. New Delhi; McGraw-Hill

  
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### MBAIES405 ENTERPRISE RESOURCE PLANNING (ERP)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 405	Enterprise Planning (ERP) Resource	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of this course is to help students to understand the basics of ERP, its uses and its application.

#### Course Outcome

Students to understand the basics of the basics of ERP, its uses and its application in present business scenario.

#### **COURSE CONTENT**

##### **Unit I: Introduction to ERP**

1. Enterprise Resource Planning –Introduction
2. Need of ERP
3. Advantages of ERP
4. Growth of ERP

##### **Unit II: ERP and Related Technologies**

1. Business process Reengineering (BPR)
2. Management Information System (MIS)
3. Decision Support Systems (DSS) Executive Support Systems (ESS)
4. Data Warehousing
5. Data Mining
6. Online Analytical Processing (OLTP)
7. Supply Chain Management (SCM)
8. Customer Relationship Management (CRM)

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### Unit III: Modules of ERP

1. ERP modules & Vendors Finance Production planning, control & maintenance Sales & Distribution Human Resource Management (HRM)
2. Inventory Control System
3. Quality Management ERP Market

### Unit IV: ERP Implementation

1. ERP Implementation Life Cycles Evaluation and selection of ERP package
2. Project planning Implementation
3. Team training & testing
4. End user training & Going Live
5. Post Evaluation & Maintenance.

### Unit V: Post Implementation of ERP

1. ERP Case Studies Post implementation review of ERP Packages in Manufacturing
2. Services

### Suggested Readings

1. Leon, A. (2008). *Enterprise Resource Planning*. New Delhi; Tata McGraw-Hill Education
2. Kumar, V., Venkitakrishna, N. K. (1998). *ERP - Concepts and Practice*. New Delhi; PHI
3. Garg, Venkitakrishnan (2003). *ERP Concepts and Planning*. New Delhi; PHI Learning

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### MBAIES406MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 406	Modeling Techniques and IT For Operations Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of this course is to help students to understand modeling techniques, its uses and its application in operations management.

#### Course Outcomes

Students to understand modeling techniques, its uses and its application in operations management.

#### COURSE CONTENT

##### Unit I: Introduction to Business Modeling

1. Introduction to Business Modeling: Modeling – meaning and process, Certainty and uncertainty in models, importance of understanding data before modeling, modeling with spreadsheet in simple decision situations.

##### Unit II: Linear Programming

1. Linear Programming: Application of LPP in operations management,
2. Formulation of LPP, simplex method, duality, Sensitivity Analysis.
3. Trans-shipment problems. Concept of Goal programming,
4. Goal programming model formulation.

##### Unit III: Decision Trees

1. Decision Trees: Concept, Application of Decision Trees in operations management.

##### Unit IV: Sequencing Problems

1. Sequencing Problems: Concept, Application
2. n jobs – 2 machines
3. n jobs - 3 machines
4. n jobs – m machines
5. Comparison of priority sequencing rules

152

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### Unit V: Dynamic Programming, Simulation, Design Experiment and Role of IT in Operations

1. Dynamic Programming: Conceptual Introduction to Dynamic programming.
2. Simulation: Concept, Applications in Operations management.
3. Design of Experiments: Concept and Introduction.
4. IT in Operations: Importance of IT in operations, IT as a competitive edge, Role of IT in – Design, Production Planning, Layout and Logistical operations.
5. Software in Operations: Introduction, characteristics and key features of software's for Project Scheduling, Logistics / Supply chain management and Quality management.

### Suggested Readings

1. Vohra, N.D. (2006). *Quantitative Techniques in Management*. New Delhi; Tata- Mcgraw-Hill Publications
2. Sharma, J. K. (2001). *Quantitative Techniques for Managerial Decisions*. New Delhi; Macmillan India Ltd.
3. Bal Krishnan et al (2013). *Managerial Decisions Modeling with Spreadsheets*. New Delhi; Pearson Education
4. Gillette, B.E. (2008). *Introduction to Operations Research - A Computer Oriented Approach*. New Delhi; Tata McGraw Hill Publications
5. Taha Hatndy (2008). *Operations Research : An Introduction*. New Delhi; PHI
6. Render, Stair, Jr. (2009). *Quantitative Analysis for Management*. New Delhi; Pearson Education.

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### MBAIES407 VIRTUAL MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 407	Virtual Marketing	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objective

The objective of this course is to help students to understand the basics of virtual marketing, its uses and its application.

#### Course Outcome

Students to understand the basics of the basics of virtual marketing, its uses and its application in present business scenario.

#### **COURSE CONTENT**

##### **Unit I: Introduction to E Business Fundamentals and The Virtual Value Chain**

1. E Business Fundamentals: Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C)
2. The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts

##### **Unit II: Consumer Behavior on the Internet**

1. Consumer Behavior on the Internet: Demographic, geographic, psychographic and 89 behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping.
2. Information for Competitive Marketing Advantage: Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence.

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154

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### Unit III: The Internet Marketing Mix

1. The Internet Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet
2. Marketing Mix - presenting product online, building a brand – Price in the Internet
3. Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet
4. Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the e-consumer

### Unit IV: Customer Experiences on the Web

1. Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience.
2. e-Customer Relationship Management: The Economics of e-Loyalty - The importance of trust - The importance of focusing on the "right" customers - Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

### Unit V: Virtual Communities

1. Virtual Communities: Building Partnerships through Community - User-Generated Content, Blogs
2. Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls, The Future of e Marketing.

### Suggested Readings

1. Strass, E., Ansary, Frost (2003). *e-Marketing*. New Delhi; PHI
2. Carter, Brooks, Catalano, Smith (2007). *Digital Marketing for Dummies*. UK; John Wiley
3. Garikaparthi, Madhvi (2009). *eCRM-Concepts & Cases*. New Delhi; Himalya Publications
4. Jaiswal, M. P., Kaushik, A. (2002). *e-CRM: Business & System Frontiers*. New Delhi; Asian Books.

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### MBAIES408 BUSINESS INTELLIGENCE AND DATA MINING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES 408	Business Intelligence and Data Mining	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### Course Objectives

1. To identify the use of data warehousing and data mining in different business applications.
2. To identify the different data warehouse architectures and data warehouse models.
3. To recognize the various data mining techniques.
4. To know how the data mining is useful in an e-commerce environment.

#### Course Outcomes

1. Students to understand the use of data warehousing and data mining in different business applications.
2. Students to understand the different data warehouse architectures and data warehouse models, various data mining techniques and use in e-commerce environment.

#### COURSE CONTENT

##### Unit I: Data Warehousing

1. Introduction and General Principle
2. On-line Transaction Processing (OLTP)
3. Data Warehouse (DW) Architecture Fundamentals, Data Mart
4. Approaches to Architecture | Top-down, Centralised | Bottom-up, Architected

##### Unit II : Data Warehouse Process

1. Technical and Business Meta Data
2. Meta Data Process
3. Data Warehouse Design
4. Star and Snowflake Schemas
5. Online Analytical Processing (OLAP) Architecture
6. Multidimensional Database (MDD), Data Cubes
7. ROLAP Data Model
8. MOLAP Data Model, Logical Models for Multidimensional Information

156

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9. Conceptual Models for Multidimensional Information
10. Query and Reporting, Executive Information Systems (EIS), Data Warehouse and Business Strategy

### Unit III: Data Mining (DM)

1. Fundamental Concepts, Architectural Aspects of Data Mining
2. Data Mining Techniques
3. Data Mining Issues and Challenges

### Unit IV: The Business Context of Data Mining

1. Data Mining for Process Improvement, Data Mining as a Research Tool
2. Data Mining for Marketing, Data Mining for Customer Relationship Management
3. Association Rules; Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints

### Unit V: Classification and Clustering

1. Introduction, Clustering Paradigms, Partitioning Algorithm
2. K-means Clustering Algorithm, Hierarchical Clustering
3. Fuzzy c-means Algorithm, Categorical Clustering Algorithm
4. Data Mining Tools; Decision Trees, Neural Networks, Genetic Algorithms, Rough Sets and Fuzzy Logic
5. Advanced Mining Techniques, Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, etc.
6. DW and DM Applications, Business Intelligence, Customer Relationship Management with Case Studies.

### Suggested Readings

1. Vercellis, C. (2009). *Business Intelligence: Data Mining and Optimization for Decision Making*. Mumbai; Wiley
2. Berry, M.J.A., Linoff, G. S. (2010). *Mastering Data Mining: The Art and Science of Customer Relationship Management*. Mumbai; Wiley
3. Linoff, G.S., Berry, M. J. A. (2011). *Data Mining Techniques: For Marketing, Sales and Customer Relationship Management*. 3, Mumbai; Wiley

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