Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAI301C ADVANCEDHUMAN VALUES AND PROFESSIONAL ETHICS

COURSE CODE	CATEGORY	COURSE 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*				
MBAI301C	AECC	Advanced Human Values and Professional Ethics	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **AECC-** Ability Enhancement Compulsory Course

***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 disseminate the theory and practice of moral code of conduct and familiarize the students with the concepts of "right" and "good" in individual, social and professional context

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Help the students to understand right conduct in life.
2. To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect personal and professional life.

COURSE CONTENT

Unit I: Inculcating Values at Workplace
1. Values: Concept, Sources, Essence
2. Classification of Values.
3. Values in Indian Culture and Management: Four False Views, Value Tree
4. Eastern and Western Values; Values for Global Managers

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI301C	AECC	Advanced Human Values and Professional Ethics	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **AECC-** Ability Enhancement Compulsory Course
*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Professional Ethics
1. Ethics: Concept, Five P's of Ethical Power, Organisational Tools to Cultivate Ethics
2. Theories of Ethics: Teleological and Deontological
3. Benefits of Managing Ethics in an Organisation
4. Ethical Leadership

Unit III: Indian Ethos and Management Style
1. Indian Ethos and Workplace
2. Emerging Managerial Practices
3. Ethical Considerations in Decision Making and Indian Management Model
4. Core Strategies in Indian Wisdom and Ethical Constraints

Unit IV: Human Behavior – Indian Thoughts
1. Guna Theory
2. Sanskara Theory
3. Nishkama Karma
4. Yoga: Types, Gains; Stress and Yoga

Unit V: Spirituality and Corporate World
1. Spirituality: Concept, Paths to Spirituality
2. Instruments to achieve spirituality
3. Vedantic Approach to Spiritual and Ethical Development
4. Indian Spiritual Tradition.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI301C	AECC	Advanced Human Values and Professional Ethics	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **AECC-** Ability Enhancement Compulsory Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Kausahl, Shyam L. (2006). *Business Ethics – Concepts, Crisis and Solutions*. New Delhi: Deep and Deep Publications Pvt. Limited
2. Murthy, C.S.V. (2012). *Business Ethics –Text and Cases.* Himalaya Publishing House: Mumbai
3. Chakraborty, S. K. (1999). *Values and Ethics for Organizations*. Oxford university press
4. D.Senthil Kumar and A. SenthilRajan (2008). *Business Ethics and Values.* Himalaya Publishing House: Mumbai

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MBAI302C PROJECT MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **CC**- Core Course
*****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 course is intended to develop the knowledge of the students in the management of projects. It is aimed at imparting knowledge on managing entire life cycle of a project – from conceptualization to commissioning.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understanding of various phases in a project life cycle.
2. Ability to establish feasibility of a project and various methods of project financing
3. Learn to organize and coordinate with different functions for successful project implementation
4. Develop ability to monitor and control projects, and risks involved.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

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

Unit I: Concept of Project
1. Overview, key concepts, classification, characteristics of project
2. Project life cycle and its phases
3. Project feasibility: project identification, market and demand analysis, technical analysis, and technology selection

Unit II: Project Feasibility and Investment Evaluation
1. Project cost estimate
2. Project appraisal: time value of money, project cash flows, payback period, cost of capital, project rate of return
3. Sources of financing
4. Optimum capital structure and it's theories
5. Investment decision rule

Unit III: Project Implementation
1. Project planning and scheduling
2. Network analysis, construction of networks
3. Time-cost trade-off and crashing of projects
4. Resource allocation using network analysis, resource leveling
5. Project contracting: types of contracts in projects, steps in project contracting

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MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **CC-** Core Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Human and Social Aspects of Managing Projects
1. Project organization
2. Project leadership: motivation, communication, conflict handling in projects
3. Social cost-benefit analysis, UNIDO approach

Unit V: Project Review and Administrative Aspects
1. Project monitoring and control, variance analysis, performance analysis
2. Abandonment analysis
3. Computer based project management & PMIS

Suggested Readings
1. Chandra, P. (2011). *Project Planning: Analysis, selection, implementation and review.* New Delhi: Tata McGraw Hill.
2. Choudhury S. (2017), *Project Management.* Chennai: McGraw Hill Education (I) Pvt. Ltd.
3. Singh, N. (2003). *Project Management and Control*. New Delhi: Himalaya Publishing House.
4. Nicholas, J.M. (2008). *Project Management for Business and Technology: Principles and practice*. Pearson Publication.
5. Gray, C.F., Larson, E.W. and Desai, G.V. (2010). *Project Management: The managerial process*. New Delhi; Tata McGraw Hill.
6. Pinto, J. (2010). *Project Management: Achieving Competitive Advantage*. New Jersey: Pearson.
7. Abrol, S. (2010). *Cases in Project Management*. New Delhi: Excel Books
8. Maylor, H. (2017). *Project Management*. New Jersey: Pearson.

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List of Electives (Marketing)

• MBAIEM303 Product and Brand Management
• MBAIEM304 Consumer Behaviour
• MBAIEM305 Sales and Distribution Management
• MBAIEM306 Service Marketing
• MBAIEM307 Advertising Management
• MBAIEM308 E – Marketing
• 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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MBAIEM303 PRODUCT AND BRAND MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM303	DSE	Product and Brand Management	60	20	20	-	-	3		-	3

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

***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
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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with the relationship between Corporate Strategy and Product and Brand Management.
2. Equip the students with the various dimensions of product and brand management

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM303	DSE	Product and Brand Management	60	20	20	-	-	3		-	3

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

*****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 CONTENT

Unit I: Introduction to Product Management
1. Need of Product Management
2. Marketing and Product Management
3. Types of Product
4. Product classification
5. Product Mix Strategy

Unit II: New Product Development
1. Factors Contributing to a new Product Design
2. New Product Development Process
3. Product Life Cycle and Marketing strategies
4. Characteristics of Successful Product Development

Unit III: Testing Marketing
1. Test Marketing Objectives
2. Limitations of Test Marketing
3. Design Consideration in Test Marketing
4. Product Launch Tracking
5. Evaluation.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM303	DSE	Product and Brand Management	60	20	20	-	-	3		-	3

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

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

Unit IV: Branding
1. Definition of Brand.
2. Importance of Branding to Consumers and Producers
3. Branding Challenges and Opportunities
4. Brand Equity

Unit V: Brand Image and Brand Personality
1. Brand Image- Meaning and Definition,
2. Brand Image for Established and New Products
3. Brand Personality- Meaning and Definition
4. Types and Elements of Brand personality

Suggested Readings
1. Russel,Lehman (2009). *Product Management.* New Delhi:TMH.
2. Mathur,U C (2010) .*Product and Brand Management*. New Delhi:Excel Books.
3. Wiley Baker & Hart S (2010). *Product Strategy and Management.* New Delhi: Pearson.
4. Karl,Ulrich(2009). *Product Design and Development. New Delhi:* TMH.
5. Majumdar,Ramanuj(2003).*Product Management in India.* New Delhi: Prentice Hall
6. Keller, Kevin Lane (2011).*Strategic Brand Management: Building Measuring &Managing Brand Equity*.England: Pearson Education.
7. Noel,Kapferer Jean (2008).*Strategic Brand Management*Kogan Page.
8. Kaptan, Pandey S (2004).*Brand Limitations*. New Delhi: Himalaya Publishing House.
9. Tapan,Panda(2013).*Brand Management.* New Delhi: Excel Publication.
10. UC, Mathur(2010).*Brand Management: Text and Cases. New Delhi*:Macmillan.
11. Chunnawalla,SA (2003) .*Compendium Brand Management. New Delhi:*Himalaya Publishing House.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM304 CONSUMER BEHAVIOR

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEM304	DSE	Consumer Behavior	60	20	20	-	-	3		-	3

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

*__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 are to help students gain an understanding of various aspects of Consumer Behavior and their applications.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Provide knowledge of various disciplines contribution in understanding buyer behavior in a holistic manner.
2. Familiarize the students with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.

COURSE CONTENT

Unit I: Introduction
1. Introduction to Consumer Behavior and Consumer Research
2. Nature, Scope
3. Application of Consumer Behavior and Consumer Research

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	Two Term Exam	Teachers Assessment*	PRACTICAL END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM304	DSE	Consumer Behavior	60	20	20	-	-	3		-	3

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

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

Unit II: Consumer Decision Processes
1. Consumer Decision Processes
2. Pre-purchase process: Information processing
3. Purchase Processes: Consumer Decision rules
4. Post Purchase processes: Framework
5. Dissonance satisfaction / dissatisfaction

Unit III: Individual Determinants of Consumer Behavior
1. Demographics Psychographics
2. Consumer Personality and Consumer Motivation
3. Need identification and classification
4. Use of personality, purchase pattern to understand needs and segment markets

Unit IV: Consumer Behavior Models
1. Nicosia Model
2. Howard Sheth Model
3. Engel Blackwell and Miniard Model
4. Sheth Family Decision Making Model

Unit V: Environmental Influences on Consumer Behavior
1. Culture, Cross cultural understanding
2. Social class, family
3. Family life-cycle group and personal influence
4. Word of mouth communication
5. Opinion leadership
6. Future of consumer behavior

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM304	DSE	Consumer Behavior	60	20	20	-	-	3		-	3

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

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

Suggested Readings
1. Prakash, Shri (2010).*Theory of Consumer Behavior.* New Delhi*:* Vikas Publication.
2. Hawkins, David (2010).*Consumer Behavior.* New Delhi*:* Tata Mcgraw Hill.
3. Blackwell et all (2008).*Consumer Behavior.*India: Cengage Learning.
4. Batra.Satish&Kazmi (2008).*Consumer Behaviour.* New Delhi*:* Excel Books.
5. Assel, H (2008).*Consumer Behaviour.Boston*:Cengage Learning.
6. Solomon M.R.(2009). *Consumer Behaviour.*NewDelhi**:**PHI.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM305 SALES AND DISTRIBUTION MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM305	DSE	Sales and Distribution Management	60	20	20	-	-	3		-	3

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

***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 are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1. Provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM305	DSE	Sales and Distribution Management	60	20	20	-	-	3		-	3

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

***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 CONTENT

Unit I: Introduction
1. Personal Selling: The Role of personal selling in marketing mix
2. The personal selling process
3. Personal selling objectives
4. Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale& follow-up)

Unit II: Theories of Sales Management
1. Objectives, Nature and Scope
2. Buyer - Seller Dyads, Theories of selling
3. AIDAS Theory, "Right set of circumstances" Theory
4. "Buying Formula" Theory and Behavioral Equation Theory of selling

Unit III: Planning and Organizing Sales and Sales Force
1. Sales Planning, Sales Organization
2. Sales Forecasting, Sales Budgeting
3. Territory Design and Setting Quotas
4. Recruiting and Selecting Sales persons
5. Training and Development

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM305	DSE	**Sales and Distribution Management**	60	20	20	-	-	3		-	3

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

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

Unit IV: Channel Management
1. Design of Distribution Channel
2. Types of channel intermediaries –wholesalers, distributors, stockists, sales agents brokers, franchisers, C&F agents, and retailers
3. Management of Channels
4. Conflict and Competition
5. Vertical and Horizontal Marketing Systems

Unit V: Wholesaling and Retailing
1. Wholesaling-Introduction, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling
2. Retailing: Importance, Types, Retail Format
3. Physical Distribution & Logistics: Goals, function, Organizing for Physical Distribution
4. Warehousing
5. Internet as a medium for order processing and Information

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
			TEACHING & EVALUATION SCHEME								
MBAIEM305	DSE	Sales and Distribution Management	60	20	20	-	-	3		-	3

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

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

Suggested Readings

1. Gupta,S L(2010).*Sales and Distribution Management.* New Delhi: Excel Books.
2. Cron,Willam L (2010).*Sales Management: Concepts and Cases.*India*:*Wiley.
3. Krishana,Havaldar (2009) .*Sales & Distribution Management. New Delhi:*TMH.
4. Spiro, Stanton (2008). *Management of a Sales Force. New Delhi:* McGraw-Hill.
5. Tanner, Jeff (2010).*Sales Management. New Delhi:* Pearson publishing.
6. Cundiff Edward W&Still Richard R (2010).*Sales Management Decisions: Strategies and Cases.*New Delhi: Pearsonpublishing.
7. Cundiff,Edward W &Norman, A.P Govni(2010).*Sales Management - Decisions, Strategy and Cases.* New Delhi: Prentice Hall of India.
8. Thomas,Watuba(2007).*Sales Management-Texts and Cases*, New Delhi: Business Publication.
9. Johnson, Kurtz and Schevin (1994).*Sales Management: Concept practice& cases. New Delhi:*MacGrawHill.

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Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM306 SERVICE MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM306	DSE	Service Marketing	60	20	20	-	-	3		-	3

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

*__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 are to expose students to the nature of retail and service markets and develop abilities to help them apply marketing concepts in these markets.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
2. Provide understanding of those aspects of marketing that are of particular relevance to service producing organizations

COURSE CONTENT

Unit I: Introduction
1. Services: Service Sector and Economic Growth, Service Concept
2. Characteristics and Classification of Service
3. Challenges and Strategic Issues in Service Marketing
4. Segmentation, Differentiation and Positioning of Services

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM306	DSE	Service Marketing	60	20	20	-	-	3		-	3

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

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

Unit II: Marketing Mix in Services Marketing
1. Marketing Mix in Services Marketing
2. Product& Price
3. Place, Promotion& People
4. Physical Evidences and Process Decisions

Unit III: Designing a Service Strategy
1. Designing a Service Strategy
2. Service Management Process
3. Internal, External and Interactive marketing strategies
4. Challenge of Service Distribution
5. Physical Channels – Franchisee

Unit IV: Managing Service quality and Productivity
1. Managing Service quality and Productivity: Concept, Dimensions and process
2. Service quality models (Gronnos and Parsuraman)
3. Application and Limitations, Productivity in Services
4. Challenge of Service communication
5. Service Advertising Strategies—Transformational Advertising

Unit V: Applications of Service Marketing
1. Applications of Service Marketing
2. Marketing of Financial, Hospitality, Health, Educational and Professional Services
3. Marketing for Non-Profit Organizations and NGO's
4. Measures of Service Quality Dimensions of Service Quality

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEM306	DSE	Service Marketing	60	20	20	-	-	3		-	3

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

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

Suggested Readings
1. Zeithmal, Bitner (2006).*Service Marketing (SIE).* New Delhi:TataMcgraw Hill.
2. Hoffman,K.D (2008).*Marketing of Service*. Boston:Cengage Learning.
3. Cullen, Peter (2008). *Retailing: Environment &operation*.Boston :Cengage Learning.
4. Sivakumar, A(2007). *Retail Marketing.* New Delhi: Excel Books.
5. C BhattachryaC&Shanker Ravi, *Services Marketing(2009).* New Delhi:Excel Books.
6. Nargundkar,Rajendra(2006) .*Services Marketing.* New Delhi: Tata Mcgraw Hill.
7. Clow ,Kenneth E(2003). S*ervices Marketing: Operation, Management and Strategy.* India:Wiley.
8. Apte, Govind(2004).*Services Marketing.* USA: Oxford Press.
9. Jauhari,Vinnie(2009).*Services: Marketing, Operations, and Management.* New Delhi:Oxford Press.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM307 ADVERTISING MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM307	DSE	Advertising Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
*****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 give a thorough working knowledge of Advertising and Marketing communication and how they inter-relate.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To introduce the students, the Concepts and Principles of Advertising,
2. To understand the role of Ad Agency Management Media planning

COURSE CONTENT

Unit I: Understanding Advertising
1. Concept, Nature, Definitions, Evolution and History
2. Role, Objectives, Functions, and Significance " Basic Theories and Applications "
3. Types and Classification of Advertising
4. Factors Determining Advertising Opportunity of a Product/Service/Idea

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	Two Term Exam	Teachers Assessment*	PRACTICAL END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM307	DSE	Advertising Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Advertising Industry
1. Advertisers
2. Agencies, media companies and other organizations
3. The communication model: communication process
4. Economic, social, ethical and regulatory aspects of advertising

Unit III: Advertising message
1. Types of Appeals and Advertising Message
2. Message objectives, recall, attitude, emotions and feelings
3. Message tactics: creative approaches, copy writing
4. Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace

Unit IV: Media strategy
1. Budgeting, approaches and allocation
2. Media planning types, class
3. Media vehicle
4. Media scheduling

Unit V: Advertising Effectiveness
1. Advertising effectiveness - measure
2. Pro and post launch research
3. Advertising in the evolving marketing environment

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM307	DSE	Advertising Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*****Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings
1. Kazmi,S. H.H &Batra,Satish K(2010).*Advertising & Sales Promotion.* New Delhi: Excel Books.
2. Shah, Kruti (2009).*Advertising and Promotions: An IMC Perspective.* New Delhi:TMH.
3. Batra, Rajeev (2010).*Advertising Management*. New Delhi: Pearson.
4. Jefkins, France (2010).*Advertising.* New Delhi: Pearson.
5. Lane- Kleppner's(2010).*Advertising Procedure.* New Delhi: Pearson.
6. Wells, Willaim D (2010).*Advertising: Principles and Practice*. New Delhi: Pearson

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM308 E – MARKETING

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEM308	DSE	E-Marketing	60	20	20	-	-	3		-	3

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

****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 aims to impart an in-depth perspective into digital marketing, and prepare students for the fast-paced world. The approach of the course is to place it in the context of fundamental marketing concepts, and to delve in detail into the specifics of what constitutes digital marketing.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Develop a far deeper understanding of the changing digital landscape
2. Identify some of the latest digital marketing trends and skill sets needed for today's marketer
3. Discover the theories, tools and techniques to help you to successfully plan, predict, and manage your digital marketing campaigns
4. Assess digital marketing as a long term career opportunity, where's it heading, what's most suitable for the student

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	
MBAIEM308	DSE	E-Marketing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__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 CONTENT

Unit I: Digital Marketing-An Overview
1. Introduction, Objectives, Definition, History and, Features of Digital Marketing
2. Digital Marketing: Scope, Benefits and Problems
3. Digital Marketing Techniques
4. Examples of best practices in Digital Marketing

Unit II: Digital Customers
1. Introduction, Objectives, Definition of Digital Customers
2. Dealing with Customers' Motivations and Expectations
3. Fears and Phobias of Digital Customers
4. Digital Buying Process

Unit III: Digital Market
1. Definition of E-Malls
2. E-Storefront, E-Marketplace
3. Web stores, Online stores
4. Concept of E-CRM
5. Legal and Ethical Issues in Digital Marketing

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM308	DSE	E-Marketing	60	20	20	-	-	3		-	3

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

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

Unit IV: Applications of Digital Marketing
1. Introduction, Objectives, Online Advertising
2. Search Engine Optimization (SEO)
3. Search Engine Marketing (SEM)
4. Social Media Marketing
5. Mobile Marketing
6. E mail Marketing
7. Web Marketing
8. Video and Audio (Podcasting) Marketing
9. Direct Response Medium
10. Role of Distribution in Digital Marketing
11. Lead Generation Platform
12. Customer Service Mechanism
13. Relationship Building Medium

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM308	DSE	E-Marketing	60	20	20	-	-	3		-	3

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

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

Unit V: Methods and Techniques of Digital Marketing
1. Introduction, Objectives
2. Advertising Techniques
3. Copy writing for the Web, Social media and mobiles
4. Selling Methods, Sales Promotion
5. Public Relations
6. Sponsorship Techniques
7. Direct Marketing Techniques

Suggested Readings
1. Strauss, Judy &Frost Raymond (2009). *E-Marketing.* New Jersey: Prentice Hall.
2. Agarwala , K.N. &Agarwala, D(2006).*Business on the Net: What's and How's of E-commerce.* New Delhi: McMillan.
3. Ravi ,Kalakota&Andrew ,Whinston(1997).*Frontiers of E-Commerce*. Delhi: Addision Wesley.
4. O,Brien J. (2011).*Management Information System.* New Delhi: TMH.
5. Oberoi ,Sundeep(2001). *E-Security and You*. Delhi: TMH
6. Levine ,YoungMargret (2002) . *The complete reference to Internet. Delhi:* TMH

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

BAIEM403 RETAIL MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM403	DSE	Retail Management	60	20	20	-	-	3		-	3

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

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM403	DSE	Retail Management	60	20	20	-	-	3		-	3

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

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

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
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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	Two Term Exam	Teachers Assessment*	PRACTICAL END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM403	DSE	Retail Management	60	20	20	-	-	3		-	3

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

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

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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM404 DIRECT AND EVENT MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIE M404	DSE	Direct and Event Marketing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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.

Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIE M404	DSE	Direct and Event Marketing	60	20	20	-	-	3		-	3

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

***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 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
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. Network Creating Direct Mail Advertising
8. Online web advertising and email/permission marketing
9. Data Protection and Privacy-self-regulation and codes of practice

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIE M404	DSE	Direct and Event Marketing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM405 RURAL MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM405	DSE	Rural Marketing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM405	DSE	Rural Marketing	60	20	20	-	-	3		-	3

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

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

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

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-salesservice

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COURSE CODE	CATEGORY	COURSE 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*					
MBAIEM405	DSE	Rural Marketing	60	20	20	-	-	3		-	3

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

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

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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MBAIEM406 INTERNATIONAL MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL						
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM406	DSE	International Marketing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1. 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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM406	DSE	International Marketing	60	20	20	-	-	3		-	3

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

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

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

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEM406	DSE	International Marketing	60	20	20	-	-	3		-	3

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

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

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. Onkwisit& Shaw(2010).*International Marketing:* India: PHI Learning.
6. Cherunilam,Francis (2010).*InternationalMarketing.* New Delhi: HimalayaPub.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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEM407 STRATEGIC MARKETING MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. 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

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*****Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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
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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM407	DSE	Strategic Marketing Management	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3		-	3

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

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

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

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEM408	DSE	Customer Relationship Management	60	20	20	-	-	3		-	3

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

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

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. Balasubramaniyan, K. *Essence of Customer Relationship Management.* learn Tech press

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List of Electives (Finance)

• 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
• 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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Choice Based Credit System (CBCS) in Light of NEP-2020
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MBAIEF303 FINANCIAL MARKET

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF303	DSE	Financial Market	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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 gain an understanding of how to interpret and analyze the economic and financial environment in order to make informed investment allocations.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarizing the students with the Indian capital market, its operations, instruments, regulations etc.
2. Equip students with acquiring analytical skills in the market analysis in the context of raising medium and long term funds.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF303	DSE	Financial Market	60	20	20	-	-	3		-	3

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

*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 CONTENT

Unit I: Introduction to Financial Markets
1. Introduction of Financial Markets
2. Structure of Financial System
3. Role of Financial System in Economic Development
4. Financial Markets and Financial Instruments
5. Government Economic Philosophy
6. Structure of Financial Market in India

Unit II: Primary Market System and Regulations in India
1. Types of firm's Interface with Investors
2. Types of Scripts
3. Issue of Capital: Process, Regulations, Legalities
4. Pricing of Issue, Methods of Issue
5. Book-building, Road-show
6. Intermediaries in Issue Management
7. Managing Shareholder Relations
8. Primary Market Intermediaries: Commercial Banks, Development Banks
9. Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF303	DSE	Financial Market	60	20	20	-	-	3		-	3

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

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

Unit III: Secondary Market System and Regulations in India
1. Stock Exchanges in India: History and development and importance
2. Listing of Scripts, On-line Trading
3. Depositories: Growth, Development, Regulation, Mechanism
4. Stock Exchange Mechanism: Trading, Settlement, Risk Management
5. Inside Trading, Circular Trading, Price Rigging, etc. |
6. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags Stock Exchange Regulations
7. Role of FIIs, MFs and Investment Bankers

Unit IV: Foreign Exchange Market
1. Foreign Exchange Market
2. Uses and determinants of Foreign Capital
3. Forms of Foreign capital
4. International Financial instruments

Unit V: Bond Market in India
1. Bond Market in India: Government Bond Market and its Interface with Capital Market
2. Debt Market in India
3. Capital Market and Money Market
4. Primary and Secondary Markets

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF303	DSE	Financial Market	60	20	20	-	-	3		-	3

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

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

Suggested Readings

1. Dhankhar, J. N. (2009). *Indian Capital Market in Operation*. New Delhi: Skylark Publications.
2. Chandra, Prasanna (2009). *Investment Analysis*.New Delhi: Tata McGraw Hill.
3. Choudhry, Moorad (2002).*Capital Market Instruments*. London: Prentice Hall.
4. Madhusoodanan, E.D. (2008).*Indian Capital Markets*. Delhi: Quest Publications.
5. Gurusamy (2009) .*Capital Markets*. New Delhi: Tata McGraw Hill.
6. Bhole, L .M. (2001). *Financial Markets and Institutions*. New Delhi: Tata McGraw Hill.
7. Srivastava, R .M. (2007).*Management of Indian Financial Institutions*. Mumbai: Himalaya Publishing House.

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MBAIEF304 FINANCIAL SERVICES

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF304	DSE	Financial services	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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 understand theories of value, risk and return, capital investment decisions, financing decisions, dividend policy, Mutual fund etc. Also, to study leasing, corporate takeovers, and managerial compensation.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with the role, scope and growing contribution of financial services in the service sector of the economy.
2. Know the impact and role of Credit rating in the corporate world.
3. Analyze the contribution of merchant banks and venture capital in the promotion of the business.
4. Understand the benefits of Plastic Money, Factoring and forfeiting and debt Securitization.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF304	DSE	Financial services	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 CONTENT

Unit I: Introduction
1. Overview of Financial systems In India – Structure, Regulation Role and Functions of Financial Systems
2. Financial Instruments, Financial Markets – Capital Markets & Money Markets
3. Characteristics of Financial Markets
4. Functions of Stock Exchange and RBI

Unit II: Financial Services
1. Financial Services Objectives of financial services
2. Types of financial services – capital market services & money market services
3. Banking financial corporations, non banking financial corporation's
4. Financial services sector problems and reforms

Unit III: Venture Capital and Leasing
1. Venture capital: financing pattern – legal aspects and guidelines for venture capital
2. Leasing- types of leases – leasing vs borrowing
3. Credit rating: CRISIL, ICRA
4. Factoring, forfeiting
5. Bill discounting
6. Types of factoring arrangements

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF304	DSE	Financial services	60	20	20	-	-	3		-	3

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

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

Unit IV: Mutual Funds
1. Mutual funds: concepts and objectives
2. Functions and portfolio classification
3. Guidelines for mutual funds – working of public and private mutual funds in India
4. Debt securitization

Unit V: Merchant Banking
1. Hire Purchase
2. E-banking
3. Asset Reconstruction Companies
4. Micro/ Macro finance
5. Behavioral Finance
6. Merchant Banking

Suggested Readings
1. Khan, M.Y. (2009). *Financial Services.* New Delhi: Tata McGraw Hill.
2. Pathak, Bharti (2010). *Indian Financial System*. India: Pearson.
3. Srivastava, R. M. (2010). *Dynamics of Financial Markets and Institutions in India.* New Delhi: Excel Books.
4. Shanmugham (2009). *Financial Services*. New Delhi: Wiley.
5. Bhole, L. M. (2009). *Financial Institutions and Markets*. New Delhi: Tata McGraw Hill.
6. Gurusamy,S. (2008). *Financial Markets and Institutions.* New Delhi: Tata McGraw Hill.
7. Gopalswamy,N. (2008). *Capital Market*. New Delhi: Macmillan Publishers
8. Chary (2008).*Venture Capital: Concepts and Application.* New Delhi: Macmillan Publishers
9. Jadhav, Narendra (2007*). Monetary Policy, financial Stability and Central Banking in India.* New Delhi: Macmillan Publishers

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEF305 INSURANCE AND RISK MANAGEMENT

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF305	DSE	Insurance and Risk Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
*__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 help students understand general Insurance Market in India.
2. To examine the issues related to risk management in view of insurance.
3. To acquaint the student with different policies of general insurance.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Equip students with concepts, techniques and issues in the context of a General insurance and risk management.
2. Describe the insurance market, market participants, and roles of market participants.
3. Increase ability to demonstrate an understanding of the risk management process.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF305	DSE	Insurance and Risk Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 CONTENT

Unit I: Introduction
1. Meaning of General Insurance
2. The Evolution and Growth of General Insurance
3. Types of General Insurance
4. Fundamentals of General Insurance
5. Recent innovations. Organization and Management of General Insurance Companies
6. Regulatory Framework for General Insurance in India

Unit II: Claims Management
1. Meaning of Life Insurance
2. Basic Principles of Insurance ,IRDA
3. Factors affecting the insurance claim management system
4. Types of documents needed in various types of claims
5. Term Life Insurance
6. Whole Life insurance
7. Endowment Life Insurance
8. Unit Linked Policies with or without Profit Policies

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF305	DSE	Insurance and Risk Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit III: Types of Insurance
1. Auto Insurance, Worker Compensation / ESIC
2. Health Insurance and Mediclaim policies
3. Marine Insurance, Liability Insurance, Burglary Insurance
4. Computation of Premiums and Settlement of claims
5. Premium defined, Premium Calculation Including Rebates
6. Mode of Rebates, Large sum assured Rebates
7. Rider Premiums
8. Computation of Benefits – Surrender value – Paid up value

Unit IV: Risk Management
1. Risk: Definitions, Types of Risk
2. Risk Management Process and Methods
3. Objectives of Risk Management
4. Risk Pooling and Insurance

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF305	DSE	Insurance and Risk Management	60	20	20	-	-	3		-	3

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

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

Unit V: Significance of risk management
1. Significance of risk management function within business organizations
2. Requirements of insurable risks
3. Benefits and costs of insurance to society
4. Advantages and disadvantages of insurance in handling risk
5. Steps in personal risk management
6. Risk control and risk financing

Suggested Readings
1. Arunajatesan, S. &Viswanathan, T. R. (2009). **Risk Management** & **Insurance**. Noida: Macmillan Publishers India Ltd.
2. Rejda, George E. (2010). *Principles of Risk Management and Insurance*. Boston: Pearson
3. Skipper & Kwon, (2008). *Risk Management and Insurance Perspectives in Global Economy*. United Kingdom: John Wiley & Sons.
4. Mishra, M.V. (2008).*Insurance Principles and Practice*. New Delhi: S.Chand
5. Karampal, Bodla, B.S. and Garg, M.C. (2006*), Insurance Management Principles & Practices*. New Delhi: Deep & Deep Publications.
6. Arthur, C. and William, C Jr. (2005). *Risk Management and Insurance*. New Delhi: Sultan Chand & Sons.
7. Harrington, Niehaus (2007).*Risk Management & Insurance*. Europe: McGraw Hill education
8. Neelam, C Gulati (2007*). Principles of Insurance Management*. New Delhi: Excel Books
9. Misra, K. C. & Kumar, C. S. (2009). *General Insurance- Principles and Practice*. New Delhi: Cengage Learning India Pvt. Ltd.

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Choice Based Credit System (CBCS) in Light of NEP-2020
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MBAIEF306 BANKING SERVICES AND MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF306	DSE	Banking Services and Management	60	20	20	-	-	3		-	3

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

*__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. The objective of the course is to providing an in-depth analysis of the commercial banking in the liberalized Indian economy
2. Familiarizing the students with the regulating framework for banks in India

Course Outcomes
1. Equip the students with the in depth knowledge of financial management in the banking organizations.
2. Give understanding of new banking practices and processes.
4. Familiarize the students with concept of CAR, Liquidity ratios.

COURSE CONTENT

Unit I: Introduction to Indian Banking System
1. Indian Financial System: An Overview
2. Indian Banking System ,Role and Importance of Banks
3. Banking Structure in India ,Types of Banks
4. Evaluation of the Banking System

Unit II: Analysis of the Banking Structure
1. Analysis of the Banking Structure and Performance Measurement
2. Interpreting Bank Balance Sheet and Income Expenditure Statements
3. Financial Statement Analysis
4. CAR, Liquidity Ratios, Structural Ratios and Profitability Ratios

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF306	DSE	Banking Services and Management	60	20	20	-	-	3		-	3

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

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

Unit III: Banking Regulations
1. Banking Regulations
2. Control of the Banking Sector by the RBI
3. CRR, SLR, CRAR
4. Income Recognition Norms
5. Provision for NPAs , Impact of NPA,Factors responsible for NPA,Techniques for managing NPA
6. Introduction - Asset/Liability Management Practices
7. Credit Risk Management
8. Treasury Management
9. Export credit

Unit IV: Banking Organizations
1. Management of Banking Organization
2. Loan Management
3. Investment Management
4. Liquidity Management
5. Profit and Growth Management
6. Asset Liability Management Using traditional GAP and Modern Techniques

Unit V: Opportunities for Banks
1. Mergers and Acquisition, Bancassurance and Universal Banking
2. Opportunity for Strengthening the Banking Organization
3. Technological Innovations and Opportunities for Banks
4. International Banking Organizational Structure, Activities and Regulation

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF306	DSE	Banking Services and Management	60	20	20	-	-	3		-	3

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

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

Suggested Readings
1. Rejda, George E. (2010). *Principles of Risk Management and Insurance*.Boston: Pearson.
2. Iyenge, V. (2010). *Introduction to Banking* .New Delhi: Excel Books.
3. Neelam, C Gulati (2007*). Principles of Insurance Management*. New Delhi: Excel Books.
4. Arunajatesan, S. &Viswanathan, T. R. (2009). **Risk Management** & **Insurance**. Noida: **Macmillan Publishers** India Ltd.
5. Hull, John C. (2010). *Risk Management and Financial Institutions*. Singapore: Pearson
6. Joshi, Vasant and Joshi, Vinay (1998). *Managing Indian Bank*. London: Response Books.
7. Paul, Justin (2010). *Management of Banking and Financial Services.* India: Pearson.

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MBAIEF307 TAX PLANNING AND MANAGEMENT

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF307	DSE	Tax Planning and Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with the functions and performance of Direct and Indirect tax.
2. Provide understanding of Tax Planning.

COURSE CONTENT

Unit I: Introduction
1. Introduction to Direct Taxes, Income Tax, Wealth Tax
2. Important Provision of Income Tax Act

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF307	DSE	Tax Planning and Management	60	20	20	-	-	3		-	3

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

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

Unit II: Basic Concepts
1. Basic Concepts: Assessment Years, Previous Years
2. Person, Income, Gross Total Income
3. Capital and Revenue Receipts and Expenditure
4. Residential Status and Incidence of Tax
5. Tax Free Income

Unit III: Income from Salary
1. Income from Salary: Meaning
2. Taxability of Allowances and Perquisites
3. Permissible Education, Treatment of PF, Gratuity
4. Tax Planning in Relation to NRIs

Unit IV: Income from Business and Profession
1. Income from Business and Profession: Basis of Charge
2. Scheme of Provisions
3. Deductions Expressly Allowed
4. Expenses Allowed Under Restriction
5. Depreciation

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF307	DSE	Tax Planning and Management	60	20	20	-	-	3		-	3

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

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

Unit V: Income from House Property
1. Income From House Property: Tax Planning
2. Income From Capital Gains and other Sources
3. Tax Planning
4. Deduction: Deduction Allowed From Total Income
5. Rebates and Relief
6. TDS: Tax Deduction at Source
7. Filling of Returns

Suggested Readings
1. Singhania, V.K. (2010). *Direct Tax Law*. New Delhi: Taxman Publications.
2. Jain & Jain (2010). *Tax Planning and Management/ Income Tax*, Bangalore: Path makers.
3. Hariharan, N. (2009). *Income Tax: Law & Practices*. New Delhi: TMH
4. Lal, B.B. (2010) *Income Tax*. New Delhi: Pearson.
5. Singhania, Vinod&Singhania, Monica. *Students' Guide to Income Tax*. Mumbai: Taxmann's.

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MBAIEF308 INTERNATIONAL FINANCIAL MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF308	DSE	International Financial Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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 provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with the functions and performance of international financial institutions.
2. Provide understanding of mechanics and application of International Financial Systems.

COURSE CONTENT

Unit I: Introduction
1. International Financial Management: Nature, Scope and Objectives
2. International Parity Conditions -Purchasing Power Parity, International Fisher Effect
3. International Financial Institutions-International Monetary Fund, World Bank

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF308	DSE	International Financial Management	60	20	20	-	-	3		-	3

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

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

Unit II: Foreign Exchange markets
1. The Foreign Exchange markets- Functions of the Foreign Exchange Market
2. The Foreign Exchange rates -direct and indirect quotations
3. Spot market and forward market - forward premiums and discounts, Bid - ask spread
4. Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory

Unit III: Management of Foreign Exchange Risk
1. Translation exposure - Functional Versus Reporting Currency
2. Transaction exposure
3. Measurement and Management of Transaction exposure
4. Currency Correlation and Variability as Hedging Tools
5. Economic Exposure, Transaction Exposure versus Economic Exposure

Unit IV: Multinational Capital Budgeting
1. Multinational Capital Budgeting - Problems and issues in foreign investment analysis
2. Techniques of capital budgeting - NPV, IRR. APV

Unit V: Managing Foreign Operations
1. Eurocurrency markets, International Bonds Markets
2. External Commercial Borrowings, Advantages of Euro Issues
3. GDRs and ADRs, Component of Balance of Payments
4. Current Account, Capital Account

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF308	DSE	International Financial Management	60	20	20	-	-	3		-	3

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

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

Suggested Readings
1. Apte, P.G. (2010). *International Financial Management*. New Delhi: Tata McGraw Hill
2. Madura, Jeff (2008).*International financial Management.* Cengage Learning.
3. Shapiro, Alan C. *Multinational Financial Management*. New Delhi: John Wiley &Sons.
4. Vij, Madhu (2010). *International Financial Management*. New Delhi: Excel books.
5. Clark, 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.

Choice Based Credit System (CBCS) in Light of NEP-2020
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MBAIEF403 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*** 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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3		-	3

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

*****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 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
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.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF403	DSE	Investment Analysis and Portfolio Management	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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
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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF404	DSE	Rural Banking And Micro Finance	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3		-	3

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

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

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,

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
			TEACHING & EVALUATION SCHEME								
MBAIEF405	DSE	Mergers And Acquisition	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3		-	3

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

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

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
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

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF406	DSE	Foreign Exchange Market	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3		-	3

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

*****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL		L	T	P	
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3		-	3

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

*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 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
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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF407	DSE	Enterprise Risk Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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 Practioners*. 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

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3		-	3

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

*****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

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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 to Derivatives
   1. Introduction, History, Types, Uses and Need of Financial Derivatives
   2. Evolution of Derivatives in India, Major Recommendations of Dr. L.C. Gupta Committee, Benefits of Derivatives in India
   3. Derivatives Trading at NSE/BSE, Eligibility of Stocks, Emerging Structure of Derivatives Markets in India and Regulation of Financial Derivatives in India

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3		-	3

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

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

Unit II: Forward Market
1. Introduction, Pricing and Trading Mechanism
2. Features of Forward Contract, Classification of Forward Contracts
3. Forward Trading Mechanism, Forward Prices Vs Future Prices

Unit III: Future Market
1. Introduction, Evolution of Futures Market in India, Types, Functions and Growth of Futures Markets
2. Futures Market Trading Mechanism, Specification of the Future Contract
3. Clearing House, Settlement, Operation of Margins, Theories of Future prices
4. Future prices and Risk Aversion, Forward Contract Vs. Futures Contracts,
5. Hedging strategies using futures.
6. Commodity Derivatives:Introduction to Commodity Derivatives, Commodity Exchanges and Commodity Contracts. Pricing Commodity futures, hedging with Commodity Futures.

Unit IV: Option Market
1. Concept of Options, Types of options
2. Option Valuation, Options-Applications,
3. Hedging strategies with Options, Income generation with options,
4. Option trading strategies, Determinants of Option Prices
5. Binomial Option Pricing Model , Black-Scholes Option Pricing.

Unit V: SWAPS
1. Concept, Evaluation and Features of Swap
2. Types of Financial Swaps, Interest Rate Swaps
3. Currency Swap, Debt- Equity Swap.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEF408	DSE	Financial Derivatives and Risk Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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

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List of Electives (Human Resource)

• 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
• 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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MBAIEH303 TRAINING AND DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH303	DSE	Training and Development	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 the student gain an understanding of the need and methods of Training and Development, and develop insights in effective designing and evaluation training programmes.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To make student understand the scope, nature and importance of Training and Development.
2. To make student aware regarding the various methods of Training and Development, and gain insights in Design, Development and Delivery of Training Program.

COURSE CONTENT

Unit I: Introduction
1. Concept, Designing Effective Training
2. Forces Influencing Working and Training
3. Recent Trends in Training Practices

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH303	DSE	Training and Development	60	20	20	-	-	3		-	3

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

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

Unit II: Strategic Training
1. Strategic Training and Development Process
2. Organisational Characteristics and Training
3. Different Strategies and Training needs

Unit III: Need Assessment
1. Necessity of Need Assessment
2. Need Assessment Process
3. Scope of Need Assessment

Unit IV: Transfer of Training and Evaluation
1. Transfer of Training: Concept, Methods, Model of Transfer Process.
2. Work and Organisational Factors Influencing Transfer of Training
3. Evaluation of Training: Reasons, Process, Outcomes
4. Determining Return on Investment: Cost Benefit Analysis

Unit V: Technology and Training
1. Influence of Technology on Training : Benefits and Limitations
2. Technology Based Training Methods: Types and Comparison
3. Future of Training and Development, Researches on Training and Development

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEH303	DSE	Training and Development	60	20	20	-	-	3		-	3

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

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

Suggested Readings

1. Noe, R. (2008). ***Employee Training and Development.***Tata McGraw-Hill Education Private Limited.
2. Garner, J. (2006). ***Training Interventions in Job Skill Development.*** Boston(USA); Addison-Wesley.
3. Craig, Robert L., (2008). ***Training and Development Handbook***. Ghaziabad (UP); McGraw Hill.
4. Kenney, Donnelly J, Eugene, L., Margaret, A. R., (2010). ***Manpower Training and Development***. London; London Institute of Personnel Management.
5. http://www.fao.org/docrep/W5830E/w5830e0h.htm(Retrieved on April 1, 2018)
6. https://www.unodc.org/pdf/india/publications/guide_for_Trainers/03_systematicapproachtotraining.pdf(Retrieved on April 1, 2018)

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MBAIEH304 BUSINESS PROCESS TRANSFORMATION

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH304	DSE	Business Process Transformation	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
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 familiarize the students with the concept of basic principles for analyzing and improving business methods, procedures and systems in the business organizations

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To familiarize students with the concept and theories of Creativity and Innovation.
2. To explain students the TQM concepts and its implementation
3. To provide students with the insight of Business Process Re-engineering and its importance.

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH304	DSE	Business Process Transformation	60	20	20	-	-	3		-	3

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

*__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 CONTENT
Unit I: Innovation and Creativity
1. Theories of Creativity and Innovation, Managing People Side of innovation, Resistance to Innovation, Process of Creativity, Releasing creativity, Creative Techniques of Problem Solving
2. The Creative Environment, Creative Organization, Creativity Training
3. Introduction to Learning Organizations, Architecture of Learning Organization.

Unit II: Work System Design
1. Redesigning Work, Developing Teams, Building Teams Structure and Skills
2. Managing Disruption and Conflict, Improving Work Process and Work Flow
3. Appraising Team Performance, Leading High Performance Teams.

Unit III: Total Quality Management
1. History & Philosophy of TQM
2. Total Quality as a System,
3. TQM Implementation Process
4. ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification,
5. Malcolm Baldridge Award Criteria
6. Demings Award
7. Rajiv Gandhi National Quality Award.

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			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH304	DSE	Business Process Transformation	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Basic HR issues in Total Quality Management
1. Leadership Vision and Continuous Process of Improvement
2. Kaizen
3. Performance Appraisal and TQM
4. People Capability Maturity Model (PCMM)
5. Quality Based HR Practices.

Unit V: Business Process Re-Engineering
1. Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
2. Knowledge Organization: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization, Researches on Training and Development.

Suggested Readings
1. Khandwala, P. N.(2008). *Fourth Eye: Excellence Through Creativity*. Allahabad; Wheeler Publication
2. Grover, V., Markus, M. L.(2010). *Business Process Transformation*. New Delhi; PHI.
3. Poirier, C. (2015). *Business Process Management Applied*. New Delhi; Cengage Learning
4. Evans (2009). *Total Quality Management*. New Delhi; Cengage Learning
5. Panda, T. (2009). *Knowledge Management*. New Delhi; Excel Books
6. Singh, K. (2009). *Organisation Change and Development*. New Delhi; Excel Books

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MBAIEH305 HUMAN RESOURCE DEVELOPMENT AND AUDIT

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEH305	DSE	Human Resource Development & Audit	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*****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 the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To provide an insight to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations.
2. To familiarize students with the role of line managers and HR specialists in HRD.

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIEH305	DSE	Human Resource Development & Audit	60	20	20	-	-	3		-	3

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

*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 CONTENT

Unit I: Introduction to HRD
1. Definition, Evolution, Goals
2. Good HRD Practices and Business Improvement
3. HRD Practices : The Indian Experiences
4. HRD and Organisational Effectiveness

Unit II: Approaches of HRD
1. Elements of HRD
2. Evaluation of HR Function: Balance Scorecard Approach, Strategic HR Framework, Integrative Framework, Human Capital Appraisal Approach
3. HRD Audit and HRD Score Card

Unit III: HRD Audit
1. HRD Audit: Need, Concept, Process, Methodology, Instruments
2. Limitations of HRD Audit

Unit IV: HRD Styles, Culture and Competencies
1. Top Management Styles and their Audit : Benevolent, Critical and Developmental
2. Culture and its Audit: OCTAPACE Culture
3. HRD Competencies and their Audit

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH305	DSE	Human Resource Development & Audit	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: HRD Reports and Applications
1. HRD Audit Report Writing
2. HRD Audit and Business Improvement
3. HRD Audit: The Indian Experience, Researches on HRD and Audit

Suggested Readings
1. Pareek, U. and T.V.Rao (2007).**Designing and Managing Human Resource Systems.** Third Edition 2007,published by Oxford & IBH publishing Co.Pvt.Ltd
2. Rao, T. V.(2004) . *HRD Audit*. New Delhi: Response Books.
3. Kandula (2010). *Strategic Human Resource Development*. New Delhi: PHI Learning.
4. French, W.L. and Bell, C. H. (1999). Organization Development: Behavioral Science Interventions for Organization Improvement, Pearson Publications. 6th Edition

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MBAIEH306 COMPENSATION MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH306	DSE	Compensation Management	60	20	20	-	-	3		-	3

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

***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 familiarize students with the dynamics of wage and salary administration and current trends in India, legal aspects of compensation management, and understanding designing of compensation for employees

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To familiarize students the dynamics of compensation designing and current trends in India.
2. To make student understand the techniques to frame wage and salary for skilled, semi-skilled and unskilled workers.

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			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH306	DSE	Compensation Management	60	20	20	-	-	3		-	3

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

*****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 CONTENT

Unit I: Introduction to Compensation
1. Compensation : Concept, Objectives, Components, Dimensions
2. 3-P Compensation Concept, Factors Affecting Compensation
3. Reward: Concept, Designing and Assessing Reward System
4. Current Trends in Compensation and Reward Management in India

UNIT II: Compensation Management and Job Evaluation
1. Compensation Management : Process, Equity, Improving Equity, Job Evaluation and its linkage with compensation
2. Compensation Planning: Level, Structure and System Decisions
3. Designing Compensation System: On Basis of Making Payments-Skill Based, Merit Based, Knowledge Based, Competency Based, Market Based. Methods of Making Payment- Time Wage Method, Piece Wage Method.

Unit III: Governing Laws for Wage and Salary Administration
1. The Payment of Wages Act, 1936
2. The Minimum Wages Act, 1948
3. The Equal Remuneration Act, 1976
4. The Provident Fund Act, 1952
5. Employees' State Insurance Act, 1948
6. The Payment of Bonus Act, 1965
7. The Payment of Gratuity Act, 1972

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH306	DSE	Compensation Management	60	20	20	-	-	3		-	3

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

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

Unit IV: Rewarding Performance and Incentive Schemes
1. Role of Appraisal in Rewarding Performance: Performance-Compensation Linkage Model.
2. Performance Linked Incentive Schemes: Concept, Classification, Pre-requisites, Limitations
3. Approaches to Rewarding Performance: Individual and Team Based Compensation System, Pay for Performance, Variable Pay approaches
4. Employee Benefits: Concept, Classification , Fringe Benefits, ESOP's
5. Non-Monetary Rewards

Unit V: Corporate Consideration and International Compensation Management
1. Managerial Remuneration: Concept, Components, Features, Strategies
2. Ethics in Compensation Management
3. Culture and Compensation Management
4. International Compensation Management: Concept, Objectives, Elements of Expatriate Compensation Package

Suggested Readings
1. Singh, B. D. (2008). ***Compensation and Reward Management.*** New Delhi; Excel Books
2. Tapomoy, D. (2008). ***Compensation Management***. New Delhi; Excel Books Reference Books
3. Bhattacharya, D. K(2009). ***Compensation Management***. Oxford University Press, New Delhi
4. Sarma A.M and Rao N. S. (2015).   ***Compensation and Performance Management.*** Himalaya Publishing House, Mumbai
5. Milkowich, G., Newman, J. (2016). ***Compensation.***New Delhi; Tata McGraw Hill.

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MBAIEH307 INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH307	DSE	Industrial Relations and Labour Laws	60	20	20	-	-	3		-	3

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

***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 the student gain an understanding of the need of healthy relationship of employer to employer, employer to employee and employee to employee in order to gain competitive advantage in present business scenario.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To make students implement various labour related welfare and legislative matters
2. Students should be able to establish a cordial Industrial Relations for higher productivity.

COURSE CONTENT

Unit I: Industrial Relation: Introduction
1. Industrial Relation: Definition, Scope, Factors of Industrial Relations: Institutional, Economic, Technological, Political and Socio-Cultural.
2. Industrial Relations Perspectives: Functional Approaches to IR – Dunlop's Approach, Oxford Approach, Industrial Sociology Approach, Marxist Approach, Unitary Approach, Pluralist Approach, Gandhian Approach
3. Globalization: Globalization and the emerging socio-economic scenario and their impact on Industrial Relations
4. Industrial Relation and the State: Role of state

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH307	DSE	Industrial Relations and Labour Laws	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Trade Union
1. Trade Unions: Philosophy and perspectives; history and structure of Trade Unions; Impact of Globalization, Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.
2. Function of Trade Union, Types & structure of Trade Union
3. The Trade Union Act, 1926.

Unit III: Discipline, Industrial Democracy and Employee Participation
1. Employee Discipline: Importance, Causes and Forms; Disciplinary action
2. Industrial Employment (Standing Orders) Act, 1946
3. Industrial Democracy and Employee Participation: Need for industrial democracy, pre-requites of Industrial Democracy; Employee Participation-Objectives, forms of employee participation.

Unit IV: Industrial Dispute, Collective Bargaining and Contract Labour Management
1. Industrial Disputes Act, 1947: Disputes: Impact and Causes of Disputes. Negotiation. Mediation and Arbitration, Machinery for Prevention and Settlement of Industrial Disputes.
2. Collective Bargaining: Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes behind Failure of Collective Bargaining.
3. Contract Labour (Regulation and Abolition) Act, 1970

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH307	DSE	Industrial Relations and Labour Laws	60	20	20	-	-	3		-	3

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

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

Unit V: Labor Welfare and Other Important Labour Laws
1. Labor Welfare: Meaning, definition, scope, theories, principles and approaches; Statutory and Non-Statutory Welfare: Intra Mural and Extra Mural Welfare.
2. The Factories Act, 1948: Approval, Licensing and Registration, Health, Safety and Welfare, Agencies of Labor Welfare, Working Hours, Annual Leave with Wages, Periodical Returns and Records.
3. Maternity Benefit Act, 1961.
4. Employees' Compensation Act, 1923

Suggested Readings
1. Malik P.L. (2013). *Handbook of Labour and Industrial Law* . Eastern Book Company. Lucknow. Edition: 15th Edition
2. Chawla R. C. andGarg, K.C. (1993). *Industrial Law.* Ludhiana, Kalyani Publishers,
3. Bareja, J.K. (2001). *Industrial Law.*,Galgotia Publishing Company, New Delhi.
4. Monappa, Arun (1997). *Industrial Relations and Labour Laws.* New Delhi; Tata McGraw-Hill Education
5. Rao, P. S. (2000). Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games. Mumbai, Himalaya Publishing House.
6. Bhatia, S. K. (2008). *Strategic Industrial Relations and Labour Laws.*New Delhi; Deep and Deep Publications. India

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MBAIEH308 LEADERSHIP DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH308	DSE	Leadership Development	60	20	20	-	-	3		-	3

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

***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 the course is to make students acquainted with the skills of leadership development. The course also guides the students to manage and adapt change for enhancing organizational effectiveness.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To make students understand how leadership skills can be developed.
2. To gain an understanding of Change Management, Ethics and Leadership.

COURSE CONTENT

Unit I: Introduction to Leadership

1. Leadership: Definition, Styles
2. Theories: Trait Theory, Behavioral Theory and Contingency Theory
3. Leadership and Management
4. Myths About Leadership Development, Researches on Leadership Development

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH308	DSE	Leadership Development	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Education, Experience and Leadership
1. Action-Observation –Reflection Model
2. Reflection and Leadership
3. Leadership Development through Experience
4. Leadership Development through Education and Training

Unit III: Leadership Assessment and Power
1. Leadership Assessment: Best Practices in Assessing Leadership Potential
2. Measuring Effects of Leadership
3. Power and Leadership : Sources of Power, Leader Motives

Unit IV: Group, Teams and their Leadership
1. Group Think and Group Shift; Effective Team Building
2. Ginnett's Team Effectiveness Leadership Model
3. Nadler's and Tushman's Congruence Model

Unit V: Leadership and Organisational Change and Culture
1. Leadership and Rational Approach to Organisational Change
2. Leadership and Emotional Approach to Organisational Change
3. Cultural Sensitivity, Cultural Intelligence and Global Leadership Skills

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH308	DSE	Leadership Development	60	20	20	-	-	3		-	3

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

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

Suggested Readings

1. Hughes, Ginnett and Curphy (2006). *Leadership: Enhancing the Lessons of Experience*: Tata McGrawHill Publications: New Delhi
2. DubrinJ.Andrew (2008). *Leadership: Research Findings, Practice and Skills.* Houghton Mifflin Company: Boston: Newyork.
3. Stephen Robbins (2013). *Organizational Behavior.* Pearson Education, Latest edition
4. Clinton, R. (2012).*The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Kindle Edition.
5. Gulu, E. (2008). *Captain Cool: The M.S. Dhoni Story.* Westland, 2008.
6. Isaacson, W. (2011). *Steve Jobs.* Simon & Schuster (U.S.)

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MBAIEH403 ORGANIZATIONAL DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

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

COURSE CONTENT

Unit I: Introduction

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3

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

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

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

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.

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEH403	DSE	Organizational Development	60	20	20	-	-	3		-	3

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

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

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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MBAIEH 404 CHANGE MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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. Techniques for reducing Resistance to Change
4. Change Management – Key Dimensions : Strategic, Operational – Technology, Process, People

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3

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

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

Unit II: Individual and Personal Change
1. Individual Change: Kolb's Learning Cycle, Behavioral Approach to Change – Classical Conditioning, Reinforcement Strategies, Motivational Strategies (Theory X and Y, Herzberg Motivational Factors), Mc Gregor's Research Analysis
2. Personal and Change: Self Awareness, Self Analysis, Self Efficacy, Self Esteem and Self Worth.

Unit III: Groups and Change Management
1. Factors for Resistance to Change – The Affective Dimension, The Conative Dimension, The Cognitive Dimension
2. Dealing with Groups to Manage Change – Sensitivity Training, Team Building,
3. Self Managed Teams

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

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COURSE CODE	CATEGORY	COURSE NAME	END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
			THEORY			PRACTICAL					
MBAIEH404	DSE	Change Management	60	20	20	-	-	3		-	3

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

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

Unit V: Implementing Change
1. Change and Organizational Development
2. Managing Effective Organizational Development
3. Change and Leadership
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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*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 understanding of the performance management system in order to help them design, implement and manage effective performance system in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Understanding the importance and need of managing performance of employees.
2. Familiarity with various methods of appraising performance.
3. Acquiring in-depth knowledge on the entire process of performance management cycle and the related theories.
4. Understanding the linkage of performance with some of the contemporary HR interventions.
5. Appreciation of various soft aspects like ethics, motivation, etc. of performance management.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3		-	3

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

*****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 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. Five-Factor model of personality and performance management.
4. Performance Management vs Performance Appraisal

Unit II: Methods of Performance Appraisal
1. Traditional methods
2. Modern methods
3. Current trends in PMS - balanced scorecard method, 360-degree appraisal
4. Overview of competency-based PMS, use of Performance-Potential (P-P) matrix

Unit III: Designing and planning a Performance Management System
1. Linking strategy with performance target
2. Interfacing job description with performance
3. Performance appraisal form and for-ats
4. Goal Setting Theory and Expectancy Theory
5. Preparing a performance plan – Goal Setting, concept of KRA, KPA, Target, KPI, etc.; SMART Goal.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH405	DSE	Performance Management and Appraisal	60	20	20	-	-	3		-	3

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

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

Unit IV: Implementation of PMS
1. Performance review: steps of an effective performance review
2. Social Cognitive theory and Organizational Justice theory and its application in PMS
3. Performance feedback and importance of listening
4. Performance rating, normal distribution applied to performance scores.

Unit V: Other Aspects of PMS
1. Performance linked rewards
2. Issues and hurdles in PMS
3. Role of individuals, line managers, senior management, and HR professionals in PMS
4. Ethical and legal issues in PMS

Suggested Readings
1. Kohli, A.S. and Deb, T. (2008). *Performance Management.*New Delhi: Oxford University Press.
2. Sarma, A.M. and Rao, N. S. (2015). *Compensation System and Performance Management.*Mumbai: Himalaya Publishing House.
3. Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.* New Delhi: Sage Publications.
4. Kirk, R.F. (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

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3		-	3

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

****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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.

COURSE CONTENT

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

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Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3		-	3

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

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

Unit II: Understanding the Strategic Dynamics of M&A
1. Developing integration models
2. Human Due diligence
3. Implementing the integration plan

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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH406	DSE	HR Issues in Mergers and Acquisition	60	20	20	-	-	3		-	3

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

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

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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEH407 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

| COURSE CODE | CATEGORY | COURSE NAME | TEACHING & EVALUATION SCHEME | | | | | | | | |
| | | | THEORY | | | PRACTICAL | | | | | |
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3		-	3

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

*__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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1. 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.

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	
MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3		-	3

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

****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 CONTENT

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

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH407	DSE	International Human Resource Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

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; Cangage 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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEH408MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH408	DSE	Managerial Competencies and Career Development	60	20	20	-	-	3		-	3

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

*****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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.

COURSE CONTENT

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEH408	DSE	Managerial Competencies and Career Development	60	20	20	-	-	3		-	3

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

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

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

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

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

- 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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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEO303   TOTAL QUALITY MANAGEMENT

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEO303	DSE	Total Quality Management (TQM)	60	20	20	-	-	3		-	3

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

***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 TQM its uses and its application in present business scenario. Other objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes assurance to service assurance

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Equip students with selection and applying appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies.
2. Familiarize the students with the measurement of cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO303	DSE	Total Quality Management (TQM)	60	20	20	-	-	3		-	3

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

*****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 CONTENT

Unit I : Introduction to TQM
1. Meaning of the terms quality
2. Quality control and quality assurance
3. Importance of quality
4. Quality dimensions of products and services
5. Quality and competitive advantage
6. Cost of quality
7. TQM, Evolution of TQM, Basic principles of TQM
8. TQM VS Traditional management
9. Advantages of TQM

Unit II: Philosophical Framework to TQM
1. Contribution of various gurus of TQM
2. Deming-Deming's chain reaction, Deming's principles, deadly sins
3. PDCA cycle
4. Juran's Quality Triology, Juran'sBreakthrough Sequence
5. Philips Crosby- Quality is free
6. Taguchi's Quality loss function
7. Ishikawa's contributions and Quality Circles

Unit III: Benchmarking
1. Definition, reasons for benchmarking, types of benchmarking
2. Process of benchmarking
3. What to benchmark, understanding current performance, planning, studying others, using findings
4. Xerox model of benchmarking
5. Advantages and pitfalls of benchmarking
6. Concept of Kaizen and its applications

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO303	DSE	Total Quality Management (TQM)	60	20	20	-	-	3		-	3

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

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

Unit IV: Quality Management Systems
1. Quality Management Systems(QMS): Introduction, Definition of QMS
2. ISO 9000
3. ISO 14000
4. Six Sigma - Historical developments, statistical framework for six sigma
5. DPU and DPMO concepts
6. DMAIC methodology
7. Six sigma and TQM

Unit V: Quality Control and Quality Awards
1. Quality Control tools: Introduction, 7 tools of quality control
2. Poka-yoke
3. Quality Function Deployment
4. Quality Awards : Introduction, Need for Quality Awards
5. Deming Prize and its features
6. Golden peacock award
7. Rajiv Gandhi National Quality Award

Suggested Readings
1. Mukherjee, P.N. (2006). *Total Quality Management.* New Delhi; PHI learning Pvt Ltd.
2. Janakiraman, B&Gopal R.K. (2006). *Total Quality Management:Text and case* New Delhi; PHI learning PVT Ltd.
3. Mandal , S.K. (2009). *Total Quality Management.* New Delhi; Vikas Publishing House PVT Ltd.
4. Evans ,James. R. (2016). *Quality Management.* Boston; Cengage learning.

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MBAIEO304   PRODUCTIVITY MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO304	DSE	Productivity Management	60	20	20	-	-	3		-	3

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

*__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 would help students develop an understanding about the productivity concepts, value analysis, Work Study and measurement to maximize profit.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarize the students with the use of Productivity Management in manufacturing and service sector.
2. Equip students with the use of Method study and work measurement techniques.

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
			THEORY			PRACTICAL					
MBAIEO304	DSE	Productivity Management	60	20	20	-	-	3		-	3

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

*__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 CONTENT

Unit: I Introduction
1. Introduction: Productivity concepts
2. Macro and Micro factors of productivity
3. Productivity benefit model, productivity cycles

Unit: II Value Analyses and Value Engineering
1. Concept – Procedure – Application and role in Productivity
2. Productivity Models: Productivity Measurement at International
3. National and organization level
4. Total productivity models
5. Productivity Management in manufacturing and service sector
6. Productivity evaluation models, productivity improvement model and techniques

Unit: III Work Study
1. Work Study: Importance of work study
2. Method Study and Work Measurement
3. Pioneers of Performance Measurement

Unit: IV Method Study
1. Method Study: Method and Method Study
2. Need for Method Study
3. Procedure of Method Study
4. Principles of Motion Economy

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO304	DSE	**Productivity Management**	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*****Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Work Measurement
1. Work Measurement: Techniques of Work Measurement
2. Stopwatch Time Study, Predetermined Time Standards
3. Synthetic Estimates of Work Times
4. Activity Sampling. Computation of Standard Time
5. Elements – Types of Elements
6. Performance Rating
7. Allowances – Need for Allowances – Types of Allowances

Suggested Readings
1. Edsomwan, J.A. (1996). *Organizational transformation and process re-engineering.* UK; British Library Cataloging in Pub. data.
2. Harrington H. James (2006). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness.* New York; McGraw-Hill.
3. Thor Carl G, (1998). *Handbook for Productivity Measurement and Improvement.***New York;** McGraw-Hill
4. Rastogi, P.N. (1995). *Re-engineering and re-inventing the enterprise.* New Delhi; Wheeler publications.
5. Premvrat, Sardana, G.D. and Sahay, B.S. (1998). *Productivity Management – Systems approach.* New Delhi; Narosa Publications.
6. Sumanth, D.J. (1990). *Productivity engineering and management.* New Delhi; Tata McGraw-Hill

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MBAIEO305   PRODUCTION PLANNING AND CONTROL

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO305	DSE	Production Planning and Control	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
*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 designed to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Understand the importance of Production Planning and Control (PPC)
2. Equip students with application, concepts and tools used in PPC for achieving efficiency and quality superiority.

COURSE CONTENT

UNIT I: Introduction to Production Planning and Control
1. Need of PPC
2. Functions of PPC
3. Factors Influencing PPC in the Organization
4. Manufacturing Methods and Managerial Policies and Pre-requisites of PPC

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO305	DSE	Production Planning and Control	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: Materials Planning and Control
1. Input Required for Materials Planning and Control
2. Steps in Materials Planning and Control
3. Techniques of Materials Planning and Control

UNIT III: Process Planning
1. Machining Allowances
2. Make or Buy Decision
3. Scientific Stock Control Techniques (Inventory Control Models)
4. Factors Influencing Process Planning
5. Step in Process Planning and Process Selection

UNIT IV: Manufacturing Resource Planning(MRP II)
1. Introduction
2. Aggregate production planning
3. Master production scheduling
4. MRP II with Just in Time
5. Choice of software
6. Making MRP II system work
7. Achieving business objectives with MRP II

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO305	DSE	Production Planning and Control	60	20	20	-	-	3		-	3

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

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

UNIT V: Scheduling
1. Factors Influencing Scheduling
2. Working and Scheduling Charts,Gnatt Charts
3. PERT & CPM
4. Job Sequences (n job on two machines, n job on three machines)
5. Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model)

Suggested Readings
1. Jhamb, L.C(2009). *Production Planning and Control.* Delhi; Everest Publications.
2. Scott,Bill (2009). *Manufacturing Planning System.* Delhi;McGraw-Hill Publications.
3. George W, Plossl&Licky, O. R. (2010). *Materials Requirement Planning.* NewYork; McGraw-Hill Publications.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEO306   BUSINESS PROCESS REENGINEERING

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEO306	DSE	Business Process Reengineering	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*****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 student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Equip student with understanding process orientation in business management and develop skills and abilities in re-engineering.
2. Familiarize the students with business process for optimum performance.

COURSE CONTENT

UNIT I: Introduction to BPR
1. Concept
2. Philosophy of BPR
3. Fundamental tenets of BPR
4. Benefits & pitfalls of BPR
5. Drivers to BPR

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO306	DSE	Business Process Reengineering	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

UNIT II: Process reengineering framework
1. Process reengineering framework
2. Opportunity assessment
3. planning the process reengineering project

UNIT III: Process analysis and design
1. Organizing for process reengineering
2. Process analysis
3. Process design
4. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.

UNIT IV: Tools and techniques used in BPR
1. Case tools
2. Work flow systems, imaging technology
3. Floware, Business design facility tools
4. Change management tools

UNIT V: Risk and impact measurement
1. Risk and impact measurement

Suggested Readings
1. Lon, Roberts (2009). ***Process Re-engineering: The Key to Achieving Breakthrough Success.*** New Delhi; Tata McGraw Hill.
2. Johanson, Henry&Palrik&MchineA.John (2010). ***Business Process Reengineering: Breakpoint Strategies for Market Dominance***.Chichester; John Wiley & Sons.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES303 E-BUSINESS

COURSE CODE	CATEGORY	COURSE NAME	END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
			THEORY			**PRACTICAL**					
MBAIES303	DSE	E-BUSINESS	60	20	20	-	-	3		-	3

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

***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 E-Business, its uses and its application in present business scenario.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Students to understand the basics of E-Business.
2. Students to understand the various models of E-Business, there uses in present business scenario.

COURSE CONTENT

Unit I: Introduction to e-Business
1. Concept and Framework of e-Business
2. e-Business application
3. e-Business Technology and Infrastructure

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Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIES303	DSE	E-BUSINESS	60	20	20	-	-	3		-	3

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

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

Unit II: e-Business Models
1. Elements of Business Models
2. B2B Model
3. B2C Model

Unit III: Payment Systems
1. Types of e-Payment
2. Digital Token Based e-Payment
3. Smart Card and Credit Card Payment System
4. Risk on e-Payment
5. Designing e-Payment

Unit IV: Inter-organization Business
1. EDI application in Business
2. EDI: Legal, Security and Standardization
3. EDI software implementation
4. Value Added Network and Internet Based EDI

Unit V: Online Marketing Concepts and Future of e-Business
1. Online Marking Process
2. Marketing Communication
3. Marketing Tools
4. Virtual Factory
5. Portal and Vortal Concepts
6. Search Engine Optimization

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES303	**DSE**	**E-BUSINESS**	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings
1. Kalakotta, R., Whinston B.(2009). *Frontiers of E-Commerce*. New Delhi; Pearson Education
2. Kalakotta R., Robinson, M. (2009). *E-Business: Roadmap for Success*. New Delhi; Pearson Education
3. Lauden, Traver (2009).*E-commerce: Business Technology Society*. 4, New Delhi; Pearson Education
4. Schneider (2008). *E-Commerce Strategy Technology and Implementation.*1, India; Cengage Learning India
5. Rayudu, C. S. (2007).*e-Business.*New Delhi; Himalaya Publishing House.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIEO307 WORLD CLASS MANUFACTURING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO307	DSE	World Class Manufacturing	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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 importance of world class manufacturing and various ways to achieve it.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Understand the importance of world class manufacturing and various ways to achieve it in present business scenario.
2. Equip students with strategic importance of aiming at high levels of Performance in a "Global Market" situation.

COURSE CONTENT

Unit I: Historical perspective
1. Globalization
2. Global Companies
3. Models for manufacturing excellence, Business Excellence
4. World class Excellent organizations
5. Characteristics of WCM companies

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO307	DSE	World Class Manufacturing	60	20	20	-	-	3		-	3

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

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

Unit II: Bench Marks, Bottlenecks and Best Practices
1. Concepts of benchmarking, bottleneck and best practices
2. Best performers – Gaining competitive edge through world class manufacturing
3. Value added manufacturing – eliminating waste – Toyota Production System – example

Unit III: System and tools for world class manufacturing
1. Improving Product and Process Design – Lean Production – SQC
2. FMS, Rapid Prototyping, Poka Yoke, 5-S ,3 M
3. Use of IT & JIT

Unit IV: Human Resource Management in WCM

1. Adding value to the organization
2. Organizational learning – techniques of removing Root cause of problems
3. People as problem solvers
4. New organizational structures
5. Associates – Facilitators – Teamsmanship
6. Motivation and reward in the age of continuous improvement

Unit V: Indian Scenario
1. Leading Indian companies towards world class manufacturing – Task Ahead

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO307	DSE	**World Class Manufacturing**	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings
1. Panneerselvam ,R (2012). ***Production and operations managements.*** Delhi; PHI learning India Ltd.
2. Stevenson, William .J (2007). ***Operations Management***. Chennai; Tata Mcgraw Hill Co.
3. Sahay B.S. et al (2001). ***World Class Manufacturing.*** Chennai; Macmillan publishers India Ltd.
4. Khanna, O.P. (2010). ***Industrial Engineering and Management.*** New Delhi; DhanpatRai publications PVT Ltd.
5. Evans ,James R. & David, A. Collier.(2000).***Operations Management. Boston;***Cengage learning.
6. Gaither ,Norman &Frzier ,Greg(2009). ***Operations Management.*** Boston ; Cengage learning.

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

MBAIEO403   MATERIALS AND PROCUREMENT MANAGEMENT

COURSE CODE	CATEGORY	COURSE 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	DSE	Materials and Procurement Management	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

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

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COURSE CODE	CATEGORY	COURSE 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	DSE	Materials and Procurement Management	60	20	20	-	-	3		-	3

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

*****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 CONTENT

UNIT I: Introduction
1. Materials Management - Evolution
2. Importance
3. Scope and Objectives
4. Interface with other functions
5. Concept of Logistics and Supply Chain Management and evolution to 4PL

Unit II: Logistics
1. Logistics - Objectives
2. Components, Significance.
3. Supply Chain Management – Objectives
4. Components, Significance
5. Trade off Customer Service & Cost

Unit III: Inventory Management
1. Inventory - Need of Inventory
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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO403	DSE	Materials and Procurement Management	60	20	20	-	-	3		-	3

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

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

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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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES405 ENTERPRISE RESOURCE PLANNING (ERP)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES405	DSE	Enterprise Resource Planning	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1. Students will understand the basics of the basics of ERP, its uses and its application in present business scenario.

COURSE CONTENT

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

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES405	DSE	Enterprise Resource Planning	60	20	20	-	-	3		-	3

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

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3		-	3

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

*****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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.

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3		-	3

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

*****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 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

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO405	DSE	Product Innovation and Planning	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO406	DSE	Total Productive Maintenance	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 scientific maintenance planning and management of plant and equipment.
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

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Familiarity with the history of maintenance management practices
2. Understanding the evolution and benefits of adopting the culture of TPM, and
3. Understanding the TPM implementation steps and all other aspects of TPM.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO406	DSE	**Total Productive Maintenance**	60	20	20	-	-	3		-	3

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

*__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 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

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

Unit: III TPM Fundamentals and Goals
1. Equipment Effectiveness and Six Big Losses
2. Measuring Equipment Effectiveness
3. Measures to overcome 'Six Big Losses'
4. Pillars of TPM

Unit: IV Implementing Total Productive Maintenance
1. The twelve steps of TPM development
2. Autonomous maintenance: Fundamentals and features of Autonomous Maintenance, Activities of Production and Maintenance departments under TPM programme, 7-step procedure for implementing Autonomous Maintenance.
3. TPM Small Group activities
4. Five 'S'

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO406	DSE	Total Productive Maintenance	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit: V 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 , S. (1992). *Introduction to TPM.* Chennai; Productivity Press.
2. Nakajima, S. (1989). *TPM Development Programme – Implementing Total Productive Maintenance*. Chennai; Productivity Press
3. Gopalakrishnan, P.& Banerji, A.K. (1991). *Maintenance and Spare PartsManagement.* New Delhi; Prentice – Hall of India Pvt. Ltd
4. Goto, F. (1992). *Equipment planning for TPM Maintenance Prevention Design.* Chennai; Productivity Press.
5. Levitt, J. (2010). *TPM Reloaded: Total Productive Maintenance*. New York: Industrial Press Inc.
6. Shirose, K (1992). *Total Productive Maintenance for Workshop Leaders. Chennai;* Productivity Press.
7. Shirose, K (1996). *TPM for Operators. Chennai*; Productivity Press.
8. Suzuki, T (1993). *New Directions for TPM. Chennai*; Productivity Press.

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MBAIEO407 INDUSTRIAL ENGINEERING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__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

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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COURSE CODE	CATEGORY	COURSE NAME	END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
			THEORY			PRACTICAL					
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3		-	3

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

***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 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

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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIEO407	DSE	Industrial Engineering	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE 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*				
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

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

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3		-	3

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

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

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

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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL						
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS	
MBAIEO408	DSE	Strategic Technology Management	60	20	20	-	-	3		-	3	

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

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

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
1. Tarek, Khalil (2009). *Management of Technology.* Delhi: Tata McGraw Hill.
2. Burgelman, Robert (2009). *Strategic Management of Technology & Innovation* Boston: Tata McGraw Hill.
3. Narayanan, V.K (2010). *Managing Technology and Innovation for Competitive Advantage***:** New Delhi: Pearson.
4. White, Margaret A (2008). *The management of Technology and Innovation* Boston: Cengage Learning.
5. Frenzel,C & Frenzel,J (2008). *Management of information Technology.* Boston: Cengage Learning.
6. Tidd, Joe (2006).*Managing Innovation:Integrating Technological Market and Organizational Change.* Australia: John Wiley& Sons.
7. Drucker, Peter F (2010). *Technology Management and Society.* London: Pam Books Schilling, Melissa A. (2016).*Strategic Management of Technological Innovation***.** Europe; McGraw-Hill.

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List of Electives (Systems)

• MBAIES303 E-Business
• MBAIES304 Visual Basic Programming
• MBAIES305 Computer Networks
• MBAIES306 Object Oriented Programming Using C++
• MBAIES307 Management Information System
• MBAIES308 RDBMS Using Oracle
• 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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MBAIES303 E-BUSINESS

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES303	DSE	E-BUSINESS	60	20	20	-	-	3		-	3

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

*****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 E-Business, its uses and its application in present business scenario.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
3. Students to understand the basics of E-Business.
4. Students to understand the various models of E-Business, there uses in present business scenario.

COURSE CONTENT

Unit I: Introduction to e-Business
1. Concept and Framework of e-Business
2. e-Business application
3. e-Business Technology and Infrastructure

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES303	DSE	E-BUSINESS	60	20	20	-	-	3		-	3

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

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

Unit II: e-Business Models
1. Elements of Business Models
2. B2B Model
3. B2C Model

Unit III: Payment Systems
1. Types of e-Payment
2. Digital Token Based e-Payment
3. Smart Card and Credit Card Payment System
4. Risk on e-Payment
5. Designing e-Payment

Unit IV: Inter-organization Business
1. EDI application in Business
2. EDI: Legal, Security and Standardization
3. EDI software implementation
4. Value Added Network and Internet Based EDI

Unit V: Online Marketing Concepts and Future of e-Business
1. Online Marking Process
2. Marketing Communication
3. Marketing Tools
4. Virtual Factory
5. Portal and Vortal Concepts
6. Search Engine Optimization

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES303	DSE	E-BUSINESS	60	20	20	-	-	3		-	3

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

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

Suggested Readings

1. Kalakotta, R., WhinstonB.(2009). *Frontiers of E-Commerce*. New Delhi; Pearson Education
2. Kalakotta R., Robinson, M. (2009). *E-Business: Roadmap for Success*. New Delhi; Pearson Education
3. Lauden, Traver (2009).*E-commerce: Business Technology Society*. 4, New Delhi; Pearson Education
4. Schneider (2008). *E-Commerce Strategy Technology and Implementation.*1, India; Cengage Learning India
5. Rayudu, C. S. (2007).*e-Business.*New Delhi; Himalaya Publishing House.

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MBAIES304 VISUAL BASIC PROGRAMMING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES304	DSE	Visual Basic Programming	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Students will understand the visual Programming and concepts of front-end tool using visual basic
2. Students will understand theuseof VB in organization and processing complex business information.

COURSE CONTENT

Unit I : Introduction to Visual Basic
1. Enhanced features, introduction to graphical user interface, introduction to front end tools.
2. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box , combo box and Scroll bars, working with control array.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES304	DSE	Visual Basic Programming	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Managing Projects
1. Control structures, scope and life time of variables,
2. Arrays: Static array, Dynamic array,
3. User defined data type,
4. Collections understanding projects,
5. Structure of visual basic application, variables, methods, procedures, functions.

Unit III: Working with Forms
1. Loading, showing and hiding a form, controlling one form, from with in another,
2. Creating menus using menu editor, menu control array, creation of objects during run time.
3. MDI (Multiple Document Interface)

Unit IV: Working with Files and Graphics Applications
1. File: Sequential file, random file, Binary file
2. File controls: Drive list box, directory list box, and file list box.
3. Creating graphical applications: timer object, mouse events, drag and drop event, image box and picture box, shape control.
4. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control,
5. Tabstrip, SSTab control, Slider and Progress bar control.

Unit V: Report
1. Crystal Report 8.0: Creating simple reports, using crystal reports control
2. Simple application with crystal reports
3. Properties of crystal report query.

Suggested Readings
1. Holzner, S. (2008). *Visual Basics; Net Programming Black Book,* New Delhi; Dreamtech Press
2. Noel, Jerke (2010). *Visual Basic: The Complete Reference.* New Delhi; TataMcgrawHill
3. Noel Jerke (2010). *Visual Basic 6: The Complete Reference*. New Delhi; TataMcgrawHill.
4. Zak (2008). *Visual Basics*. 1, India; Cengage Learning India
5. Allert (2009). *Visual C++ Programming*. 1, India; Cengage Learning India

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MBAIES305 COMPUTER NETWORKS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES305	DSE	Computer Networks	60	20	20	-	-	3	-	-	3

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

***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 build an understanding of fundamental concepts of computer networking so that they can understand the taxonomy and terminologies related to the networking.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Comprehend concepts of computer communication, media, networking, and security
2. Familiarize with classification, models, and devices of networking
3. Apply the knowledge of computer networking concepts and address the social and ethical issues associated with the networking in real world.

COURSE CONTENT

Unit I: Introduction to Computer Communication and Networking
1. Meaning of Communication System and Networking
2. Evolution of Computer Network
3. Challenges of Network
4. Functions of Computer Network, Significance and Use of Network

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES305	DSE	Computer Networks	60	20	20	-	-	3		-	3

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

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

Unit II: Network and its Classification
1. Communication Modes (Serial and Parallel Communication)
2. Data Transmission Modes (Simplex, half-duplex, full-duplex),
3. Classification of Network by Area (LAN, MAN, WAN)
4. Classification of Network by Topology (Star, Ring, Bus, Mesh, Tree)

Unit III: Network Models and Layers
1. The OSI Reference Model
2. The TCP/IP Reference Model
3. Functions of physical layer, data link layer, network layer, transport layers, session layer, presentation layer and application layer
4. A Comparison and critique of the OSI and TCP/IP reference model

Unit IV: Transmission Media
1. Digital Transmission
2. Advantages and disadvantages of digital transmission
3. Guided Transmission Media (Magnetic media, Twisted pair, coaxial cable, fiber optics)
4. Wireless Transmission (The electromagnetic spectrum, radio transmission, microwave transmission)

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
			THEORY			**PRACTICAL**					
MBAIES305	DSE	Computer Networks	60	20	20	-	-	3		-	3

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

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

Unit V: Networking Devices and Communication Security
1. Switches, Gateways
2. Bridges, Routers, Repeaters
3. Threats to Computer communication system (Physical security vulnerabilities, personnel vulnerabilities, procedural vulnerabilities, communications vulnerabilities, computer system vulnerabilities)
4. Protection Measures (Encryption, Decryption, Firewalls)

Suggested Readings
1. Tannenbaum, A.S. (2018). *Computer Networks*. Pearson Education Inc.
2. Forouzan, B.A. (2018). *Data Communications and Networking*. McGraw Hill Education (India) Private Limited
3. Miller, M. A. (2002). *Data and Network Communications*. Delmar Thomson Learning.
4. Banzal, S. (2007). *Data and Computer Network Communication*. Firewall Media
5. Bartee, T.C. (2018). *Data Communications, Networks and System*. BPB Publications

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES306 OBJECT ORIENTED PROGRAMMING USING C++

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES306	DSE	Object Oriented Programming using C++	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__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 concepts of Object Oriented programming using C++ and their use in organization and processing complex business information.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Students will understand the concepts of Object Oriented programming using C++.
2. Students will understand the use of OPPs in organization and processing complex business information.

COURSE CONTENT

Unit I: Introduction to OOPs and its Features
1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages
2. Overview of Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES306	DSE	Object Oriented Programming using C++	60	20	20	-	-	3	-		3

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

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

Unit II: Programming with C++
1. Programming with C++: General forms of a C++ programme
2. I/O with cout and cin, different operators, scope resolution operator
3. Data types, Forwhile, do-while, if-else, switch and conditional statements,
4. Classes and objects: structure and classes, unions and classes, constructors and destructors
5. Automatic, external and static data members and member function.

Unit III: Arrays & Pointers
1. Arrays & Pointers: arrays of objects, Pointer to object, the this pointer
2. Function: General form
3. Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.

Unit IV: Inheritance
1. Inheritance: Multilevel and Multiple Inheritance
2. Constructor, Destructor and Inheritance
3. Private, Public and Protected access specifies, function and operator overloading.
4. Functions & Templates: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.

Unit V: File and Exception Handling
1. File and Exception handling: Introduction to templates and Exception handling
2. File Classes, Opening and Closing a file
3. Reading and writing a text file
4. Detecting EOF

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIES306	DSE	Object Oriented Programming using C++	60	20	20	-	-	3		-	3

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

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

Suggested Readings
1. Thampi, Mantha (2010**). *Object Oriented Programming in C++.*New Delhi; Dreamtech Press
2. Farrell (2009). *Object oriented programming using C++* . 1, India; Cengage Learning India
3. Balagurusamy, E. (2009). *Object Oriented Programming With C++.* 4, New Delhi; Tata McGrow Hill.
4. Singh, J. (2010). *Object Oriented Systems & Concepts of C ++.* New Delhi; Excel Books
5. Bhave (2010). *Object-Oriented Programming with C++.*New Delhi; Pearson

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES307 MANAGEMENT INFORMATION SYSTEM

COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIES307	DSE	Management Information System	60	20	20	-	-	3		-	3

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

***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 equip students with a comprehensive understanding of the fundamental concepts, principles, and applications of MIS in modern organizations. Additionally, they will gain insights into the strategic importance of information systems in achieving competitive advantage and enhancing organizational performance. They will also be able to evaluate security and control mechanisms to safeguard information systems and protect against potential threats.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand the concept and significance of Management Information Systems (MIS) in modern organizations.
2. Analyze various types of information systems used to support organizational processes and operations.
3. Evaluate different approaches for the development of MIS and select the appropriate one based on specific organizational needs.

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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES307	DSE	**Management Information System**	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
***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 CONTENT

Unit I Introduction
1. Definition of Management Information System.
2. Characteristics of MIS
3. Principle of Synergy
4. Structure of MIS based on: Management activity organizational function, conceptual structure and physical structure

Unit II Concept of System
1. Definition, Characteristics of a system, elements of system, types of system
2. Characteristics of System, System classification
3. Categories of Information Systems
4. Strategic information system and competitive advantage

Unit III Development of MIS
1. System development life cycle: Feasibility study, Analysis Design, Implementation & Maintenance
2. Approaches of MIS development
3. System analysis techniques
4. Structured analysis tools: DFD, Decision tree, decision table

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Choice Based Credit System (CBCS) in Light of NEP-2020
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COURSE CODE	CATEGORY	COURSE 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*				
MBAIES307	DSE	Management Information System	60	20	20	-	-	3		-	3

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

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

Unit IV MIS as a Project
1. Planning for the new MIS
2. Conceptual system design
3. Detailed design
4. Implementing the new system

Unit V Competitive Advantage and Security
1. Programmed & Non-Programmed decision.
2. Decision Support system
3. Using information system to achieve competitive advantage: Porters competitive Forces model. Information system strategies for dealing with competitive forces, the business value chain model
4. Securing information systems: business value of security & control, establishing Framework for security. Tools & technologies for security

Suggested Readings:
1. O'Brien, J.A. (2018). *Management Information Systems*. McGraw Hill Education (India) Private Limited.
2. Jawadekar, W.S.(2019) *Management Information Systems*. McGraw Hill Education (India) Private Limited
3. Kroenke, D. (2019). *Management Information Systems*. McGraw Hill Education (India) Private Limited.
4. OZ, E (2018). *Management Information Systems*. Thomson Leaning/Vikas Publications.
5. Goyal, D.P. (2010). MIS: *Management Perspective*. Macmillan Business Books.
6. Laudon, K.C. & Laudon, J.P. (2018). *Management Information Systems*. Pearson education Inc.
7. Murdick, R. (2019). *Information Systemsfor Management*. Prentice Hall Publication.

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES308 RDBMS USING ORACLE

COURSE CODE	CATEGORY	COURSE 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*				
MBAIES308	DSE	RDBMS using ORACLE	60	20	20	-	-	3		-	3

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

***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 Relational Database Management System, and back-end tool using ORACLE and their use in organization and processing complex business information.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1. Students will understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

COURSE CONTENT

Unit I: Introduction to DBMS and Various Models of DBMS
1. Database Management Systems: Data, Database, Database Management Systems
2. Types of Database Management Systems - Relational, Hierarchical, Network, and Object-oriented database management systems,
3. Entity Relationship Model (E-R Model), Concept of Aggregation and generalization,

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIES308	DSE	**RDBMS using ORACLE**	60	20	20	-	-	3		-	3

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

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

Unit II: Introduction to RDBMS
1. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Codd's Rules for RDBMS.
2. Introduction to SQL,
3. Data Definition language, Data Manipulation Language, Query Language, Data Control Language,

Unit III: SQL
1. Concept of keys and dependencies, Normalization Theory,
2. SQL operators and functions, Cartesian Product and Joins, Use of Union, Intersection, Minus.
3. SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View

Unit IV: SQL/PL SQL
1. Sequence and synonyms SQLPLUS, Creating reports using SQLPLUS.
2. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block,
3. PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship,

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES308	DSE	**RDBMS using ORACLE**	60	20	20	-	-	3		-	3

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

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

Unit V: Advanced DBMS
1. Writing triggers, working with cursors, creating and using stored functions, procedures and packages.
2. Advanced Database Concepts: Data mining, data warehousing-design, basic principles,
3. OLAP, Transaction management, failure & recovery.

Suggested Readings
1. Dasgupta (2010). *Database management System, Oracle, SQL&PL/SQL.*NewDelhi; PHI Learning
2. Deshpande (2007). *SQL & PL/SQL for Oracle 10g.* 1, New Delhi; Black Book.
3. Dreamtech, H., Dreamtech, K. (2008). *Oracle 10g Administration in Simple Steps.*NewDelhi;Pearson Education
4. Dreamtech, Harrison (2010). *Oracle Performance Survival Guide A Systematic Approach to Database*. New Delhi; Pearson Education
5. Ivan Bayross, *SQL, PL/SQL the Programming Language of Oracle*, BPB Publications
6. Abraham Silberschatz, HeneryKorth, S.Sudarsan, *Database System Concepts*, 7'th Edition, Mc Graw Hill Publication

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MBAIES403 INFORMATION TECHNOLOGY

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES403	DSE	Information Technology	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE**- Discipline Specific Elective
***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1.Students will 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

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES403	DSE	Information Technology	60	20	20	-	-	3		-	3

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

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES404	DSE	Software Engineering	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ/MIN**-Major/Minor Course
***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
1. To familiarize students with the basics of software engineering

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which students will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
4. Comprehend the basics of software engineering
5. Familiarize with models, agility, modeling, quality assurance, testing, and debugging
6. Apply the knowledge of software engineering in real life.

COURSE CONTENT

Unit I: Introduction to Software and Software Engineering
5. Meaning and Nature of the Software (Defining Software, Software Application Domains, Legacy Software)
6. Software Engineering and Practice (The Essence of Practice, General Principles)
7. The Software Process
8. Software Myths

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAIES404	DSE	Software Engineering	60	20	20	-	-	3	-	-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **MAJ/MIN-**Major/Minor Course
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Process Models
5. A Generic Process Model
6. The Waterfall Model
7. Incremental Process Models
8. Evolutionary Process Models

Unit III: Agile Development
5. Meaning of Agility
6. Agility and the Cost of Change
7. Agile Process
8. Agile Principles and the Politics of Agile Development

Unit IV: Modelling
5. Principles that guide process
6. Principles that guide practice
7. Principles that guide framework activity (Communication Principles, Planning Principles, Modeling Principles, Construction Principles, Deployment Principles)

Unit V: Quality Management, Testing and Debugging
5. Meaning of Software Quality Assurance (SQA)
6. Elements of Software Quality Assurance
7. Meaning of Testing, Black-box testing, white-box testing
8. Meaning of Debugging

Suggested Readings
6. Pressman S. Roger (2019). Software Engineering. A Practitioner's Approach. McGraw Hill Education (India) Private Limited
7. Aggarwal K.K. and Singh, Y. (2019).Software Engineering. New Age International Publishers
8. Jalote, P. (2018).Software Engineering: A Precise Approach. Wiley Publishers

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MBAIES405 ENTERPRISE RESOURCE PLANNING (ERP)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES405	DSE	Enterprise Resource Planning (ERP)	60	20	20	-	-	3		-	3

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

*****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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

Students will 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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES405	DSE	Enterprise Resource Planning (ERP)	60	20	20	-	-	3		-	3

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

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

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

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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MBAIES406 MODELING TECHNIQUES AND IT FOR OPERATIONS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Students will 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.

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COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3		-	3

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

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

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

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.

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COURSE CODE	CATEGORY	COURSE 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*				
MBAIES406	DSE	Modeling Techniques and IT For Operations Management	60	20	20	-	-	3		-	3

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

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

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

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3		-	3

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

***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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome
1.Students will 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

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COURSE CODE	CATEGORY	COURSE NAME	THEORY END SEM University Exam	THEORY Two Term Exam	THEORY Teachers Assessment*	PRACTICAL END SEM University Exam	PRACTICAL Teachers Assessment*	L	T	P	CREDITS
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3		-	3

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

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

Unit II: Consumer Behavior on the Internet
1. Consumer Behavior on the Internet: Demographic, geographic, psychographic and 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.

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.

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES407	DSE	Virtual Marketing	60	20	20	-	-	3		-	3

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

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

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.

Chairperson	**Chairperson**	**Controller of Examination**	**Joint Registrar**
Board of Studies	Faculty of Studies	Shri Vaishnav Vidyapeeth	Shri Vaishnav Vidyapeeth
Shri Vaishnav Vidyapeeth	Shri Vaishnav Vidyapeeth	Vishwavidyalaya, Indore	Vishwavidyalaya, Indore
Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

MBAIES408 BUSINESS INTELLIGENCE AND DATA MINING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME					L	T	P	CREDITS
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES408	DSE	Business Intelligence and Data Mining	60	20	20	-	-	3		-	3

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical: **C** - Credit; **DSE-** Discipline Specific Elective
*__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.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. Students will understand the use of data warehousing and data mining in different business applications.
2. Students will 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

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Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore	Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore	Vishwavidyalaya, Indore	Vishwavidyalaya, Indore

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Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAIES408	DSE	Business Intelligence and Data Mining	60	20	20	-	-	3		-	3

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

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

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
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

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA+Ph.D. - III SEMESTER (2024-2026)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL					
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
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Unit V: Classification and Clustering
1. Introduction, Clustering Paradigms, Partitioning Algorithm
2. K-means Clustering Algorithm, Hierarchical Clustering
3. Fuzzy c-means Clgorithm, 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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Vishwavidyalaya, Indore	Vishwavidyalaya, Indore		

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