

Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)



Faculty of Business Management

Syllabus

For

**Master of Business Administration
(M.B.A)**

Semester III and IV

Choice Based Credit System

Effective From

JUNE - 2020

MBA Semester III (Effective from June -2020)

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA301	Strategic Management	4	30	70	100
2	19MBA302	Entrepreneurship and Ethics	4	30	70	100
3	19MBA303	Summer Training Project	8	----	200	200
4	ECT -M/F/H/I	Elective - Major	4	30	70	100
5	ECT -M/F/H/I	Elective - Major	4	30	70	100
6	ECT -M/F/H/I	Elective - Minor	4	30	70	100
7	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	32	180	620	800

Note: Student should select any **two** groups for dual specialization from the following.

- | | |
|-------------------|-----------------------|
| 1. Marketing | 2. Finance |
| 2. Human Resource | 4. Information System |

MBA Semester IV (Effective from October -2020)

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA401	International Business	4	30	70	100
2	19MBA402	Legal Aspects of Business	4	30	70	100
3	19MBA403	Comprehensive Project Study	8	----	200	200
4	ECT -M/F/H/I	Elective - Major	4	30	70	100
5	ECT -M/F/H/I	Elective – Major - Seminar Course	4	30	70	100
6	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	28	150	550	700

Optional Groups

(Following Optional Groups will be offered at MBA Programme depending upon the availability of resources and faculty. Every year at the end of second semester the Department of Business Management will announce the groups and the courses open for Semester III & IV for that batch. The student will have to opt for one major group and one minor group out of the group offered as open in the MBA programme of that session)

1. Marketing Group***Semester III***

ECT –19MBA304 Consumer Behaviour
ECT-19MBA305 Services and Relationship Marketing

Semester IV

ECT-19MBA404 Integrated Marketing Communication
ECT-19MBA405 Seminar Course – Retailing Management

2. Finance Group***Semester III***

ECT-19MBA306 Mergers & Acquisitions
ECT-19MBA307 Security Analysis and Portfolio Management

Semester IV

ECT-19MBA406 Indian Financial System
ECT-19MBA407 Seminar Course – Risk Management

3. Human Resource Group

ECT-19MBA308 Strategic Human Resource Management
ECT-19MBA309 Human Resource Development

Semester IV

ECT-19MBA408 International Human Resource Management

ECT-19MBA409 Seminar Course – Management of Industrial Relations

4. Information Systems Group

Semester III

ECT-19MBA310 Database Management

ECT-19MBA311 Software Project Management

Semester IV

ECT-19MBA410 Strategic Information Technology Management

ECT-19MBA411 Seminar Course – Business Intelligence and Analytics



MBA SEMESTER – III

(Effective from June -2020)

STRATEGIC MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Core	19MBA301	Strategic Management	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this course is to give an understanding about importance of strategic management in a dynamic environment for business. It helps students to learn about different strategy options, appropriate selection and effective implementation and control.

COURSE CONTENT

Unit - 1	<p>Strategic Management</p> <ul style="list-style-type: none"> The nature and value of strategic management The strategic management process <p>Company Mission</p> <ul style="list-style-type: none"> What is a company Mission? Formulating a Mission Boards of Directors Agency Theory <p>Corporate Social Responsibility and Business Ethics</p> <ul style="list-style-type: none"> The Stakeholder Approach to Social Responsibility Satisfying Corporate social responsibility Management Ethics Codes of Business Ethics Business Ethics Self – Assessment
Unit - 2	<p>The External Environment</p> <ul style="list-style-type: none"> The Firm's External Environment Remote Environment Industry Environment How Competitive forces shape strategy Contending Forces Industry analysis and competitive analysis Operating environment Emphasis on environmental factors <p>The global environment</p> <ul style="list-style-type: none"> Globalization Development of a global corporation Why firms globalize At the start of globalization Complexity of the global environment Control problems of the global firm Global strategic planning Competitive strategies for firms in foreign markets Globalization in the Indian context
Unit - 3	<p>Internal Analysis</p> <ul style="list-style-type: none"> SWOT analysis: A traditional approach to Internal Analysis Value Chain Analysis Resource – Based view of the firm Internal Analysis: Making Meaningful Comparisons

	<p>Long – Term Objectives and Strategies</p> <ul style="list-style-type: none"> • Long-Term Objectives • Generic Strategies • The value disciplines • Grand strategies • Selection of long term objectives and grand strategy sets • Sequence of objectives and strategy selection • Designing a profitable business Model
Unit – 4	<p>Business Strategy</p> <ul style="list-style-type: none"> • Evaluating and choosing business strategies: Seeking sustained • Competitive Advantage • Dominant Product/Service Businesses • Evaluating and Choosing to Diversify to Build Value <p>Multibusiness Strategy</p> <ul style="list-style-type: none"> • The portfolio approach: A historical starting point • The synergy approach: leveraging core competencies • The corporate parent role: can it add tangible value?
Unit – 5	<p>Implementation</p> <ul style="list-style-type: none"> • Short-Term Objectives • Functional Tactics that implement Business strategies • Outsourcing Functional activities • Bonus Compensation plans <p>Strategic Control</p> <ul style="list-style-type: none"> • Strategic control • Establishing Strategic Controls

TEXT BOOKS

- John A. Pearce II, Richard B. Robinson and Amita Mital, Strategic Management, McGraw Hill, New Delhi (latest Edition)
- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Third Edition

REFERENCE BOOKS

- Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros & Co., New Delhi, Seventh Edition
- Carpenter, Sanders and Salwan, Strategic Management A Dynamic Perspective, Pearson Education., Second Edition
- A Nag, Strategic Management: Analysis, Implementation and Control, Vikas Publication, Latest Edition

ENTREPRENEURSHIP AND ETHICS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Core	19MBA302	Entrepreneurship and Ethics	4	30	70	3 Hours

COURSE OBJECTIVES

The purpose of this course is to motivate and generate a new breed of entrepreneurs with ethical values. This course will create in them the necessary knowledge, attitudes, skills and competence to become a successful Entrepreneur. It will also focus on need for the business ethics in recent time for the sustainability of business in long run and developing a mindset of students for the ethical decision making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Entrepreneur Entrepreneur: Definitions and Concept - Entrepreneurial Traits, Characteristics and skills - Classification - Entrepreneur Vs Professional Managers - Women Entrepreneurs - Growth of Entrepreneur - Nature and Importance - Entrepreneurial Culture
Unit - 2	<ul style="list-style-type: none"> • Concept of Entrepreneurship Empowering - Stimulation - Ecosystem - Phases of Entrepreneurship Development - Barriers to Entrepreneurship - factors influencing Entrepreneurship <ul style="list-style-type: none"> • Theories of Entrepreneurship Innovation Theory - Theory of High Achievement - Theory of profit - Theory of Social Change - Theory of Personal Resourcefulness
Unit - 3	<ul style="list-style-type: none"> • Entrepreneurship Development Environment - Entrepreneurship Development Programme - Structuring - Strategy - Entrepreneurship Training - Institutions in Aid of Entrepreneurship Development
Unit - 4	<ul style="list-style-type: none"> • Setting up a Small Enterprise Location - Steps for starting a small Enterprise - Types of Ownership - Government Support - Start-up India, Standup India and Skill India - Ease of Doing Business
Unit - 5	Introduction to Business Ethics and Values <ul style="list-style-type: none"> • Meaning and Concept of ethics, Types of ethics, Advantages of Ethical Practices, Ethical behavior, Ethical Issues, Ethical Dilemma, Whistle blowing, Theories of Ethics. Business Ethics, Scope and Elements of Business Ethics, Importance of Ethics for Entrepreneurship, Ethical Organization Corporate Governance <ul style="list-style-type: none"> • Concept, need and importance of Corporate Governance, corporate governance and Agency theory, models of Corporate Governance, various committees and their recommendations of Corporate Governance, ancient Indian concept of governance • Corporate Governance in India, Board of Directors, Appointment, Duties/role & Responsibilities of Directors, current Scenario of Corporate Governance in India

TEXT BOOKS

- Desai Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, Latest Edition
- Robert Hisrich, Michael Peters, Entrepreneurship TMH, Latest Edition
- C.S.V. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House, Latest edition
- S. K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw-Hill Education Pvt. Ltd, Latest edition
- K. Nirmala, B.A. Karunakara Reddy and N. Aruna Rani, Business Ethics and Corporate Governance, Himalaya Publishing House, 1st Edition, 2015
- C.S.V. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House, 1st edition, 2014

REFERENCE BOOKS

- Desai Vasant, Small-Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai, Latest Edition
- Gupta C.B. and Khanks S.S., Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi,
- David Holt , Entrepreneurship : New venture creation, Prentice Hall of India Pvt. Ltd. Latest Edition
- Prasanna Chandra, Project Management, TMH, New Delhi, Latest Edition
- Amar V. Bhide, The Origin and Evaluation of new business, Oxford
- Riya Rupani, Business Ethics and Corporate Governance, Himalaya Publishing House, Latest Edition
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, Latest Edition.



SUMMER TRAINING PROJECT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Project	19MBA303	Summer Training Project	8	-	200	-

COURSE CONTENTS

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. The summer project will be evaluated at the end of the third semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

Summer Training Project Report Format

- (1) Company Certificate
- (2) Student Declaration
- (3) Acknowledgment
- (4) Project Guide Certificate
- (5) Project Report Details
 - Executive Summary
 - Industry Information in Detail with Latest Data (History, Development, Players, Analysis)
 - Company Information (History, Current Position, Products, Market – Coverage)
 - Competitor Analysis (History, Current Position, Products, Market – Coverage)
 - Functional Area Information (Theory and Practical Application in Respective Organizations)
 - Production/Operations
 - Marketing
 - Finance/Accounting (With Latest Data)
 - Technology
 - Human Resource Management including Organization Structure
 - Research and Development
 - General Summary, and Findings
 - Bibliography

Font Style : Calibri/Times New Roman
 Font Size : 11/12
 Line Spacing : Normal
 Paper Size : A4
 Bound : Leather / Spiral
 Printing Style : Both the side of paper
 No. of Copies : 2 Hard Copies and One Soft Copy (CD)

1. Student (Self)
 2. Company

Department / University / Project Guide (Soft Copy in CD)

MARKETING AREA COURSE

CONSUMER BEHAVIOUR

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA304	Consumer Behaviour	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this course is to make students familiar with the psychological, social, anthropological factors affecting the consumer behaviour and decision making.

COURSE CONTENT

Unit - 1	Introduction to Consumer Behavior
	Consumer Behavior, its origin and strategic applications, Development of marketing concept, Customer value, satisfaction and retention, Marketing ethics and Social responsibility, Consumer Research, Market segmentation.
Unit – 2	Consumer motivation and Consumer Personality
	Motivation needs and goals, Dynamics of motivation, Measurement of motives, Nature of personality, Personality theories, Personality traits, Brand personality, self-image.
Unit - 3	Consumer perception, learning and attitudes
	Elements and dynamics of perception, Consumer imagery, Perception of risk and Risk handling, Elements of consumer learning, Behavioral and cognitive learning theories, attitude, structural models of attitude, Attitude formation and strategies of attitude change.
Unit – 4	Reference groups, Family influence, culture influence on Consumer Behavior
	Concept of reference groups, Family decision making, functions of family, Concept of culture, sub cultures, cross cultural consumer behavior, Cross cultural consumer analysis.
Unit – 5	Consumer decision making process
	Opinion leadership, dynamics of opinion leadership, motivation, interpersonal flow of communication, diffusion of innovations, adoption process, consumer innovator profile, four views of consumer decision making, Model of consumer decision making.

TEXT BOOKS

- Schiffman and Kanuk, Consumer Behaviour, PHI, New Delhi, India.

REFERENCE BOOKS

- Blackwell, Miniard and Engel, Consumer Behavior, Cengage Learning India Private Limited, New Delhi, 2009
- Michael R. Solomon, Consumer Behavior – buying, Having and Being, PHI Learning Private Limited, New Delhi, 2009.

SERVICES AND RELATIONSHIP MARKETING

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA305	Services and Relationship Marketing	4	30	70	3 Hours

COURSE OBJECTIVES

The basic purpose of this course is to provide knowledge of service marketing and its structure.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • An introduction to services marketing and strategy. Services defined - Importance of service marketing - Characteristics of services - Growth of service sector - Strategic planning process Market oriented service strategy. <ul style="list-style-type: none"> ○ Service marketing mix. • The service product. The basic service package - Customer value hierarchy - The service product mix - Service life cycle - Services quality - Determinants of service quality - Total quality service marketing - Service excellence
Unit – 2	<ul style="list-style-type: none"> • Pricing and distribution of services. Pricing objectives - Approaches to pricing of services - Pricing strategies - Service transactions - Service location - Service providers - Distribution flow and distributors - Strategies for channel management • Communication mix for services. Objectives for service marketing communication - The marketing communication mix - Branding and communications - Marketing communications and the Internet.
Unit - 3	<ul style="list-style-type: none"> • The service delivery process, demand and capacity management. Designing and managing the service processes - Balancing demand and capacity - The service environment - Dimensions of service environment. • Managing people for services. Employee management - Service leadership and culture - Consumer protection in services. • Customer feedback and service recovery. Customer complaining behavior - Customer responses to effective service recovery - Service guarantees - Learning from customer feedback.
Unit – 4	<ul style="list-style-type: none"> • Organizing for service marketing. Synergy in service management - Creating a leading service organization. • Service marketing in various sectors. Service marketing in India an introduction - Marketing of banking and insurance services in India - Marketing of healthcare services in India - Marketing of hospitality services in India - Marketing of educational services in India - Marketing of transport services in India - Marketing of tourism services in India
Unit – 5	<ul style="list-style-type: none"> • Relationship Marketing Overview and fundamental concepts in Relationship Marketing – customer acquisition and retention strategies – Customer Loyalty – CRM and Web-based Technologies

TEXT BOOKS

- K. Rama Mohana Rao, Services Marketing, 2005, Pearson Education, New Delhi
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing, People, Technology, Strategy, 2006, Pearson Education, New Delhi

REFERENCE BOOKS

- Valarie A. Zeithaml and Mary Jo Bitner, Services marketing, integrating customer focus across the firm, 2006, Tata McGraw Hill, New Delhi
- N. C. Jain and Saakshi, Services marketing, 2006, AITBS publishers, New Delhi
- S. Shajahan, Relationship Marketing, Tata McGraw Hill, New Delhi



FINANCE AREA COURSES

MERGERS AND ACQUISITIONS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA306	Mergers and Acquisitions	4	30	70	3 Hours

COURSE OBJECTIVES

The basic objective of this course developed understanding of merger and acquisition process Ability to examine the merger and acquisition process in capital market.

COURSE CONTENT

Unit - 1	Corporate Restructuring
	Concepts, Definition forms of corporate restructuring- merger- consolidation- acquisition- demerger- carve out- joint venture- reduction of capital- buyback of securities- delisting of companies
Unit – 2	Takeover
	concept ,takeover defense tactics- benefits and advantages of takeover- friendly versus hostile takeovers- successful takeovers tactics in India. Divesture- Concept- benefits- types- reason for divesture. Going private and leverage buyout- Concept- types of leverage buyout. Concept of employee stock ownership
Unit - 3	Legal issues in Merger and Acquisition
	Provision for M&A under company Act 2013- SEBI buyback of securities regulation- SEBI (substantial acquisition shares and takeover regulations) SEBI guidelines- provision for income tax act- competition act for M&A- condition of buyback and general obligations of the company- Types of buyback
Unit – 4	Accounting for Mergers
	AS 14- methods of accounting- balance sheet treatment after M&A. Exchange ratio - Concept- ER based on EPS, MPS, PE- combined EPS- combined MPS combined PE- market value of merged firm- cost and benefits of a merger
Unit – 5	Different Approaches of Valuation of M&A
	Assets based valuation- relative valuation methods- capitalization of earning approach- cash flow-based valuation approach- Dividend discount model- Concept- formulae- limitation- Enterprise DCF model- Issues in valuations

TEXT BOOKS

- Pandey I.M., Financial Management – I. M. Pandey, Vikas Publishing House, New Delhi, 9th Edition
- Godbole Prasad G., Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House, New Delhi, 2009

REFERENCE BOOKS

- Chandra Prasanna, Financial management, Tata McGraw Hill Publication, New Delhi
- Maheshwari S.N., Management Accounting, Sultan Chand & Sons, New Delhi, 2002.
- Ravi Kishor, Financial Management, Taxmann Publication, New Delhi, 2002.
- Das & Basu, Corporate Restructuring, Tata McGraw Hill Publication, New Delhi,
- Sudarsanam Sudi, Creating Value from Mergers and Acquisitions, Pearson Education, New Delhi, 2009.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA307	Security Analysis and Portfolio Management	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management Decision Making Process.

COURSE CONTENT

Unit - 1	Investment
	Nature – Scope – Elements – Avenues – Approaches to Investment analysis – Concept of Risk and Return – Measurement, Financial Assets, Primary & Secondary Market -Primary Market: Role, Functions & Methods of Selling – Allotment Procedure – New Financial Instruments. Secondary Market, Role – Importance – Types of Brokers – Trading Mechanism – Listing of Securities in Stock Exchanges – Screen Based Trading – Depository – Role and Need – Functions.
Unit – 2	Public Issue
	SEBI Guidelines – Size of Issue – Pricing of Issue – Promoters Contribution – Appointment of Merchant Bankers – Underwriters – Broker – Registrar and Managers, Bankers and Allotment of Shares.
Unit - 3	Valuation of Securities
	Bonds – Debentures – Preference Shares and Equity Shares,
Unit – 4	Fundamental and Technical Analysis
	Fundamental Economic – Industry and Company Analysis, Technical Analysis, Trends – Indicators – Indices and Moving Averages Applied in Technical Analyses.
Unit – 5	Portfolio Management
	Estimating rate of return and standard deviation portfolio – Effect of combining the securities – Markowitz Risk-return optimization – Single Index Model or Market Model – Portfolio Total risk – Portfolio Market risk and unique risk – Simple Sharpe’s optimization solutions, Efficient Market Hypothesis, Capital Market Theory, Capital market line – Security Market line – Risk free lending and borrowings – Factors Models – Arbitrage pricing theory – Two factor and multi factor models – Principles of Arbitrage – Arbitrage Portfolios, Portfolio Performance Evaluation.

TEXT BOOKS

- Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, 2nd ed., New Delhi, S. Chand, 2008.
- M Ranganatham, R. Madhumathi, Investment Analysis and Portfolio Management’, Pearson Education, New Delhi
- Avadhani V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, Mumbai, 2008.

REFERENCE BOOKS

- Chandra Prasanna, Investment Management, Tata McGraw Hill, New Delhi, 2008.
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 2008.
- Investment Analysis and Portfolio Management, Reilly / Brown South Western Cengage Learning , third edition 2009
- Pandian P., Security Analysis and Portfolio Management, Vikas Publishing Pvt. Ltd., New Delhi, 2008

HUMAN RESOURCE AREA COURSES

STRATEGIC HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA308	Strategic Human Resource Management	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this paper is to develop a conceptual as well as a practical understanding of Strategic Human Resource System in an organization.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • An Investment Perspective of HRM • Challenges in Strategic Human Resource Management • The Evolving / Strategic role of HRM
Unit – 2	<ul style="list-style-type: none"> • Human Resource Evaluation, • Designing and Redesigning of Work Systems • Employment law
Unit - 3	<ul style="list-style-type: none"> • Staffing • Training and Development • Performance Management and Feedback
Unit – 4	<ul style="list-style-type: none"> • Compensation • Employees Separation • Labor Relations
Unit – 5	<ul style="list-style-type: none"> • Global Human Resource Management

TEXT BOOKS

- Jeffrey A. Mello “Strategic Human Resource Management” Thomson –South-Western Publication-2004.
- Tanuja Agarwala “Strategic Human Resource Management” Oxford Publication-2007.

REFERENCE BOOKS

- Tiwari T.D.and Chauhan P.L. “Framework of Human Resource Management and Industrial Relations-Shanti Prakashan, Delhi
- Belkaoui, A.R. and Belkaoui, J.M., Human Resource Valuation: A guide to strategies and Techniques, Greenwood Quorum Books, 1995.
- Dale B., Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992

HUMAN RESOURCE DEVELOPMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA309	Human Resource Development	4	30	70	3 Hours

COURSE OBJECTIVES

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training system and processes

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Evolution and Overview of HRD Current Scenario of HRD
Unit – 2	<ul style="list-style-type: none"> HRD Functions HRD climate Human Capital Development
Unit - 3	<ul style="list-style-type: none"> Quality Work Life Total Quality Management HRD strategies and Designing Effective HRD Strategies HRD in Virtual Organizations
Unit – 4	<ul style="list-style-type: none"> Human Resource Information System Human Resource Accounting HR Out-Sourcing
Unit – 5	<ul style="list-style-type: none"> Training and Retraining Performance Management Coaching and Counselling Career Management and Development

TEXT BOOKS

- Tiwari, T.D. “Human Resource Development a New Perspective” Shanti Prakashan- Delhi

REFERENCE BOOKS

- Randy L. Desimone, Jon M. Werner, David M. Harris Thomson –South-Western Publication- 2003.
- Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1998.
- Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
- Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
- Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984

INFORMATION SYSTEM AREA COURSES

DATABASE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA310	Database Management	4	30	70	3 Hours

COURSE OBJECTIVES

The students are to be provided basic understanding of the RDBMS & SQL and the skills to these in business organizations.

COURSE CONTENT

Unit - 1	Database Management System <ul style="list-style-type: none"> History - Database and DBMS packages - Database System Architecture Client Server architecture
Unit – 2	Database Models <ul style="list-style-type: none"> Hierarchical – Network – Relational - Codd’s rules for Relational database Object Relational database model Database Modeling <ul style="list-style-type: none"> E-R Diagram – Normalization - 1st NF, 2nd NF, 3rd NF -example and exercise
Unit - 3	Transaction Management <ul style="list-style-type: none"> Transactions - Transaction recovery - Two phase commit -SQL facilities Concurrency <ul style="list-style-type: none"> Introduction - Concurrency problems – Locking – Deadlock - SQL facilities Constraints <ul style="list-style-type: none"> Introduction - Different types of Constraints
Unit – 4	Database and DBA <ul style="list-style-type: none"> Objects in Database- Table, View, sequence, Procedure, synonym, constraints - Data Types - Data Dictionary- Schema, sub schema, Physical view - Database Administrator role - Back up, Recovery - User management Structured Query Language <ul style="list-style-type: none"> Data Definition Language- Create, Alter, Drop commands - Data Manipulation Language- Insert, Update, Delete - Transaction Control Language- Commit, Rollback, Grant, Revoke - Query Language - Query from table, multiple table, sub query - Arithmetic and logical operators – Functions - Use of where, having, group by, order by clause
Unit – 5	Database Trends <ul style="list-style-type: none"> Distributed Database - Distributed Processing - Web enabled Database- Data ware housing & Data Mining

TEXT BOOKS

- Database Systems- C.J.Date- Pearson Education

REFERENCE BOOKS

- Kevin Loney and George Koch Oracle 8i- the complete reference- TMH
- Database system Concepts- Silberschatz- Korth- Sudarshan – McGrawHill
- Fundamentals of Database Systems- Navathe- Pearson Education

SOFTWARE PROJECT MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA311	Software Project Management	4	30	70	3 Hours

COURSE OBJECTIVES

To understand Software Project Management, techniques used in software cost estimation and planning.

COURSE CONTENT

Unit - 1	Importance of Software Project Management – Activities Methodologies – Categorization of Software Projects – Setting objectives – Management Principles – Management Control – Project portfolio Management – Cost-benefit evaluation technology – Risk evaluation – Strategic program Management – Stepwise Project Planning
Unit – 2	Software process and Process Models – Choice of Process models - mental delivery – Rapid Application development – Agile methods – Extreme Programming – SCRUM – Managing interactive processes – Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II A Parametric Productivity Model - Staffing Pattern.
Unit - 3	Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method – Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical patterns – Cost schedules.
Unit – 4	Framework for Management and control – Collection of data Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software Configuration Management – Managing contracts – Contract Management.
Unit – 5	Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams – Decision making – Team structures – Virtual teams – Communications genres – Communication plans

TEXT BOOKS

- Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi

REFERENCE BOOKS

- Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
- Gopalaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2013.

MBA SEMESTER – IV

(Effective from October 2020)

INTERNATIONAL BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Core	19MBA401	International Business	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this paper is to provide an overview of the international business environment to the student of management.

COURSE CONTENT

Unit - 1	Nature of International Business
	Why study international business? - Drives of international business - Comparison between domestic business and international business - Routs of Globalization - MNCs' critics and defenders - Evolution of International Business, Theories of Global Trade and Investment, Benefits of Foreign Trade - Foreign trade policies - Trade theories - Usefulness of Trade theories - Foreign Direct Investment - Indian experience
Unit – 2	Environments
	Political and Technological, Nature of International Business Environment - Political environment - Political risk - Impact for MNCs - Technological environment - Impact of Technology - Implication for MNCs, Cultural Environment, Nature of Culture - National Culture - Business Culture - Occupational and Organizational Culture - Culture vis-a vis Customs and Manners - Spreading cross cultural literacy - Managing Diversity - Value Orientations Model, Economic Environment, Income wise classification of Countries - Countries classified by economic systems - Classification of countries by region - Economy in transition; Indian and China - Trade policies
Unit - 3	International Marketing
	Benefits of International marketing - Domestic and International marketing Compared - Major activities in international Marketing, Overview of International Human Resources Management , Nature of international HRM - Domestic HRM and IHRM compared -Need for broader perspectives - Managing international HR activities - Key issues in international labour relations
Unit – 4	International Financial Management
	Nature of IFM - Factors constraining MNCs' efforts to maximize returns - Foreign exchange market - Currency convertibility - International Monetary System- International financial markets - Balance of Payment - Scope of International financial management, International Accounting, National Differences in Accounting - Classification of Accounting - Harmonization of Differences - Indian Accounting and the World - Accounting for international business - Transactions for foreign currency
Unit – 5	World Trade Organization
	Objective of WTO - Functions of WTO - GATT and WTO - Principles of WTO - Key subjects in WTO -Implications for India -India's commitments to WTO.

TEXT BOOKS

- K Aswathappa, International Business, The Mc Graw hill Companies – 2008
- Chauhan P.L. and Kakkad R., International Business, Shanti Prakashan, Ahmedabad.

- Francis Cherunilam, International Business, PHI, New Delhi, 2008

REFERENCE BOOKS

- Sharan V, International Financial Management, PHI, 2004
- Paul Justin, International Business, PHI, New Delhi.
- Thakur, burton & Srivastava, International Management, TMGH – 2002
- Charls W.L.Hill International Business, TMGH - 2008



LEGAL ASPECTS OF BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Core	19MBA402	Legal Aspects of Business	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this paper is to make the students aware of legal aspects of business in relevant areas and acquire the knowledge of latest Companies Act. .

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> The Indian Contract Act, 1872 Essentials of a Valid Contract - Void Agreements - Performance of Contracts. Breach of Contract and its Remedies - Quasi-Contracts
Unit - 2	<ul style="list-style-type: none"> Patents Functioning of the Patents Act – Procedure on Receipt of Application – Rights of Patentee – What Can be patented? – Compulsory Licensing Copyright Protection Organization of the Copyright Act – What Can be Copyrighted? – Who is the Owner of Copyright? – Territorial Limitations – Rights of Owner – Activities which are not Copyright Violations – Duration of Copyright Protection – Broadcast Reproduction Rights – Copyright Information
Unit - 3	<ul style="list-style-type: none"> Information Technology Act Preliminary - Digital Signature – Electronic Governance – Certifying Authorities – Cyber Appellate Tribunal.
Unit - 4	<ul style="list-style-type: none"> The Companies Act, 2013 – I Nature and types of Companies. Formation - Memorandum and Articles of Association - Prospectus Allotment of Shares - Shares and Share Capital
Unit - 5	<ul style="list-style-type: none"> The Companies Act, 2013 – II Management and Administration: Register of Members – AGM – EGM – Quorum for meeting – Ordinary and Special Resolutions – Appointment and qualifications of Directors – Meetings of Board and its Powers

TEXT BOOKS

- Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.

REFERENCE BOOKS

- K.R. Bulchandani, Business Law for Management, Himalaya Publishing House Pvt. Ltd, Bombay
- Gulshan S.S, Mercantile Law , Excel Books, New Delhi
- Bare Acts where ever required.

COMPREHENSIVE PROJECT STUDY

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Project	19MBA403	Comprehensive Project Study	8	-	200	-

COURSE OBJECTIVES

The objective of this course is to prepare the student to conduct a research study of an Industry / Organization utilizing the tools and techniques learned in the two years of study. The focus of study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

COURSE CONTENT

- For the preparation of comprehensive project there is no need to take training in any organization. But if students wish to take training in industry they are free to take training.
- Students have to prepare his/her comprehensive project study in six week duration under the guidance of faculty member.
- Students can prepare his comprehensive project study by individual or in a pair of two students. If report is prepare in pair both of the students have to submit his/her reports individually.
- The final project will be evaluated at the end of the fourth semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

Comprehensive Project Report Format

- (1) Student Declaration
- (2) Acknowledgment
- (3) Project Guide Certificate
- (4) Project Report Details

- Chapter – I Conceptual Framework of Research Topic
 Chapter – II Industry Overview (History, Development, Players, Analysis)
 Chapter – III Company Overview (History, Current Position, Products, Market – Coverage)
 Chapter – IV Research Methodology

- a. Relevance of the Study
- b. Research Problem
- c. Review of Literature
- d. Objectives
- e. Hypothesis
- f. Scope of Study
- g. Data Collection

Secondary - Primary

1. Sampling Design

Probability / Non Probability - Sampling Unit -Sample Size

2. Instrument

Questionnaires (Structured / Unstructured)

Focus Group - Observation

3. Mode of Collection of Data

Personal / Mail / Telephonic

- h. Limitations of Study

Chapter – V Data Analysis and Interpretation

Chapter – VI Summary, Finding & Suggestions

Bibliography

Appendix – Questionnaire (Please bring filled up questionnaire at the time of viva voce examination)

Font Style : Calibri/ Times New Roam

Font Size	:	11/12
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		Company
		Department / University / Project Guide (Soft Copy in CD)



MARKETING AREA COURSES

INTEGRATED MARKETING COMMUNICATION

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA404	Integrated Marketing Communication	4	30	70	3 Hours

COURSE OBJECTIVES

To acquaint the students with concepts and techniques used in designing marketing communication.

COURSE CONTENT

Unit - 1	An overview of integrated marketing communications, Brand adoption, Brand naming, Enhancing brand equity and accountability Environmental marketing, Ethical issues in marketing
Unit – 2	The communication process and consumer behaviour, the role of persuasion in IMC, changing preferences and behavioral modification strategies, objective setting and budgeting
Unit - 3	The magnitude of advertising, Advertising’s effect on the economy, advertising functions, the advertising management process, effective and creative ad messages, corporate advertising, celebrity endorsement and humor in advertising, comparative advertising
Unit – 4	Traditional advertising media , online and mobile advertising ,social media, direct marketing and other media, media planning and analysis , measuring ad effectiveness, Sales promotion management
Unit – 5	Public relations, Word of mouth influence, sponsorships, packaging, POP communications, personal selling

TEXT BOOKS

- Advertising Promotion and Other Aspects of Integrated Marketing Communications, Terence A. Shimp , CENGAGE learning publications.

REFERENCE BOOKS

- Batra, Myers & Aaker, Advertising management.
- David Jobber and Geoff Lancaster, Selling and Sales Management, 4th edition, 1997, Pitman publishing, London.
- Chunawalla & Sethia, Foundations of advertising theory & practice, Himalaya Publication House, New Delhi.
- Marla R. Stafford and Ronald J. Faber, Advertising, Promotion, and New Media, PHI Private Limited, New Delhi.
- William Wells, John Burnett and Sandra Moriarty, Advertising Principles and Practice, Prentice Hall, Englewood cliffs, New Jersey.
- Y L R Moorthy, Brand Management, Vikas Publishing House Private Limited.



RETAILING MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA405	Retailing Management	4	30	70	3 Hours

COURSE OBJECTIVES

This course will familiarize students with concepts and practices of retailing and retail marketing and will give them in depth understanding of various aspects of Retail Marketing.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Introduction to Retail What is retail, Functions of retailer, Rise of retailer, Retail in India, Drivers of retail Change in India , Retail as Career Retail strategy and planning Understanding Retail Consumer, factors influencing retail shopper, Retail strategy, Retail value chain , ethics in retail
Unit – 2	<ul style="list-style-type: none"> Theories of retail development and business models in retail Evolution of retail formats, Theories in Retail development, Life Cycle in retail, Business Models in retail, Indian specific retail models. Internationalization of retail Concept of Internationalization, Determining Market Entry, Pre requisites of Success in international retail, Reasons for failure in international retail.
Unit - 3	<ul style="list-style-type: none"> Basics of retail Merchandising Process of merchandising Planning, store location , store operation & profitability , Store design and Visual Merchandising , Servicing the retail Consumer Retail pricing and Evaluating performance Concept of retail Price – Elements of retail Price , Retail Pricing strategies- Evaluating merchandising Performance –,Category Management.
Unit – 4	<ul style="list-style-type: none"> Retail Marketing and branding Role of marketing in retail – Retail Marketing Mix – STP Approach – Retail image – Retail Communication Mix – Retail Brand. Retail Management information System Need of Technology in retail – Factors affecting use of technology- Applications of Technology- Internet selling
Unit – 5	<ul style="list-style-type: none"> Emerging Trends in Retail Management- Vendor Management – ERP - Sales Automation System- New Means of Selling - non-store based retail - web based Retail

TEXT BOOKS

- Pradhan Swapna, Retailing management, 2nd edition, Tata McGraw hill publishing company limited, New Delhi
- Retail Marketing by A. Sivakumar, New Delhi : Excel Books, 2007.

REFERENCE BOOKS

- Joel R. Evans, Retail management – A Strategic Approach, 10th edition, Prentice hall of India, New Delhi
- Barry Bermans and Joel R. Evans, Retail management – A Strategic Approach (2004), 9th edition, Prentice hall of India, New Delhi

FINANCE AREA COURSES

INDIAN FINANCIAL SYSTEM

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA406	Indian Financial System	4	30	70	3 Hours

COURSE OBJECTIVES

The main objectives of this course are to help to learn the various financial services and their role in the overall financial system.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Financial System – An Introduction Introduction – Components – Functions – Designs – Nature and Role of Financial Institutions and Financial Markets • The Financial Systems and the Economy Macro-Economic Framework Analysis for Exploring the Role of the Financial System in the Economy – National Income Accounts Flow of Funds Accounts – Trends in Saving and Investments – Relationship between Financial System and Economic Growth Indian Financial Systems in the Pre-reforms Period – Objectives of Financial System Reforms
Unit – 2	<ul style="list-style-type: none"> • Money Market Introduction – Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market - Money Market Intermediaries – Money Market Mutual Funds – Link Between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market • Debt Market Introduction – Private Corporate Debt Market – Public Sector Undertaking Bond Market – Government Securities Market – Guidelines Relating to Diversification of Activities by PDs • Derivatives Market Introduction – Benefits – History – Types of Financial Derivatives – Features of Derivatives Market – Traders in Derivatives Market - Derivatives Market in India – Forward and Futures – Futures Trading Strategies – Options – Options Trading Strategies – Derivatives Trading in India. • New Financial Instruments
Unit - 3	<ul style="list-style-type: none"> • Banking and Non-Banking Institutions Banking Institutions – Functions of Bank - Development of Banking in India – Schedule Commercial Banks – Investments of Banks – Reforms in the Banking Sector - Regional Commercial Banks - Priority Sector Lending – Risk Management in Indian Banks – Investment in SLR Securities- Financial Performance of Schedule Commercial Banks – Cooperative Banks – Financial Inclusion - Non-Banking Financial Companies Management of Non-performing Assets by Banks – Tools Available to Banks to Manage their NPAs

Unit – 4	<ul style="list-style-type: none"> • Mutual Funds Introduction – History – Mutual Fund Investors and Organization of a Mutual Fund - Types of Schemes – Risk and Return in Mutual Funds - Association of Mutual Funds in India – Unit Trust of India – Growth and Performance of Mutual Funds in India • Insurance Introduction – Origin and Development – Opening up of Insurance Sector – IRDA – Health Insurance – Insurance Intermediaries – Risk Management - General Insurance – Reinsurance – Micro Insurance - GIC & LIC
Unit – 5	<ul style="list-style-type: none"> • Factoring and Forfeiting History – Types – Mechanism - Legal Aspects – Advantages & Limitations • Credit Rating Concept – Factors Affecting Assigned Rating - International Credit Rating Agencies - Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating - Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR • Financial Regulations SEBI: Power & Functions of SEBI, Achievement of SEBI. RBI: Objectives, Origin of RBI, Legal Framework, Functions

TEXT BOOKS

- Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, Second Edition
- Sasidharan K. and Mathews Alex, Financial Services and System, Tata McGraw Hill Publishing Company, 2008.

REFERENCE BOOKS

- Gurusamy S., Financial Services and System, Vijay Nicole Imprints Pvt. Ltd., Chennai, 2008.
- Machiraju H.R., Indian Financial System, Vikas Publishing House Pvt. Ltd., New Delhi, 2008
- Khan M.Y., Indian Financial System, Tata McGraw Hill, New Delhi, 2008
- Deodhar & Abhyankar, Indian Financial System, Himalaya Publishing House, Mumbai, 2008.

RISK MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA407	Risk Management	4	30	70	3 Hours

COURSE OBJECTIVES

The objective of this course is to provide in depth knowledge about the Risk management in financial matters and develop hedging skill among the students.

COURSE CONTENT

Unit - 1	Introduction to Risk Management
	Managing Risk – Types of Business Risk – Derivatives – Types of Derivatives – Functions, Consequences, Misuses and Criticism of Derivatives
Unit – 2	Forward and Futures
	Introduction , Forward: Motive – Features and Settlement, Pricing a Forward and Futures Contract, Commodity Futures, Stock and Index Futures, Currency forwards and futures.
Unit - 3	Swaps
	Interest Rate Swaps: Features, Type, Applications and Rationale; Currency Swaps - other Swaps
Unit – 4	Options
	Introduction, Terminology, Option Pricing – Basics – Binomial Model – Black & Scholes Model
Unit – 5	Hedging
	Introduction – Hedging with stock options – Hedging portfolio with Index options.

TEXT BOOKS

- Srivastava Rajiv “Derivatives & Risk Management” Oxford University Press New Delhi – 2014

REFERENCE BOOKS

- Varma “Derivatives & Risk Management” Tata McGraw Hill
- Janakiraman Sundaram “Derivatives & Risk Management” Pearson Education
- Agrawal O. P “Financial Derivatives and Risk Management” Himalaya Publications
- Rene M. Stulz “Risk Management & Derivative” Cengage
- Vohra & Bagri “Futures and Options”

HUMAN RESOURCE AREA COURSES

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA408	International Human Resource Management	4	30	70	3 Hours

COURSE OBJECTIVES

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Introduction and Nature of IHRM Multiculturalism
Unit - 2	<ul style="list-style-type: none"> Staffing in International Business Training & Development
Unit - 3	<ul style="list-style-type: none"> Performance Management International Compensation Management
Unit - 4	<ul style="list-style-type: none"> Repatriation International Industrial Relations
Unit - 5	<ul style="list-style-type: none"> Issues and Challenges in IHRM Ethics and Social Responsibility

TEXT BOOKS

- International Human Resource Management: Managing people in multinational context, Peter J. Dowling, Denice E. Welch, Randall Schuler, Southwestern Thomson Learning
- International Human Resource Management a Cross-Cultural approach, Terence Jackson, Sage Publication

REFERENCE BOOKS

- Industrial Relations, Trade Unions & Labour Legislations by Sinha, Sinha & Shekhar
- Global Human Growth Model, M.N Rudra basavaraj, Himalaya Publishing House

MANAGEMENT OF INDUSTRIAL RELATIONS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA409	Management of Industrial relations	4	30	70	3 Hours

COURSE OBJECTIVES

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Industrial Relations Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, Dimensions of IR
Unit – 2	<ul style="list-style-type: none"> • Industrial Disputes Act, 1947 (Bombay Industrial Relations Act) Introduction, Objectives, Definitions, Authorities under ID Act – Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Court, National Tribunal, Arbitration, Strikes, Types of strikes, Layoffs, Retrenchment and Provisions, Types of Unions as per BIR Act • Industrial Employment Standing Order Act, 1946 Introduction, Objects, Definitions, Submission of draft of standing orders, Pre-requisites for certification of standing orders, Model Standing Orders, Procedure for approval of Standing orders, Appeal, Modification of Standing Orders, Certifying Officer
Unit - 3	<ul style="list-style-type: none"> • Trade Unions - Trade Union Act, 1926 Meaning, Definitions, Reasons for joining trade unions, Trade union movement in India, Problems of trade union, Suggestions, National Commission on 2nd Labor for Strengthening trade unions, Registration and Cancellation of Registration, Rights and Privileges of a registered TU, Amalgamation of TUs, Dissolution of unions, • Factories Act, 1948 Objects, Definitions, Provisions regarding Health & Safety, Welfare of workers, and Restriction on employment of women and Children, holidays, leave, over time • Mines Act Objects, Definitions Provisions regarding Health & safety, Welfare, Working conditions, Leaves, Holidays Objects, Authorities, Registration • Contract Labor Act, 1970 Definitions, Application, Establishments, Jurisdiction of government, Central and State advisory boards, Registration of establishment, Prohibition of contract labor, Licensing of contractor, welfare provisions, Liabilities of the Principle employer
Unit – 4	<ul style="list-style-type: none"> • Collective Bargaining Introduction, Definitions, Characteristics, Process of CB, Pre-requisites of a Successful CB, Functions of CB, Factors Obstructing CB, CB in India, Suggestions for better functioning of CB • Workers' Participation In Management Meaning, Concept of WPM, Evolution of WPM, Objectives, Factors influencing WPM, Forms and level of WPM, Sachar Committee and Verma Committee on WPM, Participative Forums in India, Necessary conditions for effective working of WPM

Unit – 5	<ul style="list-style-type: none">• Discipline Meaning, Definitions, Characteristics, Objectives of discipline, Types of discipline, Causes, Disciplinary Procedure, Intervention by Tribunal, Types of Punishment• Grievance Handling Meaning, Definitions, Causes, Importance, Pre-requisites of Grievance Handling, Grievance Handling Procedure
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TEXT BOOKS

- Dynamics of Industrial Relations - C.B. Mamoria, 15th edition, Himalaya house of labour laws, New Delhi
- Industrial Labour Laws - N.D. Kapoor Sultan Chand & Co, New Delhi
- Taxman's Law, Taxmann Allied Services (P) Ltd., New Delhi

REFERENCE BOOKS

- Industrial Relations & Labour Laws, S.C. Srivastava, Vikas Publications
- HRM and Industrial Relations, Subba Rao, Latest Publishing House



INFORMATION SYSTEM AREA COURSES

STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA410	Strategic Information Technology Management	4	30	70	3 Hours

COURSE OBJECTIVES

This course is aimed at developing an understanding of Use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology Leadership.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Strategic Role of Information System Information System as a strategy- Competitive advantage with IS - Value addition through IS - Overview of Business Process Re-engineering
Unit – 2	<ul style="list-style-type: none"> • Analytical framework for strategic IT initiative Strategy and new economics of Information - Information resource and attention - Beyond knowledge management - Mobilizing collective Intelligence • Strategic competitive advantage by IT Value additions with IT - Strategic dimensions of IT outsourcing - Business platforms for 21st century
Unit - 3	<ul style="list-style-type: none"> • Information System planning techniques Critical success factors - Business System Planning - End/Means Analysis - Comparison of three techniques
Unit – 4	<ul style="list-style-type: none"> • Knowledge Management Introduction to knowledge management - Drivers for KM - From Information to Knowledge - Knowledge Management and Intelligence System
Unit – 5	<ul style="list-style-type: none"> • Recent Trends in IT Convergence technology - Business Process outsourcing and Knowledge process outsourcing

TEXT BOOKS

- Galliers, R D strategic Information Management: Challenges and strategies –Management Information Systems, Oxford Butterworth – Hememann, 1994

REFERENCE BOOKS

- Mastering Information Management – FT prentice Hall – Pearson education
- McKenney, James L. Waves of change: Business Evolution through Information Technology, Boston, HBS Press, 1995

BUSINESS INTELLIGENCE AND ANALYTICS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA411	Business Intelligence and Analytics	4	30	70	3 Hours

COURSE OBJECTIVES

To understand the Techniques and tools used in Business Intelligence and analytics.

COURSE CONTENT

Unit - 1	An Overview of Business Intelligence, Analytics, and Decision Support, Foundations and Technologies for Decision Making
Unit – 2	Data Warehousing, Business Reporting, Visual Analytics, and Business Performance Management
Unit - 3	Data Mining, Techniques for Predictive Modeling, Text Analytics, Text Mining, and Sentiment Analysis, Web Analytics, Web Mining, and Social Analytics
Unit – 4	Model-Based Decision Making: Optimization and Multi Criteria Systems, Modeling and Analysis: Heuristic Search Methods and Simulation, Automated Decision Systems and Expert Systems, Knowledge Management and Collaborative Systems
Unit – 5	Big Data and Analytics, Business Analytics: Emerging Trends and Future

TEXT BOOKS

- Business Intelligence and Analytics: Systems for Decision Support, Ramesh Sharda, Dursun Delen , Efraim Turban , Pearson ,Latest Edition

REFERENCE BOOKS

- Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar , Wiley