

**FACULTY OF COMMERCE
&
BUSINESS STUDIES**



SYLLABUS

Academic Session: 2022-23 Onwards

MBA PT Programme

**Memorandum, Course Structure and Syllabus
(OBE on Choice Based Credit System)**

Motherhood University

Roorkee-Dehradun Road, Vill. Karoundi,
Roorkee-247667, Dist.-Haridwar (Uttarakhand) India

DETAILED SYLLABUS
OF
MASTER OF BUSINESS ADMINISTRATION-PT

[w.e.f Academic Session 2022-23 onwards]

SUMMARY

Programme	MBA (PT)	
Duration	Three-year (Six Semesters)	
Medium	English	
Total Credits	SEM - I	24
	SEM - II	26
	SEM - III	20
	SEM - IV	26
	SEM - V	20
	SEM - VI	04
	TOTAL	120

MBA – PART TIME (SEMESTER-I)

Sr. No.	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-101T	Principles & Practices of Management	3	30	70	100	4
2	MPMBAP22-102T	Quantitative Methods	4	30	70	100	4
3	MPMBAP22-103T	Financial & Management Accounting	4	30	70	100	4
4	MPMBAP22-104T	Managerial Economics	3	30	70	100	4
5	MPMBAP22-105T	Business Communication	3	30	70	100	3
6	MPMBAP22-106T	Computer Application in Management	3	30	70	100	3
7	MPMBAP22-151P	Computer Applications in Management (Practical)	2	30	70	100	2
Total			23	210	490	700	24

MBA – PART TIME (SEMESTER-II)

Sr. No.	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-201T	Legal Aspects of Business	3	30	70	100	3
2	MPMBAP22-202T	Human Resource Management	3	30	70	100	4
3	MPMBAP22-203T	Organizational Behavior	3	30	70	100	4
4	MPMBAP22-204T	Marketing Management	3	30	70	100	4
5	MPMBAP22-205T	Management Information System	3	30	70	100	3
6	MPMBAP22-206T	Business Environment	3	30	70	100	4
7	MPMBAP22-207T	Constitution of India	3	30	70	100	2
8	MPMBAP22-251P	Seminar & Viva-voce	–	30	70	100	2
Total			17	240	560	800	26

MBA – PART TIME (SEMESTER-III)

Sr. No.	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-301T	Financial Management	3	30	70	100	4
2	MPMBAP22-302T	Productions and Operations Management	3	30	70	100	4
3	MPMBAP22-303T	Business Research Methods	3	30	70	100	4
4	MPMBAP22-304T	Strategic Management	3	30	70	100	4
5	MPMBAP22-305T	Project Management	2	30	70	100	4
Total			12	150	350	500	20

MBA – PART TIME (SEMESTER-IV)

Sr. No.	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-401T	Entrepreneurship Development	3	30	70	100	4
2	MPMBAP22-402T	International Business	3	30	70	100	4
3	MPMBAP22-403T	Total Quality Management	3	30	70	100	4
4	MPMBAP22-404	Specialization Group-1 Elective-1	3	30	70	100	3
5		Specialization Group-1 Elective-2	3	30	70	100	3
6		Specialization Group-2 Elective-1	3	30	70	100	3
7		Specialization Group-2 Elective-2	3	30	70	100	3
8		MPMBAP22-451P	Seminar & Viva-voce	-	30	70	100
Total			21	240	560	800	26

SPECIALIZATION GROUPS (SEMESTER-IV)

<u>MARKETING</u>	
MPMBAP22-404M1	Consumer Behaviour
MPMBAP22-404M2	Advertising Management
MPMBAP22-404M3	Marketing of Services
MPMBAP22-404M4	Marketing Research
<u>DIGITAL MARKETING</u>	
MPMBAP22-404D1	Consumer Behaviour
MPMBAP22-404D2	Advertising Management
MPMBAP22-404D3	An Introduction to Digital Marketing
MPMBAP22-404D4	Marketing Research
<u>FINANCE</u>	
MPMBAP22-404F1	Security Analysis & Portfolio Management
MPMBAP22-404F2	Financial Markets & Institutions
MPMBAP22-404F3	International Financial Management
MPMBAP22-404F4	Corporate Tax Planning
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAP22-404H1	Industrial Relations & Labour Laws
MPMBAP22-404H2	Industrial Psychology
MPMBAP22-404H3	Human Resource Planning & Development
MPMBAP22-404H4	Performance Management
<u>INTERNATIONAL BUSINESS</u>	
MPMBAP22-404I1	International Logistics Management
MPMBAP22-404I2	Cross-Cultural Business Management
MPMBAP22-404I3	Management of Multinational Corporations
MPMBAP22-404I4	International Business Laws & Treaties
<u>OPERATIONS MANAGEMENT</u>	
MPMBAP22-404O1	Materials Management
MPMBAP22-404O2	Maintenance Management
MPMBAP22-404O3	Project Evaluation & Review Techniques
MPMBAP22-404O4	Aggregate Planning & Scheduling

<u>INFORMATION TECHNOLOGY</u>	
MPMBAP22-404IT1	Database Management System
MPMBAP22-404IT2	Enterprise Resource Planning
MPMBAP22-404IT3	Information System Management
MPMBAP22-404IT4	E-Governance & Framework of ICT
<u>RETAIL MANAGEMENT</u>	
MPMBAP22-404R1	Retail Management
MPMBAP22-404R2	Retail Business Environment
MPMBAP22-404R3	Retail Economics & Retail Formats
MPMBAP22-404R4	Retail Store Operations Management
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAP22-404HH1	Hospital & Patient Relation Management
MPMBAP22-404HH2	Hospital Architecture Management
MPMBAP22-404HH3	Clinical Services
MPMBAP22-404HH4	Health Care Laws & Ethics
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAP22-404HT1	Hospitality Marketing Management
MPMBAP22-404HT2	Tourism Principles & Practice
MPMBAP22-404HT3	Hospitality Laws
MPMBAP22-404HT4	Tourism & Tourism Products Fundamentals

Note:- A Student has to select two electives each from any two groups of specialization.
Specialization would be same for IV & V semester.

MOTHERHOOD UNIVERSITY, ROORKEE
MBA-P/T (SEMESTER-V)

Sr. No	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-501T	Business Ethics and Corporate Governance	3	30	70	100	4
2	MPMBAP22-502	Specialization Group-1 Elective-3	3	30	70	100	3
3		Specialization Group-1 Elective-4	3	30	70	100	3
4		Specialization Group-2 Elective-3	3	30	70	100	3
5		Specialization Group-2 Elective-4	3	30	70	100	3
6	MPMBAP22-551P	Summer Training Internship	-	30	70	100	4
Total			15	180	420	600	20

MOTHERHOOD UNIVERSITY, ROORKEE
MBA-P/T (SEMESTER-VI)

Sr. No	Subject Code	Subject Name	Teaching Hours/week	Evaluation Scheme			Credits
				Internal Assessment	End Term	Total Marks	
1	MPMBAP22-601T	Major Research Project	-	30	70	100	4
Total			-	30	70	100	4

SPECIALIZATION GROUPS (SEMESTER-V)

<u>MARKETING</u>	
MPMBAP22-502M1	International Marketing
MPMBAP22-502M2	Sales Management
MPMBAP22-502M3	Rural Marketing
MPMBAP22-502M4	Retail Management
<u>DIGITAL MARKETING</u>	
MPMBAP22-502D1	e-Business
MPMBAP22-502D2	Data Analytics
MPMBAP22-502D3	Social Media Marketing
MPMBAP22-502D4	Marketing of Services
<u>FINANCE</u>	
MPMBAP22-502F1	Financial Services
MPMBAP22-502F2	Mergers & Acquisitions
MPMBAP22-502F3	Financial Derivatives
MPMBAP22-502F4	Risk Management & Insurance
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAP22-502H1	International Human Resource Management
MPMBAP22-502H2	Compensation Management
MPMBAP22-502H3	Corporate Leadership
MPMBAP22-502H4	Organizational Structure & Change
<u>INTERNATIONAL BUSINESS</u>	
MPMBAP22-502I1	Exam Financing & Documentation
MPMBAP22-502I2	Global Financial Markets & Instruments
MPMBAP22-502I3	Foreign Exchange Management & Currency Derivatives
<u>OPERATIONS MANAGEMENT</u>	
MPMBAP22-502O1	Advanced Operations Research
MPMBAP22-502O2	Supply Chain Management
MPMBAP22-502O3	Enterprise Resource Planning
MPMBAP22-502O4	Logistics Management

<u>INFORMATION TECHNOLOGY</u>	
MPMBAP22-502IT1	Software Project Management
MPMBAP22-502IT2	Information Security
MPMBAP22-502IT3	Web Technologies
<u>RETAIL MANAGEMENT</u>	
MPMBAP22-502R1	Retail Store Location, Layout-Design & Visual Merchandising
MPMBAP22-502R2	Retail Buying & Merchandise Management
MPMBAP22-502R3	Retail Strategies
MPMBAP22-502R4	Retail Selling & Customer Service
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAP22-502HH1	Management of Super Specialty System
MPMBAP22-502HH2	Medical Records Management
MPMBAP22-502HH3	Patient Care Planning & Management
MPMBAP22-502HH4	Managing Quality in Health Care
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAP22-502HT1	Facility Management
MPMBAP22-502HT2	International Tourism Management
MPMBAP22-502HT3	Food & Beverages Control
MPMBAP22-502HT4	Travel Agency & Tour Operations Management

Note:- A Student has to select two electives each from any two groups of specialization. Specialization would be same for IV & V semester.

FIRST SEMESTER SYLLABUS

MPMBAP22-101T	PRINCIPLES & PRACTICES OF MANAGEMENT			L-3, T-0, P-0	4 CREDITS
				Total Lecture	30
Course Objectives:					
<ul style="list-style-type: none"> • Students are taught the need of management in current aspect to bring effective and efficient results. • The difference in management, and administration and the skills is to incorporate for a managers and how to develop a manager to become a genuine leader • How planning is a fundamental process for to initiate a work, students here learn various stages of planning and the effectiveness on strategic timing in planning.. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Assume the roles and responsibilities associated with managerial functions.				
CO2	Understanding the concept of Planning and various types of plans for decision making purpose.				
CO3	To Study the importance of Organizing and significance of organization structure for a business organization				
CO4	Overview of the concept of staffing including recruitment, selection, performance appraisal etc.				
CO5	Significance of leading by learning the theories of motivation and to understand the importance of feed back				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	–	√
CO2	√	√	√	-	–
CO3	√	√	-	√	–
CO4	√	-	-	–	-
CO5	√	-	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Assume the roles and responsibilities associated with managerial functions.					
CO2	Understanding the concept of Planning and various types of plans for decision making purpose.					
CO3	To Study the importance of Organizing and significance of organization structure for a business organization.					
CO4	Overview of the concept of staffing including recruitment, selection, performance appraisal etc.					
CO5	Significance of leading by learning the theories of motivation and to understand the importance of feed-back.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	-	-	-
CO5	-	√	√	√	√	√

MPMBAP22-101T: PRINCIPLES & PRACTICES OF MANAGEMENT CREDITS: 4

UNIT 1: Introduction of Management

Meaning; Nature & Scope of Management; Management as an art as well as Science; Functions of Manager: -Planning, Organising, Directing, Staffing, Controlling; Different schools of Management Thoughts.

UNIT 2: Planning

Concept, Importance and Objectives of Planning, Steps in Planning; Types of Planning, MBO, Strategic Planning Process, Presuming and Forecasting; Decision Making.

UNIT 3: Organizing

Concept of Organising; Significance of Organizing, Structure & Process of Organization; Various types of Organization; Delegation of Authority; Decentralization of Authority; Organization Charts.

UNIT 4: Directing & Staffing

Concept of Directing; Elements, Process of Directing; Principles of Directing; Definition of Staffing; Importance, Steps in the Process of Staffing; Recruitment, Selection; Placement, Promotion, Separation.

UNIT 5: Leading and Controlling

Motivation: Concept and its relevance for Individual & Organisation.

Theories: Maslow, Herzberg, McClland and Vroom's.

Controlling: Concept & Process of Controlling, Major Controlling Techniques: - Traditional: Personal Observation, Statistical Reports, Break-Even Analysis, Budgetary Control. Modern: ROI; Ratio Analysis, Responsibility Accounting, Management Audit, PERT & CPM.

Suggested Readings

- Weihrich Heinz, Cannice Mark V. and Koontz Harold, (2019), *Management: A Global, innovative and Entrepreneurial Perspective*, McGraw Hill Education (India) Pvt. Ltd.
- Stoner James A.F., Freeman A. Edward and Gilbert Jr. Daniel R., (1995), *Management*, Pearson Hall.
- Robbins Stephen, P., Coulter Mary and Vohra Neharika, (2007), *Management*, Pearson Prentice Hall.
- Tripathi P C & Reddy P N, (2012), *Principles of Management*, Tata McGraw Hill.
- Sherlerkar S A, (2016), *Modern Business Organization and Management*, Himalaya Publishing House.

MPMBAP22-102T	QUANTITATIVE METHODS		L-4, T-0, P-0	4 CREDITS	
			Total Lecture	36	
Course Objectives:					
To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To Study applications of quantitative methods/techniques for decision making.				
CO2	Identify the specially structured programming of transportation and assignment.				
CO3	Analyze the decision making problems under uncertainty and competitive situations by linear programming etc.				
CO4	Understanding the concept of PERT and CPM techniques				
CO5	Study the theories of probability in business problems				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	√	-	-	-
CO3	√	√	√	-	-
CO4	√	√	-	-	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To Study applications of quantitative methods/techniques for decision making.					
CO2	Identify the specially structured programming of transportation and assignment.					
CO3	Analyze the decision-making problems under uncertainty and competitive situations by linear programming etc.					
CO4	Understanding the concept of PERT and CPM techniques.					
CO5	Study the theories of probability in business problems.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	√
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBAP22-102T: QUANTITATIVE METHODS

CREDITS: 4

UNIT 1: Basic Statistics

Meaning of Statistics, Scope and Importance of Statistics, Classification and Tabulation of Data, Presentation of Data, Graphical Presentation of Data by Frequency Curve, Frequency Polygon, Ogive, Histogram, Limitations of Statistics.

UNIT 2: Measures of Central Tendency

Mean: Arithmetic (simple & weighted), Geometric & Harmonic- Median- Mode- Merits and Demerits of Measures of Central Tendencies- inter- relationship amongst the measures of Central Tendencies.

UNIT 3: Measures of variation

Measures of Dispersion; Concepts, Types: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Variance, Coefficient of Variation.

UNIT 4: Correlation and Regression Analysis

Karl-Pearson's Coefficient of Correlation, Spearman's Rank Correlation-Coefficient, Regression, Regression Coefficients, Properties of Regression, Test of Hypothesis- t, z, f and chi-square test.

UNIT 5: Probability

Probability Theory and Probability Distribution, Binomial, Poisson, Normal Distribution.

Suggested Readings

- Agarwal D. R., (2016), *Quantitative Methods*, Vrinda Publications
- Srivastava U. K, Shenoy G V, & Sharma S. C., (1989), *Quantitative Techniques of Managerial Decisions*, New Age International.
- Gupta S P, (2012), *Statistical Methods*, Sultan Chand.
- Gupta S. C. & Kapoor V. K., (2020), *Fundamental of Mathematical Statistics*, S Chand.

MPMBAP22-103T	FINANCIAL & MANAGEMENT ACCOUNTING	L-4, T-0, P-0	4 CREDITS
		Total Lecture	36

Course Objectives:

To acquaint students with role of Management Accounting in planning, control and decision-making and to acquaint students with the techniques of financial management and their applications for business decision making.

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

CO1	Understand the role of the financial manager in growth of the firm by considering the agency relationship.
CO2	Able to explain accounting statements and can analyze the financial statement with the help of Ratio analysis.
CO3	Apply costing methods and costing techniques appropriately as per the nature of business and the requirement of the firm.
CO4	Apply methods of standard costing & techniques for better operation of management.
CO5	Apply the concept of budget & budgetary control for any investment decision for taking proper management decisions for smooth functioning of an organization.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	-	-	√	-
CO3	√	-	√	-	√
CO4	√	√	-	-	-
CO5	√	-	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Apply costing methods and costing techniques appropriately as per the nature of business and the requirement of the firm.					
CO2	Treat direct and indirect costs as per the costing techniques and from control purposes.					
CO3	Treat direct and indirect costs as per the costing techniques and from control purposes.					
CO4	Able to explain accounting statements and can analyze the financial statement with the help of Ratio analysis.					
CO5	Apply the concept of time value of money for any investment decision.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	√
CO5	√	√	√	√	√	-

MPMBAP22-103T: FINANCIAL & MANAGEMENT ACCOUNTING CREDITS: 4

UNIT 1: Financial Accounting

Meaning, Need, Objectives, Concepts & Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System – Its meaning and Scope, The Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts.

UNIT 2: Management Accounting

Meaning, Function, Scope, Utility, Limitation and Tools of Management Accounting, Analysis of Financial Statements – Ratios, Comparative and Common size Statements, Cash Flow and Fund Flow Analysis, Management Audit and Financial Reporting.

UNIT 3: Cost Accounting

Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing of Material, Labour, and Overheads, Marginal Costing, and Cost Volume Profit Analysis – Its Significance, Uses and limitations.

UNIT 4: Standard Costing

Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis – Material, Labour and Overheads. Responsibility Accounting – Its Meaning and Significance, Cost, Profit, and Investment Centers. Accounting for Price Level Changes – Concepts, CPP and CCA methods.

UNIT 5: Budget and Budgetary Control

Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different types of Budget and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

Suggested Readings:

- Prashna Chandra, (2007), *Financial Management*, McGraw Hill.
- Pandey, I.M., (2015), *Financial Management*, 9th Ed. Vikas Publishing.
- Khan and Jain, (1984), *Financial Management*, Tata McGraw Hill Publishing Company Limited.
- Chaudhary, A., (2007), *Fundamentals of Accounting and Financial Analysis*, Pearson Education India.
- Bhattacharyya Ashish K., (2017), *Essentials of Financial Accounting*, PHI Learning.
- Sehgal A & Sehgal D, (2015), *Fundamentals of Financial Accounting*, Taxmann.

MPMBAP22-104T	MANAGERIAL ECONOMICS	L-3, T-0, P-0	4 CREDITS
		Total Lecture	30

Course Objectives:

The objective of the course is to acquaint the students with the concept of economics dealing with consumer behavior. The course also makes the student understand the supply side of the market through the production and cost behavior of firm. The coverage includes determination of and linkages between major economic variables; level of output and prices.

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

CO1	Understand the role of economics in decision making.
CO2	Analyze the demand determinants and measuring price elasticity of demand.
CO3	Analyze the peculiarities of factors of production.
CO4	Evaluate the supply and cost analysis of total, Average and marginal curve.
CO5	Identify equilibrium, price and output decisions in various market forms.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	-
CO2	√	√	√	-	-
CO3	√	-	-	√	-
CO4	√	-	-	-	-
CO5	√	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the role of economics in decision making.					
CO2	Analyze the demand determinants and measuring price elasticity of demand.					
CO3	Analyze the peculiarities of factors of production.					
CO4	Evaluate the supply and cost analysis of total, Average and marginal curve.					
CO5	Identify equilibrium, price and output decisions in various market forms.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT 1: The Nature & Scope of Managerial Economics

Definition & Scope; Types of Managerial Decisions; Objectives of Business Firms- Profit maximization, Cost minimization, Sales maximization, Value maximization of the firm.

UNIT 2: Market Forces

Demand and Supply, Analysis of Individual Demand & Market Demand; Elasticity of Demand, Determinants of Demand, Law of Demand and Exceptions to the Law of Demand; Supply Analysis, Determinants of Supply, Law of Supply; Elasticity of Supply.

UNIT 3: Theory of Production and Cost Analysis

Production Functions- The Laws of Production and Returns, Optimal Input Combination, Iso-Product Curves; Cobb-Douglas Production Function; Cost-Concepts, Cost Output Relation, Economies of Scale, Break-Even Analysis; Application of the Concept in Financial and Marketing Decisions.

UNIT 4: National Income: Concept & Measurement

Basic Concepts and Definition of National Income- Measures of National Income, Income Determination- Keynes' Two- Sector Basic Model; Concept of Investment Multiplier- Assumptions, Leakages & Importance of the Concept.

UNIT 5

Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy; Business Cycles; Phases of Business Cycles- Theories of Business Cycles.

Suggested Readings:

- Damodaran Seema, (2011), *Managerial Economics*, Oxford University Press.
- Agarwal Vinita, (2013), *Managerial Economics*, Pearson Education.
- Maheshwari Yogesh, (2012), *Managerial Economics*, PHI Learning Pvt. Ltd.
- Ahuja, H. L., (2008), *Managerial Economics: Analysis of Managerial Decision Making*, Based on UGC model curriculum for MBA, S Chand

MPMBAP22-105T	BUSINESS COMMUNICATION	L-3, T-0, P-0	3 CREDITS		
		Total Lecture	26		
Course Objectives:					
The objective of this paper is to equip students of the MBA course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To study the importance of communication skills in Business Management.				
CO2	Significance of verbal and non-verbal communications in business world.				
CO3	Develop essential communication skills required for managing a business.				
CO4	Learning to prepare effective way of drafting business reports.				
CO5	Understanding the ways to draft or prepare curriculum vitae and correspondence.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	√
CO2	√	-	-	-	√
CO3	√	√	√	√	√
CO4	√	√	-	√	-
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To study the importance of communication skills in Business Management					
CO2	Significance of verbal and non-verbal communications in business world.					
CO3	Develop essential communication skills required for managing a business.					
CO4	Learning to prepare effective way of drafting business reports.					
CO5	Understanding the ways to draft or prepare curriculum vitae and correspondence.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT 1: Introduction

Importance, Role and Process of Business Communication. Types of Business Communication: The Media and Tools of Communication. Communication Process, Barriers and Gateways to Communication.

UNIT 2: Verbal and Non-verbal Communication

Personal language and body language. Types of managerial speeches: Occasional speech; Thematic speech. Group Communication in: Group Discussions, Meetings, Seminars and Conferences. Art of facing interviews in: Selection or Placement, Appraisal, Disciplinary Committees and Exit Interviews.

UNIT 3: Written Communication Skills

Formats for business letters and memos, inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters, bill collection. Minutes, notices, circulars, business reports. Digital Communication - Power point preparation, Web use as a source of knowledge sharing. Job applications cover letter, follow-up messages and letters, disciplinary action, persuasive messages and negative messages.

UNIT 4: Recruitment and Employment Correspondence

Introduction, Drafting the Employment Notice, Job Application Letter, Curriculum Vitae/Resumes, Joining Interview, Group discussions. Interview skills Impact of Technological Advancement on Business Communication networks – Internet, e-mails, SMS, teleconferencing, video conferencing. Offer of Employment, Job Description- Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

UNIT 5

Electronic Communication, Fax, Email, Internet & Multimedia, Office Administration & Management, Business Etiquette Case Studies.

Suggested Readings:

- Kitty O. Locker and Stephen Kyo Kaczmarck, (2007), *Business Communication: Building Critical Skills*, 3/e, TMH, New Delhi.
- Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande, (2009), *Business Communication: Making Connections in a Digital World*, 11/e. TMH, New Delhi.
- Booher, Dianna (2001), *E-Writing: 21st Century Tools for Effective Communication*, New York: Pocket Books, Division of Simon & Schuster, Inc.
- Bezborah P, Mahanta K, (2008), *Business Communication*, Kalyani Publishers.
- Bovee, Thill and Schatzman, (2007), *Business Communication Today*, Pearson.

MPMBAP22-106T	COMPUTER APPLICATIONS IN MANAGEMENT		L-3, T-0, P-0	3 CREDITS	
			Total Lecture	26	
Course Objectives:					
To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understanding the Concept of Computers and Brief History of Computers.				
CO2	Introduction of various Input- Output Devices along with the Introduction to internet and its applications.				
CO3	Learning the basics related to MS Office MS Windows, MS Office.				
CO4	Understanding The Role of Information Systems in Business Today.				
CO5	Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise Resource Planning etc.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	√	√	-	-	-
CO3	-	√	-	-	-
CO4	-	√	√	√	√
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understanding the Concept of Computers and Brief History of Computers.					
CO2	Introduction of various Input- Output Devices along with the Introduction to internet and its applications.					
CO3	Learning the basics related to MS Office MS Windows, MS Office.					
CO4	Understanding The Role of Information Systems in Business Today.					
CO5	Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise Resource Planning etc.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBAP22-106T: COMPUTER APPLICATIONS IN MANAGEMENT CREDITS: 3

UNIT 1: Concept of Computers

Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications. Types of Computers: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computer, and Super Computers.

UNIT 2: Number System

Binary Numbers, Binary-Octal- Octal-Binary-Hexa-Binary etc. Floating Point representation of a number-Arithmetic-Operation---One's & Two's Complements--- Development of Boolean Algebra- Boolean Logic Operations.

UNIT 3: Micro Soft

MS Office MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)

UNIT 4: Information System

Information Systems in Global Business Today the Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

UNIT 5: Business Application of MIS

e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System. Business Expert Systems: Role of Expert Systems in Complex Decision.

Suggested Readings:

- Barman H., (2017), *Foundations of IT and Computers*, Mahaveer Publication.
- Thareja, R., (2016), *Computer Fundamentals and Programming in C*, Oxford University Press.
- Goel R., & Kakkar D N, (2003), *Computer Applications in Management*, New Age International.
- Soni V., (2010), *Computer Applications for Management*, HPH.
- Rajaraman, V., (2014), *Fundamentals of Computers*, PHI.

SECOND SEMESTER SYLLABUS

MPMBAP22-201T	LEGAL ASPECTS OF		L-3, T-0, P-0	3 CREDITS	
	BUSINESS		Total Lecture	30	
Course Objectives:					
The course introduces students to the basics of Business Law and its importance					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students understand the basic terms of Agreement and contract.				
CO2	Students understand the law relating to Sale of Goods.				
CO3	They come to know the Laws Relating to Partnership and the Partnership Act				
CO4	Students understand the Laws Relating to Companies memorandum and articles of association and prospectus etc.				
CO5	Students understand the Laws Relating to Consumer Protection and Environment Protection				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	√	-	-	-
CO3	√	√	-	√	-
CO4	√	√	√	-	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students understand the basic terms of Agreement and contract.					
CO2	Students understand the law relating to Sale of Goods.					
CO3	They come to know the Laws Relating to Partnership and the Partnership Act					
CO4	Students understand the Laws Relating to Companies memorandum and articles of association and prospectus etc.					
CO5	Students understand the Laws Relating to Consumer Protection and Environment Protection					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

Unit I: The Law of Contract

Agreement and contract; void and void-able contracts; Capacity of parties; free consent; legality of object and consideration; performance and discharge of contracts; indemnity and guarantee; bailment and agency

Unit II: The Law Relating to Sale of Goods

Sale and agreement to sell, conditions and warranties, transfer of property doctrine of caveat emptor, auction sale; unpaid seller; The Laws Relating to Carriage of Goods –Introduction, carriage of goods by land; carriage by sea; carriage by air.

Unit III: The Laws Relating to Partnership

The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution

Unit IV: The Laws Relating to Companies

The Companies – Definition and types of companies, promotion and incorporation; memorandum and articles of association and prospectus; Shares and debentures, borrowing powers, directors, meeting and resolutions, Winding up

Unit V: The Laws Relating to Consumer Protection and Environment Protection

Consumer Protection Act, 1986; Environment Protection Act, 1986

Suggested Readings:

- Maheswari S K and Maheswari S N, (2014), *Principles of Business Law*, Himalaya Publishing House, New Delhi.
- Shukla M C, (1974), *A Manual of Mercantile Law*, S Chand.

MPMBAP22-202T	HUMAN RESOURCE MANAGEMENT		L-3, T-0, P-0	4 CREDITS	
			Total Lecture	30	
Course Objectives:					
The course aims at taking the student further into the functional area of HRM and into the domain of HRD.					
This paper is to give a conceptual idea of one of the important resources (asset) of the organization, Human Resource Management and its applicability in an organization.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To know about the objectives, functions and relevance of HRM.				
CO2	Purpose and process of acquisition of Human Resource Management.				
CO3	Developing human resources by developing effective training programmes.				
CO4	To know about the objectives and process of Performance Appraisal, Separation and Voluntary Retirement Scheme.				
CO5	Motivating human resources: an overview.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	√	√	-	-	-
CO3	√	-	√	-	√
CO4	√	-	-	-	√
CO5	√	√	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To know about the objectives, functions and relevance of HRM.					
CO2	Purpose and process of acquisition of Human Resource Management.					
CO3	Developing human resources by developing effective training programmes.					
CO4	To know about the objectives and process of Performance Appraisal, Separation and Voluntary Retirement Scheme.					
CO5	Motivating human resources: an overview.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBAP22-202T: HUMAN RESOURCE MANAGEMENT

CREDITS: 4

UNIT 1: Introduction to Human Resource Management

Evolution of HRM; Objectives and Function of HRM; Role and Responsibilities of HR Manager; Relevance of HRM; Systems approach to HRM.

UNIT 2: Acquisition of Human Resource Management

Human Resource Planning: Purpose and Process; Recruitment and Selection: Source of Recruitment, Stages in Selection Process; Placement; Goals Analysis: Job Description and Job Specification.

UNIT 3: Developing Human Resources

Concept of HRD; Management Development Programmes; Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes.

UNIT 4: Performance Appraisal

Concept, Objectives and Process of Performance Appraisal; Criteria for Performance Appraisal; Tools of Performance Appraisal.

Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary Retirement Scheme.

UNIT 5: Motivating Human Resources

Motivation at Work, Major Motivation Theory: An overview; Participative Management; Compensation Management, Major Elements of Compensation Management; Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits; Discipline and Employees' Grievance Redressal.

Suggested Readings

- Dessler, Gray, and Biju Varkkey, (2009), *Human Resource Management*, 11th ed., Pearson Education, New Delhi.
- David S . Decenzo and Stephen P. Robbins, (2006), *Personnel/Human Resource Management*, 3rd edition, Prentice-Hall of India, New Delhi.
- K. Aswathappa, (2005), *Human Resource and Personnel Management*, Tata McGraw-Hill.
- RS Dwivedi, (1997), *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co., New Delhi, Latest ed.
- Biswajeet Pattanayak, (2005), *Human Resource Management*, 3rd ed., Prentice-Hall of India, New Delhi.

MPMBAP22-203T	ORGANISATIONAL BEHAVIOUR			L-3, T-0, P-0	4 CREDITS
				Total Lecture	36
Course Objectives: This course intends at understanding the relationship between individuals in an organisation and its fallouts.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To know about the conceptual foundation of Organisational Behaviour.				
CO2	Students understand the theories of Perception, Attitude and Values.				
CO3	Students understand the various theories of Learning and Personality.				
CO4	To understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.				
CO5	To understand the organizational power, politics and the organizational change.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	√	√	-	√	√
CO3	√	√	-	-	√
CO4	-	√	√	-	-
CO5	√	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To know about the conceptual foundation of Organisational Behaviour.					
CO2	Students understand the theories of Perception, Attitude and Values.					
CO3	Students understand the various theories of Learning and Personality.					
CO4	To understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.					
CO5	To understand the organizational power, politics and the organizational change.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT 1: Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

UNIT 2: Perception, Attitude, and Values

Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.

UNIT 3: Learning and Personality

Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.

UNIT 4: Group Behaviour

Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.

Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.

UNIT 5: Organisation Power and Politics

Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management. **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings

- Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, (2011), *Organisational Behaviour*, 12th ed., Pearson Education.
- Fred Luthans, (2009), *Organisational Behaviour*, 11th ed., Mc Graw Hill.
- W. Newstrom, John, (2009), *Organisational Behaviour*, 10th ed., Tata Mc Graw –Hill.
- Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, (2006), *Management of Organisational Behaviour*, 8th ed., Prentice-Hall of India, Eastern Economy Edition.
- SS Khanka, (2008), *Organisational Behaviour*, S. Chand & Co., New Delhi
- Sanghi Seema, (2011), *Organisational Behaviour*, Pearson Publication.

MPMBAP22-204T	MARKETING MANAGEMENT	L-3, T-0, P-0	4 CREDITS		
		Total Lecture	36		
Course Objectives:					
Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To understand the nature, scope, evolution of marketing and major elements and their Impact on marketing decisions.				
CO2	To know about the importance of understanding Consumer Behaviour.				
CO3	To understand the concept and classification of Products; Product Line and Product Mix.				
CO4	To understand the Pricing decisions, as a Marketing Variable-its Role and Importance.				
CO5	To understand the nature, objectives and importance of Promotion; Communication Process; Promotion Mix and Methods.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	-	-	√	-	√
CO3	-	√	√	√	-
CO4	-	-	√	√	-
CO5	√	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To understand the nature, scope, evolution of marketing and major elements and their Impact on marketing decisions.					
CO2	To know about the importance of understanding Consumer Behaviour.					
CO3	To understand the concept and classification of Products; Product Line and Product Mix.					
CO4	To understand the Pricing decisions, as a Marketing Variable-its Role and Importance.					
CO5	To understand the nature, objectives and importance of Promotion; Communication Process; Promotion Mix and Methods.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT 1: Marketing Concept

Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix. Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

UNIT 2: Consumer Behaviour

Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.

Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

UNIT 3: Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

UNIT 4: Price Decisions

Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies. Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining the Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

UNIT 5: Promotion Decisions

Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion. Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings

- Kotler Philip and Gray Armstrong, (2005), *Principles of Marketing*, Prentice Hall of India, New Delhi.
- Kotler Philip, (1997), *Marketing Management-Analysis, Planning, Implementation and Control*, Prentice Hall of India, New Delhi.
- Ramaswami, V.S and Namakumari, S, (2009), *Marketing Management*, Mac Millan India, New Delhi.
- Stanton, Shallian J. and Charles Futrell, (1987), *Fundamentals of Marketing*, Mc Graw Hill, New York.

Rajan Saxena, (2005), *Marketing Management*, 3rd ed, Tata MC Graw Hill, New Delhi.

MPMBAP22-205T	MANAGEMENT INFORMATION			L-3, T-0, P-0	3 CREDITS
	SYSTEM			Total Lecture	30
Course Objectives:					
The objective of this course is to introduce students to information systems of management that are part of every business organization.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students understand about the term management information System and the need for information and decision making.				
CO2	Understand the Database management systems, Commercial database and Computer Communication etc.				
CO3	To know about the Data system and System Analysis.				
CO4	Students will learn the role of Information and Technology, Business and technology Trends and role of MIS in Decision- making.				
CO5	Understand the structure of management information System.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	-	-	-	√
CO3	√	-	√	-	-
CO4	-	√	√	√	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students understand about the term management information System and the need for information and decision making.					
CO2	Understand the Database management systems, Commercial database and Computer Communication etc.					
CO3	To know about the Data system and System Analysis.					
CO4	Students will learn the role of Information and Technology, Business and technology Trends and role of MIS in Decision- making.					
CO5	Understand the structure of management information System.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT 1: Introduction

Introduction to management information System, decision making and Its Process, need for information and decision making, Its elements, meaning and objectives.

UNIT 2: Database management systems

Database management systems, advantages of Data base approach, Queries, Designing of Database, Database Administration, Commercial database. Computer Communication- LAN, Wan, Internet, Peer- to- Peer network, Client – server network. Familiarity with Software packages – MS Office, MS Windows, LAN, UNIX etc.

UNIT 3: Organization Data system

Data system- Organization of System department, Physical facilities of system requirement Analysis, System Analysis, System design, System Implementation, System maintenance.

UNIT 4: Role of Information and Technology

Role of Information and Technology, Business and technology Trends, Definition of MIS, role of MIS in Decision- making, Number Systems, Computer Languages, Computer hardware, Computer Software and operating System. Systems Approach, object Oriented design, The value and cost of information, Decision levels, Data capture, Data Quality.

UNIT 5: MIS – an overview

Structure of management information System, Successful and Comprehensive Structure, Integration of structure, development of management information System, various MIS reports, making MIS efficient and Effective, Limitations of management information System.

Suggested Readings

- Laudon Kenneth C. and Laudon Jane P., (1999), *Management Information Systems: Organization and Technology*, Pearson, 6 Sub Edition.
- Chakrabarty, U. K., (2010), *Management Information System for Industrial Safety Health & Environment*, Macmillan Publisher.
- Jawadekar Waman, (2017), *Management Information Systems 5/e: A Global Digital Enterprise Perspective*, McGraw-Hill Education.

MPMBAP22-206T	BUSINESS ENVIRONMENT			L-3, T-0, P-0	4 CREDITS
				Total Lecture	36
<p>Course Objectives:</p> <ul style="list-style-type: none"> • The students started recognizing the importance of environment for the sustaining of not just business but the planet earth. • Students learns here various causes of pollutions and how all they are caused by humans to satisfy their economics needs • Population explosion resulted extreme demand and to satisfy such human are taking help from the artificial source which results hazards disease • The students explored various social environment issue and able to admit that policies or business can be benefiting one but harming another. Such shouldn't a business choice. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Techniques and analysis of different business environment.				
CO2	Evaluate the major factors which affect the economic environment of business.				
CO3	Understand and analyze various political, technological and economic environments in the business.				
CO4	Role and impact of Technology on business and factors influencing technological environment.				
CO5	Understanding the role and significance of FDI, WTO& Regional Blocks.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	-	-	-	-
CO3	√	√	-	√	-
CO4	-	√	-	√	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Techniques and analysis of different business environment.					
CO2	Evaluate the major factors which affect the economic environment of business.					
CO3	Understand and analyze various political, technological and economic environments in the business.					
CO4	Role and impact of Technology on business and factors influencing technological environment.					
CO5	Understanding the role and significance of FDI AND WTO.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT-1

Introduction Concept, Significance and Nature of Business Environment. Types of Environment, Interaction between Internal and External Environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

UNIT-2

Economic Systems; Globalization of Indian Economy; Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business.

UNIT-3

Politico-Legal Environment Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

UNIT-4

Technological Environment: Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channels, Methods and Limitations.

Demographic and Socio-Cultural Environment: Population Size, Falling Birth Rate, Changing age structure and its impact on Business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

UNIT-5

Foreign Investment and Trade Regulation Foreign Direct Investment, Foreign Institutional Investment, WTO and India: An Overview.

Regional Blocks: Cross National Corporation and Agreement, GATT & UNCTAD, Trading Blocks-EC, NAFTA, ASEAN, SAARC.

Suggested Readings:

- Shaikh & Saleem, (2006), *Business Environment*, Pearson, 2nd Edition.
- Cherunilam Francis, (2003), *Business Environment: Text and Cases*, Himalaya Publishing House, 8th Edition.
- Neelamegam, V., (2008), *Business Environment*, Vrinda Publications.
- Mishra S K & Puri V K, (2021), *Economic Environment of Business*, Himalaya Publishing House, 3rd Edition.

MPMBAP22-207T	CONSTITUTION OF INDIA			L-3, T-0, P-0	2 CREDITS
				Total Lecture	26
Course Objectives:					
<ul style="list-style-type: none"> • To provide basic information about Indian Constitution • To give knowledge on different dynamics of constitutional law. • To identify individual role and ethical responsibility towards society. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	The students shall be able to understand the definition, analyse the sources from which the different laws are formed.				
CO2	To understand the Fundamental Rights.				
CO3	To Study the composition of Parliament.				
CO4	Overview of principles & hierarchy of the judicial system of the country etc.				
CO5	To know the special power of the authority and amendments.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	√	-	√	√	√
CO3	√	-	√	√	-
CO4	√	√	-	√	-
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	The students shall be able to understand the definition, analyse the sources from which the different laws are formed.					
CO2	To understand the Fundamental Rights.					
CO3	To Study the composition of Parliament.					
CO4	Overview of principles & hierarchy of the judicial system of the country etc.					
CO5	To know the special power of the authority and amendments.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	√	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBAP22-207T: CONSITITUTION OF INDIA

CREDITS: 2

UNIT 1: History and Philosophy of the Indian Constitution

History, Drafting Committee of Indian Constitution, Preamble, Salient Features, Definition of State, Directive Principles of State Policy, Fundamental Duties.

UNIT 2: Fundamental Rights

Rights of Equality, Rights of Freedom, Rights against Exploitation, Rights to Constitutional Remedies, Rights to Freedom of Religion, Cultural and Educational Rights, Rules of Law.

UNIT 3: Organs of Governance: I

Parliament: Composition, Qualification and Disqualification, Powers and Functions

UNIT 4: Organs of Governance: II

1 Executive: President, Governor, Council of Minister-- Qualification and Disqualification, Powers and Functions

2 Judiciary: Appointment and Transfer of Judges, Qualifications, Powers and Function.

UNIT 5: Amendment of Indian Constitution

Some Major Amendment, Special Power of Parliament, President and Supreme Court.

Suggested Readings

- Bakshi, P. M. (2020), *The Constitution of India*, Lexis Nexis, 18th edition.
- Keshav Krishan, (2020), *Singhal's Constitutional Law-I*, Singhal Law Publications.
- Basu, D. D. (2021), *Introduction to the Constitution of India - 25/edition*, Lexis Nexis.
- Agarwal P. K. & Gupta V. (2022), *The Constitution of India Bare Act*, Prabhat Prakashan Pvt Ltd, 1st edition.

MPMBAP22-251P	SEMINAR & VIVA-VOCE	L-0, T-0, P-2	2 CREDITS		
<p>Course Objectives:</p> <p>To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the student's presence of mind. • To evaluate the student's spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students' limitations and weakness and take remedial actions. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	Assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	-
CO2	-	-	√	-	√
CO3	√	√	-	√	-
CO4	√	√	-	-	√

Seminar 50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, especially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) on a topic Approved by the Teacher In-charge. In this Semester the topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

Viva voce 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World and Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feedback of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

Summer training:

Each Student is requiring undergoing 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher In- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

THIRD SEMESTER SYLLABUS

MPMBAP22-301T	FINANCIAL MANAGEMENT			L-3, T-0, P-0	4 CREDIT
				Total Lecture	36
Course Objectives:					
The objective of this course is to give a basic idea of financial management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students understand the nature, objectives, and Scope of Financial Management and how the Financial Decisions are taken by Finance Manager.				
CO2	To understand about the different approaches, theories and determinants of Capital Structure.				
CO3	To know about the meaning and techniques of evaluating Capital Budgeting Decisions with the help of some case studies.				
CO4	To understand the theories and determinants of Dividend Policy; and about Working Capital Management.				
CO5	To know about the Structure and functions of Financial Markets.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	√	-	-	-
CO3	√	√	√	-	-
CO4	√	√	√	-	-
CO5	√	-	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students understand the nature, objectives, and Scope of Financial Management and how the Financial Decisions are taken by Finance Manager.					
CO2	To understand about the different approaches, theories and determinants of Capital Structure.					
CO3	To know about the meaning and techniques of evaluating Capital Budgeting Decisions with the help of some case studies.					
CO4	To understand the theories and determinants of Dividend Policy; and about Working Capital Management.					
CO5	To know about the Structure and functions of Financial Markets.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	√
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT 1: Financial Management

Nature, Objectives and Scope of Financial Management, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision, Making, Time Value of Money.

UNIT 2: Cost of capital: Concept of Value, Present Value, Basic Valuation Models.

Capital Structure: Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

UNIT 3: Investment Decisions

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting, Decisions - Some Case Studies.

UNIT 4: Dividend Decisions:

Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy. Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

UNIT 5

Financial Markets, Regulatory Bodies- Role & Functions.

Suggested Readings

- Van Horne James C., (1998), *Financial Management and Policy*, Prentice Hall of India 12th Ed, 208.
- Prashna Chandra, (2007), *Financial Management*, McGraw Hill.
- Pandey, I.M., (2015), *Financial Management*, 9th Ed. Vikas Publishing.
- Khan and Jain, (1984), *Financial Management*, Tata McGraw Hill Publishing Company Limited.

MPMBAP22-302T	PRODUCTION & OPERATIONS MANAGEMENT		L-3, T-0, P-0	4 CREDITS	
			Total Lecture	30	
Course Objectives: The objective of the course is to acquaint the students with the basic features underlying production management and Operation Management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To know about the factors affecting system and concept of Production and Operation Management.				
CO2	Students understand the functions of Production and Material Management and related concepts.				
CO3	Students understand the scheduling and measuring Production Activities.				
CO4	Understand an overview of Material Management.				
CO5	To know about the quality in Production and Operations Management.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	√	-	√	-
CO3	-	√	√	-	-
CO4	√	√	-	-	-
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To know about the factors affecting system and concept of Production and Operation Management.					
CO2	Students understand the functions of Production and Material Management and related concepts.					
CO3	Students understand the scheduling and measuring Production Activities.					
CO4	Understand an overview of Material Management.					
CO5	To know about the quality in Production and Operations Management.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	√	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

MPMBAP22-302T: PRODUCTION & OPERATIONS MANAGEMENT CREDITS: 4

UNIT 1: Introduction

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

UNIT 2: Production System and Related Concepts

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

UNIT 3: Scheduling and Measuring Production Activities

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

UNIT 4: Material and Inventory Management

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

UNIT 5: Quality in Production and Operations Management

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Suggested Readings

- Adam and Ebert, Ronald J, (1992), *Production and Operation Management-Concepts, Models & Behaviour*, PHI New Delhi
- Charry SN, (2005), *Production and Operation Management-Concepts Methods and Strategy*, PHI New Delhi.
- Baff. ES, (1993), *Modern Production Management*, John Willey, New York.
- Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J., (2018), *Operations and Supply Management*, TMH, Delhi.
- Madan, Pankaj, (2010), *Production and Operation Management*, Global Vision Publishing, New Delhi.

MPMBAP22-303T	BUSINESS RESEARCH METHODS			L-3, T-0, P-0	4 CREDITS
				Total Lecture	36
Course Objectives: To understand the importance, types and process of Research and Research Design.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	To understand the importance of Research- an overview.				
CO2	To know about the types and process of Research Design.				
CO3	Students understand the concept and designing of questionnaire and Schedule.				
CO4	Students understand the concept, need and importance of Sampling.				
CO5	To know about the tabulation and processing of data, basic aspects of Statistical Inference Theory.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	√
CO2	√	√	-	√	√
CO3	-	√	√	√	-
CO4	-	√	-	√	-
CO5	√	-	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	To understand the importance of Research- an overview.					
CO2	To know about the types and process of Research Design.					
CO3	Students understand the concept and designing of questionnaire and Schedule.					
CO4	Students understand the concept, need and importance of Sampling.					
CO5	To know about the tabulation and processing of data, basic aspects of Statistical Inference Theory.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

UNIT 1: Introduction

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

UNIT 2: Research Design

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

UNIT 3: Questionnaire Design and Schedule

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

UNIT 4: Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

UNIT 5: Data Analysis

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

- Zikmund, (2011-12), *Business Research Methods*, Cengage Learning.
- Cooper and Schindler, (2011), *Business Research Methods*, Tata Mc Graw Hill.
- Saunders, (2010), *Research Methods for Business*, Pearson Education.
- Bryman and Bell, (2015), *Business Research Methods*, Oxford University Press.

MPMBAP22-304T	STRATEGIC MANAGEMENT	L-3, T-0, P-0			4 CREDIT
		Total Lecture			36
Course Objectives:					
The course aims to develop an understanding of strategic management and equip learners with the knowledge and skills necessary for effective strategy formulation, implementation, and evaluation in the context of business policy.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop an understanding of the nature, scope, and importance of strategic management in business policy.				
CO2	Gain knowledge of the strategic management process, including strategy formulation, environmental appraisal, strategic analysis and choice, and strategy implementation and evaluation.				
CO3	Learn to conduct industry analysis, remote environment analysis, competitive analysis, global environment analysis, and internal analysis using various frameworks and tools.				
CO4	Acquire the ability to formulate corporate, business, and functional level strategies, and evaluate and choose among different strategic options.				
CO5	Develop skills to implement and evaluate strategies, including resource allocation, budgeting, organizational structure, and performance measurement, and to address issues related to social responsibility and ethics.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	√	√	-	-
CO3	√	-	-	√	√
CO4	√	√	-	√	-
CO5	√	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of the nature, scope, and importance of strategic management in business policy.					
CO2	Gain knowledge of the strategic management process, including strategy formulation, environmental appraisal, strategic analysis and choice, and strategy implementation and evaluation.					
CO3	Learn to conduct industry analysis, remote environment analysis, competitive analysis, global environment analysis, and internal analysis using various frameworks and tools.					
CO4	Acquire the ability to formulate corporate, business, and functional level strategies, and evaluate and choose among different strategic options.					
CO5	Develop skills to implement and evaluate strategies, including resource allocation, budgeting, organizational structure, and performance measurement, and to address issues related to social responsibility and ethics.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	√

UNIT I: Introduction

Meaning, Scope and Importance of Strategic Management, Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

UNIT II: Strategy Formulation

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies.

UNIT II: Environmental Appraisal

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. Synergy.

UNIT IV: Strategic Analysis and Choice

Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, Directional Policy Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

UNIT V: Strategy Implementation and Evaluation

Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

Suggested Readings

- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy-Concepts and Cases*, 4/e, Cengage Learning, New Delhi.

- John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
- Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.
- Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
- Upendra Kachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.
- Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

MPMBAP22-305T	PROJECT MANAGEMENT	L-3, T-1, P-0			4 CREDIT
		Total Lecture			48
Course Objectives:					
<ul style="list-style-type: none"> • The course aims to provide learners with an understanding of the concepts, principles, and tools necessary for effective project management, including project planning, organization, financing, implementation, monitoring, and control. • The course aims to develop the skills like strong leadership abilities and good communication skills in students by emphasizing the importance of teamwork, collaboration, and effective communication with project stakeholders. • The course aims to enhance students' ability to analyze problems, identify solutions, and make informed decisions in project management contexts. • The course aims to familiarize students with risk identification, assessment, mitigation, and monitoring techniques. They will learn how to develop risk management strategies to minimize the negative impact of uncertainties on project outcomes. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the basic concepts and characteristics of projects, project management, and project planning, including risk management and feasibility studies.				
CO2	Learn about different forms of project organizations, project management principles, and tools and techniques for project management.				
CO3	Gain an understanding of project financing and cost estimation, and how to allocate and schedule resources for successful project implementation and monitoring.				
CO4	Learn about project communication, audits, post-project reviews, and project direction and control, including termination strategies and evaluation.				
CO5	Develop the skills necessary to effectively manage and lead projects in a variety of settings and industries, including future Indian projects.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	-	-	-
CO3	-	-	√	-	-
CO4	-	-	-	√	-
CO5	-	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the basic concepts and characteristics of projects, project management, and project planning, including risk management and feasibility studies.					
CO2	Learn about different forms of project organizations, project management principles, and tools and techniques for project management.					
CO3	Gain an understanding of project financing and cost estimation, and how to allocate and schedule resources for successful project implementation and monitoring.					
CO4	Learn about project communication, audits, post-project reviews, and project direction and control, including termination strategies and evaluation.					
CO5	Develop the skills necessary to effectively manage and lead projects in a variety of settings and industries, including future Indian projects.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

UNIT I: Introduction

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

Project Planning

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management, Approval Process, Social Cost Benefit Analysis, Feasibility Study.

UNIT II: Project Organization

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

UNIT III: Project Financing

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

UNIT IV: Project Implementation and Monitoring

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling-Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

UNIT V: Project Direction and Control

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

Suggested Readings

- *Project management*-for 21st century-Beenet P Lientz, Kathryn-Pearson Academic Press, 1995
- *Project Management*-Denisluk
- *Project management*-David I Cleland-McGraw Hill International Edition, 1999
- *Project management*-Gopalakrishnan- McMillian India Ltd.
- *Project Management*-Harry-Maylor-Pearson Publication
- *Project Management*-Gray & Larson- Tata McGraw Hill
- *Project Management*- Prasanna Chandra- Tata McGraw Hill

FOURTH SEMESTER SYLLABUS

MPMBAP22-401T	ENTREPRENEURSHIP DEVELOPMENT		L-3, T-1, P-0	4 CREDIT	
			Total Lecture	48	
Course Objectives:					
To provide students with an understanding of entrepreneurship development and the skills and knowledge required to establish and manage a successful entrepreneurial venture.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concept and need for entrepreneurship.				
CO2	Identify the different characteristics and types of entrepreneurship.				
CO3	Analyze external and internal factors that affect entrepreneurship development				
CO4	Develop a comprehensive business plan for a new venture				
CO5	Evaluate the role of government in promoting entrepreneurship and identify relevant schemes and incentives.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	-	√	√	-	√
CO3	√	-	-	√	√
CO4	√	-	√	-	-
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept and need for entrepreneurship.					
CO2	Identify the different characteristics and types of entrepreneurship.					
CO3	Analyze external and internal factors that affect entrepreneurship development					
CO4	Develop a comprehensive business plan for a new venture					
CO5	Evaluate the role of government in promoting entrepreneurship and identify relevant schemes and incentives.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	√	-

UNIT I: Foundation of Entrepreneurship Development

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

UNIT II: Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

UNIT III: Business Planning Process

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

UNIT IV: Project Planning for Entrepreneurs

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

UNIT V: Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading

- Khanna, S.S., *Entrepreneurial Development*, S. Chand, New Delhi.
- Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill.6th ed.
- Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest
- Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson.
- Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
- Patel, V.G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.

MPMBAP22-402T	INTERNATIONAL BUSINESS			L-3, T-1, P-0	4 CREDIT
				Total Lecture	48
Course Objectives: To provide an understanding of the concepts, theories, and practices of international business and its environment.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the complexities and challenges of international business and its environment.				
CO2	Identify the various modes of entry into international business and analyze their advantages and disadvantages.				
CO3	Analyze the theories of international trade and the commercial policy instruments used in international trade.				
CO4	Evaluate the role of international organizations and arrangements in promoting international business.				
CO5	Develop an understanding of the organizational structure and key issues in international production, finance, marketing, and human resource decisions.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	-	-	-
CO2	√	-	-	-	-
CO3	-	-	-	√	-
CO4	-	√	-	-	-
CO5	-	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the complexities and challenges of international business and its environment.					
CO2	Identify the various modes of entry into international business and analyze their advantages and disadvantages.					
CO3	Analyze the theories of international trade and the commercial policy instruments used in international trade.					
CO4	Evaluate the role of international organizations and arrangements in promoting international business.					
CO5	Develop an understanding of the organizational structure and key issues in international production, finance, marketing, and human resource decisions.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

UNIT I: Introduction

Nature and Scope of International Business; Relation of International Business; International Business vs Domestic Business. International Business Environment: Economics, Socio-Cultural and Politic-Legal Environment; Complexities of International Business; Modes of Entry into International Business; global trading environment-recent trends in world trade in goods and services.

UNIT II: Theories of International Trade: An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

International Organisation and Arrangements: WTO-Its Objectives, Principles, Organisational Structure and Functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

UNIT III: Regional Economic Co-operation: Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.

International Financial Environment: International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

UNIT IV: Organisational Structure for International Business Operations: Key issues in International Production, Finance, Marketing and Human Resource Decisions; International Business Negotiations.

Developments and Issues in International Business: Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

UNIT V: Measure for Promoting for International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

Suggested Readings

- Charles, W.L. Hill and Arun K. Jain, *International Business*, Tata McGraw-Hill, New Delhi, 2008
- Justin, Paul and Raunack Kapoor, *International Business*, 2nd ed., Prentice-Hall of India Ltd., 2012
- Johnsn, Derbe, and Colin Turner, *International Businesss-Themes and Issues in the Modern Global Economy*, London: Roulledge, 2003
- Cherunilam, Francis, *International Business: Text and Cases*, Prentice-Hall of India Ltd., 2004
- John, H. Daniels and Lee H. Radenbaugh, *International Business Environment and Operations*, Person, Delhi, 2001
- Michael R. Czinkota, *et al.*, *International Business*, the Dryden Press, Fortforth, 2002

MPMBAP22-403T	TOTAL QUALITY MANAGEMENT			L-3, T-1, P-0	4 CREDIT
				Total Lecture	48
Course Objectives: To provide students with a comprehensive understanding of Total Quality Management (TQM) concepts, practices, and standards.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the principles and philosophies of TQM and the evolution of TQM.				
CO2	Identify and analyze the human aspect of TQM, including the role of quality leaders, teams, and participative management.				
CO3	Develop an understanding of the TQM planning environment and quality management system.				
CO4	Analyze TQM practices and technologies, including policy deployment, benchmarking, and failure-mode and effect analysis.				
CO5	Understand the concept and need for quality standards and the process of ISO certification.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	√	√	√
CO3	√	√	-	-	-
CO4	-	-	-	-	-
CO5	-	-	-	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the principles and philosophies of TQM and the evolution of TQM.					
CO2	Identify and analyze the human aspect of TQM, including the role of quality leaders, teams, and participative management.					
CO3	Develop an understanding of the TQM planning environment and quality management system.					
CO4	Analyze TQM practices and technologies, including policy deployment, benchmarking, and failure-mode and effect analysis.					
CO5	Understand the concept and need for quality standards and the process of ISO certification.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√		-	-	-

UNIT I: Total Quality Management (TQM) Concept and Fundamentals

Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

UNIT II: Human Aspect of Total Quality Management (TQM)

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

UNIT III: Quality Management System

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

UNIT IV: Total Quality Management (TQM) Practices

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

UNIT V: Quality Management Standards

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

Suggested Readings

- Dale, Carol, Glen, Mary, *Total Quality Management*, 3rd ed., Pearson Education, New Delhi.
- Ross, *Total Quality Management: Text, Cases, and Readings*, 2nd ed. St. Lucie Press.
- H Lal, *Total Quality Management: A Practical Approach*, New Age International, New Delhi.

MPMBAP22-404M1	CONSUMER BEHAVIOUR			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
The course objective of Consumer Behaviour is to enable students to understand the behavior of consumers and how it influences marketing decisions.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop a comprehensive understanding of consumer behavior, including the reasons for studying it and its scope in the market segmentation process.				
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.				
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.				
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.				
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	√	√	-	√	-
CO3	√	√	-	√	-
CO4	√	√	-	√	-
CO5	-	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a comprehensive understanding of consumer behavior, including the reasons for studying it and its scope in the market segmentation process.					
CO2	Analyze the various factors that influence consumer behavior as an individual, such as motivation, personality, perception, learning, and attitudes.					
CO3	Evaluate the impact of social and cultural settings on consumer behavior, including the influence of reference groups, family, social class, culture, and media.					
CO4	Examine the decision-making process of consumers, including problem recognition, search and evaluation, purchasing processes, post-purchase behavior, and organizational buying behavior.					
CO5	Develop skills in measuring consumer satisfaction and dissatisfaction, repeat buying, brand switching, loyalty, opinion leadership, and complaining behavior.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

UNIT I: Introduction

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

UNIT II: Consumer as an Individual

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

UNIT III: Consumer in Social and Cultural Settings

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

UNIT IV: Consumer Decision Process

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

UNIT V: Consumer Satisfaction

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings

- Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior (10th ed.)*. Prentice Hall.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2012). *Consumer behavior (10th ed.)*. South-Western Cengage Learning.
- Zaltman, G., & Wallendorf, M. (2011). *Consumer behavior analysis*. Routledge.
- Mellott, D. W. (2016). *Consumer behavior (2nd ed.)*. Kendall Hunt Publishing Company.
- Loudon, D. L., & Della Bitta, A. J. (2016). *Consumer behavior: Concepts and applications (7th ed.)*. McGraw-Hill Education.
- Bennett, P. D. (2010). *Understanding and motivating health behaviors (1st ed.)*. McGraw-Hill Education.

MPMBAP22-404M2	ADVERTISING MANAGEMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
The objective of this course is to provide an understanding of the concepts, theories, and practices of advertising and promotion in marketing.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop an understanding of the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.				
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.				
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.				
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.				
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising in India.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	√	-	-	-
CO3	√	√	√	√	-
CO4	√	√	√	-	√
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of the nature and importance of communication process in marketing, including its components, obstacles and role in perception, learning and attitude change.					
CO2	Learn about the different elements of the promotional mix and their relevance to the communication process.					
CO3	Acquire knowledge of the strategic analysis for marketing communication, including communication objectives, market segmentation, target group and market positioning.					
CO4	Develop skills in creating effective advertising copy, including message strategy and design, elements of advertisements, and methods of creative development.					
CO5	Gain an understanding of advertising regulation, including the advertising department and its organization, advertising agencies and their functions, and the contribution of advertising to economic development and standard of living, along with ethical issues and problems and prospects of advertising in India.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

UNIT I: Analyzing the Communication Process

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

Integrated Communication Fundamentals

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

UNIT II: Advertising and the Marketing Function

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

UNIT III: Different Types of Advertising

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

UNIT IV: Message and Copy

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

Media Planning

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

UNIT V: Regulation of Advertising – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

Suggested Readings

- O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
- Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective*, Sixth Edition, Tata McGraw Hill
- Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.
- Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.

MPMBAP22-404M3	MARKETING OF SERVICES			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
To provide students with a comprehensive understanding of the concepts and practices of service marketing and equip them with the skills to design and implement effective service marketing strategies in a globalised environment.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop an understanding of the nature, characteristics, and classification of services.				
CO2	Learn the importance of managing customer expectations and implementing segmentation, targeting, and positioning in service marketing.				
CO3	Acquire knowledge of the service marketing mix, including product, price, promotion, and place strategies.				
CO4	Develop skills in designing and delivering effective service systems, including service quality measurement and customer relationship management.				
CO5	Gain an understanding of the globalisation of services and its impact on marketing strategies in India.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	-	√
CO2	√	-	√	√	√
CO3	√	-	√	√	-
CO4	-	√	-	√	-
CO5	√	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of the nature, characteristics, and classification of services.					
CO2	Learn the importance of managing customer expectations and implementing segmentation, targeting, and positioning in service marketing.					
CO3	Acquire knowledge of the service marketing mix, including product, price, promotion, and place strategies.					
CO4	Develop skills in designing and delivering effective service systems, including service quality measurement and customer relationship management.					
CO5	Gain an understanding of the globalisation of services and its impact on marketing strategies in India.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

UNIT I: Introduction to Services Marketing

Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

UNIT II: Services Marketing Mix

Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

UNIT III: Service Design

Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

UNIT IV: Globalisation of Services

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

UNIT V: Marketing of Services in India

Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

Suggested Readings

- Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing*, Tata McGraw-Hill, 5th ed., 2011.
- Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5th ed., 2011.
- Rajendra nargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3rd ed., 2010.
- Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2nd ed., 2011.
- Govind Apte, *Services Marketing*, Oxford Univ. Press, 2nd ed., 2004

MPMBAP22-404M4	MARKETING RESEARCH			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
To develop understanding and skills in conducting marketing research for effective decision making.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance of research in marketing and the marketing research industry.				
CO2	Learn different approaches to marketing intelligence and types of market research.				
CO3	Develop skills in research design, data collection, and analysis.				
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.				
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	-	√	-	-	-
CO3	-	-	√	√	-
CO4	-	-	√	√	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance of research in marketing and the marketing research industry.					
CO2	Learn different approaches to marketing intelligence and types of market research.					
CO3	Develop skills in research design, data collection, and analysis.					
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.					
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

UNIT I: Introduction

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

UNIT II: Marketing Research Design

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

UNIT III: Data Collection

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

UNIT IV: Data Analysis and Interpretation

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminate analysis.

UNIT V: Reporting the Results and Ethical Issues in Marketing Research

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

Suggested Readings

- Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
- Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
- Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.

MPMBAP22-404F1	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT		L-3, T-0, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives: To develop an understanding of investment and capital markets and learn about portfolio analysis and evaluation techniques.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the investment decision process and categories of investment, including their objective and steps of security analysis.				
CO2	Gain knowledge of the capital market, including its types, functions, limitations, and trading of securities.				
CO3	Learn about fundamental analysis, technical analysis, and efficient market hypothesis, and their importance in investment decision making.				
CO4	Develop skills in portfolio analysis and selection, risk, and return analysis, and different models such as CAPM, beta, and Markowitz.				
CO5	Understand the portfolio revision and evaluation techniques, including measures such as Sharpe and Treynor, and the mutual fund industry.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	-	-	-
CO3	√	-	√	-	√
CO4	-	√	-	√	-
CO5	√	-	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the investment decision process and categories of investment, including their objective and steps of security analysis.					
CO2	Gain knowledge of the capital market, including its types, functions, limitations, and trading of securities.					
CO3	Learn about fundamental analysis, technical analysis, and efficient market hypothesis, and their importance in investment decision making.					
CO4	Develop skills in portfolio analysis and selection, risk, and return analysis, and different models such as CAPM, beta, and Markowitz.					
CO5	Understand the portfolio revision and evaluation techniques, including measures such as Sharpe and Treynor, and the mutual fund industry.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

MPMBAP22-404F1: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT CREDITS: 3

UNIT I: Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

UNIT II: Introduction of Capital Market

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

UNIT III: Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

UNIT IV: Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT V: Portfolio Revision and Evaluations

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

Suggested Readings

- Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6th ed.
- Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
- Sharpe, William, F. Alexander, and Bailey, *Investment*, Prentice Hall Of India, 5th Edition.
- Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
- Avadhani, V.A, *Investment and Security Market in India*, Himalaya Publishing House, 3rd Edition.
- Pandey, I.M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.

MPMBAP22-404F2	FINANCIAL MARKETS & INSTITUTIONS		L-3, T-0, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives: The objective of this course is to provide students with a comprehensive understanding of the financial system, risk management, and the management of financial institutions.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the nature, role, and organization of the financial system, both in India and globally.				
CO2	Develop an understanding of the regulatory framework for non-banking financial institutions, primary and secondary markets, and money markets.				
CO3	Learn about the management of commercial banks, including negotiable instruments, working capital management, and project financing.				
CO4	Develop skills in identifying and managing various risks associated with financial intermediation, such as interest rate risk, credit risk, and operational risk.				
CO5	Gain knowledge of risk management in financial institutions, including managing credit risk, liability and liquidity management, and managing risk through securitization and derivatives.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	√
CO2	√	-	√	-	√
CO3	-	√	√	√	-
CO4	√	-	-	√	√
CO5	-	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature, role, and organization of the financial system, both in India and globally.					
CO2	Develop an understanding of the regulatory framework for non-banking financial institutions, primary and secondary markets, and money markets.					
CO3	Learn about the management of commercial banks, including negotiable instruments, working capital management, and project financing.					
CO4	Develop skills in identifying and managing various risks associated with financial intermediation, such as interest rate risk, credit risk, and operational risk.					
CO5	Gain knowledge of risk management in financial institutions, including managing credit risk, liability and liquidity management, and managing risk through securitization and derivatives.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

UNIT I: Financial System

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalization of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

UNIT II: Management of Commercial Banks

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk- Rating Agencies; Regulatory framework for Banks.

UNIT III: Risk of Financial Inter-Mediation

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

UNIT IV: Risk Management in Financial Institutions

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitization, Derivatives.

UNIT V: Management of Non-Banking Financial Institutions and Depositories

Securitization: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings

- K Sasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
- Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
- Anthony Saunders, *Financial Markets and Institutions*, 4th ed., McGraw-Hill Publishing Company, New Delhi.
- M.Y. Khan, *Financial Services*, 4th ed., McGraw-Hill Publishing Company, New Delhi 2008.
- Anthony Saunders, *Financial Institutions Management- A Risk Management Approach*, 6th ed., McGraw-Hill Publishing Company, New Delhi.
- M.Y. Khan, *Indian Financial System*, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
- Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, Prentice-Hall of India, New Delhi.

MPMBAP22-404F3	INTERNATIONAL FINANCIAL MANAGEMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
To provide an understanding of global financial management and foreign exchange markets.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the evolution of the international monetary system and exchange rate regimes.				
CO2	Develop knowledge of foreign exchange markets, including spot and forward markets and hedging strategies.				
CO3	Identify and manage different types of risk exposures, including translation, transaction, and operating exposures.				
CO4	Analyze the financial operations of multinational companies, including global financial strategy and international development banks.				
CO5	Develop skills in managing multinational working capital, including cash, inventory, accounts receivable, and short-term financing.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	√	√	-	-	-
CO3	√	-	√	√	-
CO4	√	√	-	√	-
CO5	√	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the evolution of the international monetary system and exchange rate regimes.					
CO2	Develop knowledge of foreign exchange markets, including spot and forward markets and hedging strategies.					
CO3	Identify and manage different types of risk exposures, including translation, transaction, and operating exposures.					
CO4	Analyze the financial operations of multinational companies, including global financial strategy and international development banks.					
CO5	Develop skills in managing multinational working capital, including cash, inventory, accounts receivable, and short-term financing.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBAP22-404F3: INTERNATIONAL FINANCIAL MANAGEMENT CREDITS: 3

UNIT I: Financial Management in Global Perspective

Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

UNIT II: Foreign Exchange Market

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets.

Fisher's Effect.

UNIT III: Risk Exposures and Their Management

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

UNIT IV: Financial Foreign Operations

Internationalization Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

UNIT V: International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

Suggested Readings

- Shapiro AC: *Multinational Financial Management*: PHI
- Levi, Maurice: *International Finance*, Routledge, 2009
- Eiteman, David K: Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
- Vij, Madhu: *International Financial Management*, Excel Publications, 2006
- Apte : *International Financial Management*: PHI
- Seth, A.K.: *International Financial Management*

MPMBAP22-404F4	CORPORATE TAX PLANNING			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
The course aims to provide students with a comprehensive understanding of the basic concepts and practices of taxation in India and develop their skills in tax planning and compliance.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the basic concepts of taxation in India, including direct and indirect taxes, customs, excise, service, sales, VAT, GST, income, wealth, gift, and central gain tax.				
CO2	Analyze corporate taxation in India, including tax liability and taxation of non-profit organizations and distributed profits.				
CO3	Apply tax planning strategies for setting up a new business, financial management decisions, employees' remuneration, scientific research assets, insurance compensation, and liquidation.				
CO4	Explain the special provisions relating to non-residents, such as double taxation relief, transfer pricing, advance ruling, and Direct Tax Code 2009.				
CO5	Apply tax planning strategies with reference to business restructuring, including mergers, acquisitions, demergers, slump sales, and conversion of sole proprietorship/partnership firms into companies.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	-	√	√	-
CO3	√	√	-	-	√
CO4	√	-	-	√	-
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the basic concepts of taxation in India, including direct and indirect taxes, customs, excise, service, sales, VAT, GST, income, wealth, gift, and central gain tax.					
CO2	Analyze corporate taxation in India, including tax liability and taxation of non-profit organizations and distributed profits.					
CO3	Apply tax planning strategies for setting up a new business, financial management decisions, employees' remuneration, scientific research assets, insurance compensation, and liquidation.					
CO4	Explain the special provisions relating to non-residents, such as double taxation relief, transfer pricing, advance ruling, and Direct Tax Code 2009.					
CO5	Apply tax planning strategies with reference to business restructuring, including mergers, acquisitions, demergers, slump sales, and conversion of sole proprietorship/partnership firms into companies.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Basic Concepts

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

UNIT II: Corporate Tax in India

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

UNIT III: Tax Planning

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

UNIT IV: Special Provisions Relating to Non-Residents

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

UNIT V: Tax Planning with Reference to Business Restructuring

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings

- Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House, Delhi.
- Singhania, Vinod K., Kapil Singhania, and Monica Singhania, *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
- Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
- SP Goyal, *Direct Tax Planning*, Sahitya Bhawan, Agra
- Bare Acts of relevant enactments

MPMBAP22-404H1	INDUSTRIAL RELATIONS & LABOUR LAWS		L-3, T-0, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives: To provide learners with a comprehensive understanding of industrial relations, including trade unionism, labor problems, and labor legislation, to develop strategies for handling industrial disputes and worker participation in management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the concept, nature, and objectives of industrial relations, as well as the role of state, trade unions, and employers' organizations.				
CO2	Analyze the growth of trade unionism, collective bargaining, and the problems faced by trade unions.				
CO3	Develop strategies for handling labour problems such as discipline, grievances, turnover, absenteeism, accidents, and industrial unrest.				
CO4	Evaluate the historical perspective and impact of labor legislation, including important provisions of various acts related to labor.				
CO5	Demonstrate an understanding of the settlement of industrial disputes, worker development, worker participation in management, and IR strategies.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	-	√	√
CO3	-	-	√	-	√
CO4	√	-	√	-	√
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept, nature, and objectives of industrial relations, as well as the role of state, trade unions, and employers' organizations.					
CO2	Analyze the growth of trade unionism, collective bargaining, and the problems faced by trade unions.					
CO3	Develop strategies for handling labour problems such as discipline, grievances, turnover, absenteeism, accidents, and industrial unrest.					
CO4	Evaluate the historical perspective and impact of labor legislation, including important provisions of various acts related to labor.					
CO5	Demonstrate an understanding of the settlement of industrial disputes, worker development, worker participation in management, and IR strategies.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBAP22-404H1: INDUSTRIAL RELATIONS & LABOUR LAWS CREDITS: 3

UNIT I: Introduction

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

UNIT II: Trade Unionism

Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

UNIT III: Labour problems

Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective Bargaining.

UNIT IV: Labour legislations

Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

Suggested Readings:

- Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- C.S.Venkata Ratnam- *Industrial Relations* (Oxford Pub.,2008)
- Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4th edition) 2000.
- Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
- Bare Acts.

MPMBAP22-404H2	INDUSTRIAL PSYCHOLOGY	L-3, T-0, P-0			3 CREDIT
		Total Lecture			36
Course Objectives:					
The course aims to provide students with a comprehensive understanding of the concepts and applications of Industrial Psychology, including individual differences, workplace behavior, efficiency, and contemporary issues in the field.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the nature, scope, and problems of industrial psychology, individual differences, and psychological testing.				
CO2	Apply psychological principles in the selection, placement, training, counseling, and motivation of individuals in the workplace.				
CO3	Analyze the implications of motivation, perception, learning, leadership, personality, and attitude in organizations, and apply engineering psychology to improve industrial efficiency.				
CO4	Develop strategies for performance management, training and development, and accident prevention and safety in the workplace.				
CO5	Demonstrate an understanding of contemporary issues in industrial relations, including grievance handling, industrial disputes, and union/management relations.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	√	√	√	-	√
CO3	-	√	√	√	-
CO4	√	√	√	√	-
CO5	-	√	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the nature, scope, and problems of industrial psychology, individual differences, and psychological testing.					
CO2	Apply psychological principles in the selection, placement, training, counseling, and motivation of individuals in the workplace.					
CO3	Analyze the implications of motivation, perception, learning, leadership, personality, and attitude in organizations, and apply engineering psychology to improve industrial efficiency.					
CO4	Develop strategies for performance management, training and development, and accident prevention and safety in the workplace.					
CO5	Demonstrate an understanding of contemporary issues in industrial relations, including grievance handling, industrial disputes, and union/management relations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT I: Industrial Psychology

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

UNIT II: Individual at Workplace

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

UNIT III: Industrial Behaviour

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

UNIT IV: Industrial Efficiency

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

UNIT V: Contemporary Issues

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

Suggested Readings

- Tiffin, J and McCormic E.J.: *Industrial Psychology*, (Prentice Hall), 6th Edn., 1975
- McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4th Edn., 1976
- Mair, N.R.F.: *Principles of Human Relations*
- Gilmer: *Industrial Psychology*
- Ghiselli and Brown: *Personnel and Industrial Psychology*
- Myer: *Industrial Psychology*
- Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*

MPMBAP22-404H3	HUMAN RESOURCE PLANNING & DEVELOPMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives: To provide students with an understanding of human resource planning, career planning, HRD, and the implementation of HRD programs in organizations.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance of human resource planning and its different approaches.				
CO2	Understand the concept of career planning and its significance in organizations.				
CO3	Analyze the evolution and concept of HRD and its role in organizations.				
CO4	Assess and implement HRD programs by conducting task analysis, organizational analysis, and HRD needs assessment.				
CO5	Understand the impact of organizational culture and workforce diversity on HRD practices in manufacturing and service sectors.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	-	-	-
CO3	√	-	-	-	-
CO4	-	-	√	-	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance of human resource planning and its different approaches.					
CO2	Understand the concept of career planning and its significance in organizations.					
CO3	Analyze the evolution and concept of HRD and its role in organizations.					
CO4	Assess and implement HRD programs by conducting task analysis, organizational analysis, and HRD needs assessment.					
CO5	Understand the impact of organizational culture and workforce diversity on HRD practices in manufacturing and service sectors.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Human Resource Planning

Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

UNIT II: Career planning

Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

UNIT III: Evolution and Concept of HRD

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

UNIT IV: Assessing and Implementing HRD Programmes

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

UNIT V: Organizational Culture and HRD

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

Suggested Readings

- Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
- T.V. Rao *Human Resource Development* Oxford IBH Publication
- Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
- Desimone & Harries – *Human Resource Development* – Thomson Learnin

MPMBAP22-404H4	PERFORMANCE MANAGEMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives: To provide an understanding of the concepts, processes, and issues related to Performance Management Systems.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the meaning, objectives, and scope of PM systems, and their role in organizations.				
CO2	Measure performance through different approaches and diagnose causes of poor performance.				
CO3	Understand the relationship between performance measurement systems, behavior, and employee development.				
CO4	Implement performance consulting services, alternative views of performance measurement, and modern performance measurement frameworks.				
CO5	Analyze and evaluate the impact of organizational changes on the adoption of new performance measurement methods and techniques.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	-	√	-	-	-
CO3	√	-	√	-	-
CO4	-	-	√	√	-
CO5	-	√	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the meaning, objectives, and scope of PM systems, and their role in organizations.					
CO2	Measure performance through different approaches and diagnose causes of poor performance.					
CO3	Understand the relationship between performance measurement systems, behavior, and employee development.					
CO4	Implement performance consulting services, alternative views of performance measurement, and modern performance measurement frameworks.					
CO5	Analyze and evaluate the impact of organizational changes on the adoption of new performance measurement methods and techniques.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT 1: Introduction

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

UNIT II: Measuring Performance

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

UNIT III: Behavioural Issues and Employee Development

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

UNIT IV: Performance Consulting

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

UNIT V: Current Developments and Emerging Issues in Performance Management

Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

Suggested Readings

- Herman Aguinis (2007). *Performance Management*. Pearson Education.
- Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
- Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
- Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

MPMBAP22-40411	INTERNATIONAL LOGISTICS MANAGEMENT		L-3, T-0, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives:					
To provide students with an understanding of the concepts, components, and management of global logistics and supply chain management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance and scope of logistics in international marketing.				
CO2	Analyze the components of logistics such as customer service, warehousing, inventory, transportation, packaging, and material handling.				
CO3	Evaluate the general structure of shipping, developments in ocean and air transportation, and the Indian shipping and air industry.				
CO4	Apply supply chain management concepts such as value chain analysis, 3PL and 4PL, push and pull strategies, and demand forecasting.				
CO5	Develop skills to use logistics information systems, MRP, DRP, ERP, PDM, and CPFR to enhance supply chain management.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	-	√	-
CO3	-	√	√	√	√
CO4	√	√	-	√	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance and scope of logistics in international marketing.					
CO2	Analyze the components of logistics such as customer service, warehousing, inventory, transportation, packaging, and material handling.					
CO3	Evaluate the general structure of shipping, developments in ocean and air transportation, and the Indian shipping and air industry.					
CO4	Apply supply chain management concepts such as value chain analysis, 3PL and 4PL, push and pull strategies, and demand forecasting.					
CO5	Develop skills to use logistics information systems, MRP, DRP, ERP, PDM, and CPFR to enhance supply chain management.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

MPMBAP22-404I1: INTERNATIONAL LOGISTICS MANAGEMENT CREDITS: 3

UNIT I: Global Logistics

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

UNIT II: Components of Logistics

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

UNIT III: General Structure of Shipping and Developments in Ocean Transportation

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

UNIT IV: Air Transportation

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

UNIT V: Supply Chain Management

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

Suggested Readings

- Asopa, V.N: *Shipping Management: Cases and Concepts*, Macmillan, New Delhi.
- Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
- Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
- Bowersox , Donal J and Closs , David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
- *Shipping Documents and Reports*, UNCTAD
- Sople, V V: *Logistics Management*, Pearson, New Delhi
- Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, New Delhi
- Muthiah , Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
- Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, New Delhi

MPMBAP22-404I2	CROSS-CULTUREAL BUSINESS MANAGEMENT		L-3, T-0, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives: To provide students with an understanding of the impact of globalization on culture and to develop their ability to effectively manage cross-cultural issues in a global context.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the factors that promote globalization in a cross-cultural context.				
CO2	Analyze the meaning, levels, and variables of culture and their impact on behavior in a global context.				
CO3	Develop skills to communicate and negotiate effectively across cultures.				
CO4	Evaluate the challenges and best practices in managing human resources in a global context.				
CO5	Compare and contrast management styles and practices in different cultures and contexts.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	√
CO2	-	√	-	-	√
CO3	√	-	√	√	√
CO4	-	√	√	√	-
CO5	√	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the factors that promote globalization in a cross-cultural context.					
CO2	Analyze the meaning, levels, and variables of culture and their impact on behavior in a global context.					
CO3	Develop skills to communicate and negotiate effectively across cultures.					
CO4	Evaluate the challenges and best practices in managing human resources in a global context.					
CO5	Compare and contrast management styles and practices in different cultures and contexts.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

UNIT I: Globalization and Culture

Globalization in Cross Cultural Context, Factors that promoted Globalization.

UNIT II: Introduction to Culture

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

UNIT III: Cross Culture Communication

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

UNIT IV: International HRM and Cross Cultural Issues

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

UNIT V: Comparative Management

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

Suggested Readings

- Deresky Helen, *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India
- Esenn Drlarry, Rchildress John: *The Secret of a Winning Culture - Building High-Performance Teams*, Prentice Hall India, New Delhi
- Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, New Delhi
- Journals- *International Journal of Cross Cultural Management*
- Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
- Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

MPMBAP22-404I3	MANAGEMENT OF MULTINATIONAL CORPORATIONS			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives: To provide an understanding of the fundamental concepts and practices of international management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the trends, challenges, and opportunities in international management.				
CO2	Analyze the growth and development of multinational corporations (MNCs) and their management styles.				
CO3	Evaluate the organizational design and structure of international corporations, including the locus of decision making and control.				
CO4	Apply strategic management concepts to international business strategy formulation and implementation, including assessing the global environment and managing political risk.				
CO5	Analyze Indian perspectives and policy related to international business through case studies of Indian firms operating abroad and changing government policies.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	√	√	√	-
CO3	√	√	-	√	-
CO4	√	√	√	√	-
CO5	√	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the trends, challenges, and opportunities in international management.					
CO2	Analyze the growth and development of multinational corporations (MNCs) and their management styles.					
CO3	Evaluate the organizational design and structure of international corporations, including the locus of decision making and control.					
CO4	Apply strategic management concepts to international business strategy formulation and implementation, including assessing the global environment and managing political risk.					
CO5	Analyze Indian perspectives and policy related to international business through case studies of Indian firms operating abroad and changing government policies.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: International Management

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

UNIT II: Growth and Development of MNCs

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

UNIT III: Organizational Design and Structure of International Corporations

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

UNIT IV: International Business Strategy

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

UNIT V: Indian Perspectives and Policy

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

Suggested Readings

- Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
- Koonts and Wheelrich: *Management: The Global Perspective*, Tata McGraw Hill, New Delhi.
- Nagandhi, Anant.R: *International Management*, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: *International Management: Concepts and Cases*, Tata McGraw Hill, New Delhi.
- Christopher Bartlett and Sumantra Ghoshal, *Transnational Management: Text and Cases*, Tata Mc Graw Hill, New Delhi
- Deresky, Helen: *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India, New Delhi

MPMBAP22-404I4	INTERNATIONAL BUSINESS LAWS & TREATIES			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives: To provide an understanding of the legal and regulatory framework of international business and its implications for businesses operating globally.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the complexities of international business and legal frameworks, including codes and common laws.				
CO2	Analyze the implications of WTO regulations and treaties on international trade, including tariffs and non-tariff barriers.				
CO3	Evaluate the impact of WTO regulations on important sectors such as licensing, franchising, and technology transfer.				
CO4	Understand the regulatory framework and taxation of international business, including electronic commerce and cross-border transactions.				
CO5	Analyze Indian laws and regulations governing international transactions, including foreign investments and taxation of foreign income.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	√
CO2	-	√	-	√	-
CO3	√	-	√	-	√
CO4	-	√	-	√	-
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the complexities of international business and legal frameworks, including codes and common laws.					
CO2	Analyze the implications of WTO regulations and treaties on international trade, including tariffs and non-tariff barriers.					
CO3	Evaluate the impact of WTO regulations on important sectors such as licensing, franchising, and technology transfer.					
CO4	Understand the regulatory framework and taxation of international business, including electronic commerce and cross-border transactions.					
CO5	Analyze Indian laws and regulations governing international transactions, including foreign investments and taxation of foreign income.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

UNIT I: Legal Framework of International Business

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract–Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

UNIT II: Regulatory Framework of WTO

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

UNIT III: Implications of WTO to Important Sectors

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Framework relating to Electronic Commerce.

UNIT IV: Regulatory Framework and Taxation

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

UNIT V: Indian Laws and Regulations Governing International Transactions

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings

- Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
- Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business*, Environments and operations.
- Schmothoff C.R: Export Trade – *The Law and Practice of International Trade*.
- Motiwal OP, awasthi HIC: *International Trade – The law and Practice*: Bhowmik and company, New Delhi.
- Kapoor ND: *Commercial Law*; Sultan Chand & Co. New Delhi.
- Subarao: “*International Business*” Himalaya Publishing House, New Delhi.

MPMBAP22-40401	MATERIALS MANAGEMENT	L-3, T-0, P-0			3 CREDIT
		Total Lecture			36
Course Objectives:					
To provide students with an understanding of materials and inventory management, purchasing management, and warehouse management, and their impact on business operations.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the role, strategies, and costs of materials management and their impact on working capital and profits.				
CO2	Analyze materials planning techniques such as MRP, CRP, and capacity management to optimize production planning.				
CO3	Evaluate inventory management policies, reduction techniques, and probabilistic models for effective inventory control.				
CO4	Evaluate purchasing management strategies, supplier selection, and purchasing under uncertainty, including international purchasing.				
CO5	Understand the principles of warehouse management, including storage types, stores systems and procedures, and stores accounting and stock.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	√	√	-	-
CO3	√	√	√	-	-
CO4	√	√	√	√	-
CO5	√	√	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the role, strategies, and costs of materials management and their impact on working capital and profits.					
CO2	Analyze materials planning techniques such as MRP, CRP, and capacity management to optimize production planning.					
CO3	Evaluate inventory management policies, reduction techniques, and probabilistic models for effective inventory control.					
CO4	Evaluate purchasing management strategies, supplier selection, and purchasing under uncertainty, including international purchasing.					
CO5	Understand the principles of warehouse management, including storage types, stores systems and procedures, and stores accounting and stock.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT I: Introduction

Materials management-Role, need, importance, strategies, costs techniques – impact on Working Capital and profits, Operating environment, aggregate planning, approaches master scheduling, manufacturing planning and control system-manufacturing resource planning, enterprise resource planning-making the production plan

UNIT II: Materials Planning

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control, codification.

UNIT III: Inventory Management

Policy Decisions-objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models – Differential inventory management – no store concept – Perpetual inventory management.

UNIT IV: Purchasing Management

Establishing specifications-selecting suppliers-price determination, value analysis and standardization, forward buying-mixed buying strategy, price forecasting, demand management-price forecasting, purchasing under uncertainty-purchasing of capital equipment, international purchasing

UNIT V: Warehouse Management

Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock

Suggested Readings

- J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, *Materials Management*, Pearson, 2012P. Gopalakrishnan, *Purchasing and Materials Management*, Tata McGraw Hill, 2012
- A.K.Chitale and R.C.Gupta, *Materials Management*, Text and Cases, PHI Learning, 2nd Edition, 2006
- A.K.Datla, *Materials Management*, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
- Ajay K Garg, *Production and Operations Management*, Tata McGraw Hill , 2012

MPMBAP22-404O2	MAINTENACE MANAGEMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives: To provide an understanding of maintenance management, including its role and scope in total organizational contexts, maintenance system and design, planning and control, and performance evaluation.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the role and scope of maintenance in total organizational contexts and design maintenance organizations in multiechelon repair inventory systems.				
CO2	Analyze maintenance systems and design, including selection, planning, and control techniques such as predictive, preventive, corrective, and total productive maintenance.				
CO3	Evaluate maintenance planning considerations, spares management, and maintenance work measurement.				
CO4	Analyze maintenance control techniques, including budget preparation, budgetary control of maintenance expenditures, and maintenance performance evaluation using various indices such as MTBF and MTTR.				
CO5	Apply replacement techniques and computer applications in maintenance management and stay updated on current trends such as IOT, thermography, and LAN machine attesting.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	-	√	-
CO3	√	-	√	-	-
CO4	-	√	-	√	-
CO5	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the role and scope of maintenance in total organizational contexts and design maintenance organizations in multiechelon repair inventory systems.					
CO2	Analyze maintenance systems and design, including selection, planning, and control techniques such as predictive, preventive, corrective, and total productive maintenance.					
CO3	Evaluate maintenance planning considerations, spares management, and maintenance work measurement.					
CO4	Analyze maintenance control techniques, including budget preparation, budgetary control of maintenance expenditures, and maintenance performance evaluation using various indices such as MTBF and MTTR.					
CO5	Apply replacement techniques and computer applications in maintenance management and stay updated on current trends such as IOT, thermography, and LAN machine attesting.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

UNIT I: Introduction

Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized maintenance organisation structures. Design of Maintenance organisation in multiechelon repair inventory systems.

UNIT II: Maintenance System and Design

Maintenance system - Design and its selection - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance – Shutdown maintenance - Total Productive maintenance – Autonomous maintenance - Design maintenance - Contract maintenance – Reliability Engineering. Current Trends - IOT, Thermography, LAN Machine Attesting

UNIT III: Maintenance Planning

Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities.

UNIT IV: Maintenance Control

Maintenance work measurement - Time standards - Incentive schemes- Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures.

UNIT V: Maintenance Performance

Maintenance effectiveness - various performance indices and their evaluation – MTBF and MTTR – uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.

Suggested Readings

- Mobley, R. K., ed. *Maintenance engineering handbook*. 8th ed. New York: McGraw-Hill, 2014
- Kelly, A.; Harris, M. J. *Management of industrial maintenance*. London: Butterworths, 2007.
- Gopalakrishnan, P & Sundararajan, '*Maintanance Management*', Prentice Hall Of India, New Delhi, 2004

MPMBAP22-40403	SOURCING MANAGEMENT			L-3, T-0, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
This course is designed to help the students to understand all aspects of sourcing and procurement management					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the difference between sourcing and procurement and apply sourcing activities effectively.				
CO2	Evaluate supplier efficiency and select the optimal supplier/vendor using vendor rating methods.				
CO3	Analyze vendor process capability and identify advantages.				
CO4	Determine pricing strategies and negotiate effectively.				
CO5	Understand legal aspects related to purchasing management, including the Indian Contract Act, GST, and laws related to the carriage of goods, public purchasing, and tendering processes.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	√	-
CO2	-	√	-	-	√
CO3	√	-	-	-	√
CO4	-	√	-	√	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the difference between sourcing and procurement and apply sourcing activities effectively.					
CO2	Evaluate supplier efficiency and select the optimal supplier/vendor using vendor rating methods.					
CO3	Analyze vendor process capability and identify advantages.					
CO4	Determine pricing strategies and negotiate effectively.					
CO5	Understand legal aspects related to purchasing management, including the Indian Contract Act, GST, and laws related to the carriage of goods, public purchasing, and tendering processes.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	√	-	-

UNIT I

Sourcing Management: Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. Purchasing: Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. Make or Buy Decision: An introduction. Case Studies

UNIT II

Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Case Studies

UNIT III

Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. Case Studies

UNIT IV

Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Case Studies

UNIT V

Legal Aspect of Purchasing Management: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. Case Studies

Suggested Readings:-

- Dobler, D. W., Jr, L. L., & Burt, D. N. (1995). Purchasing and Materials Management. New Delhi: Tata McGrawHil Publishing Company Limited
- Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
- David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

MPMBAP22-404O4	MANAGEMENT OF MANUFACTURING SYSTEM	L-3, T-0, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

This course is intended to provide a detail understanding of Manufacturing System and managerial aspects related to the management of manufacturing system.

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

CO1	Understand the importance of manufacturing systems for technological and socioeconomic developments and distinguish between production and productivity.
CO2	Analyze different types of manufacturing systems, including job shop, mass, batch, project shop, continuous process, linked cell, and flexible manufacturing systems.
CO3	Evaluate different manufacturing support systems, including process planning, computer-aided process planning, production planning and control systems, aggregate planning, master production scheduling etc.
CO4	Design effective facility layouts by considering factors affecting plant location, types of plant layout, criteria for good layout, process layout, assembly line balancing, and computer-based solutions to layout problems.
CO5	Understand capacity planning and expansion strategies, maintenance system strategies and planning, opportunity cost, replacement analysis using specific time period, spares management, and maintenance records.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	-	√	√
CO3	√	-	√	-	-
CO4	-	√	-	√	-
CO5	-	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance of manufacturing systems for technological and socioeconomic developments and distinguish between production and productivity.					
CO2	Analyze different types of manufacturing systems, including job shop, mass, batch, project shop, continuous process, linked cell, and flexible manufacturing systems.					
CO3	Evaluate different manufacturing support systems, including process planning, computer-aided process planning, production planning and control systems, aggregate planning, master production scheduling etc..					
CO4	Design effective facility layouts by considering factors affecting plant location, types of plant layout, criteria for good layout, process layout, assembly line balancing, and computer-based solutions to layout problems.					
CO5	Understand capacity planning and expansion strategies, maintenance system strategies and planning, opportunity cost, replacement analysis using specific time period, spares management, and maintenance records.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBAP22-40404: MANAGEMENT OF MANUFACTURING SYSTEM CREDITS: 3

UNIT I: Manufacturing System

Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

UNIT II: Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification

UNIT III: Facility planning

Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems.

UNIT IV: Capacity planning

Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

UNIT V: Maintenance System

Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records

Suggested Readings

- Kalpakjian and Schmid, Manufacturing Engineering and Technology, 6 ed., Pearson.
- Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
- J P Kaushik: Manufacturing Processes , PHI
- James. B. Dilworth, “Operations Management – Design, Planning and Control for Manufacturing and Services”, McGraw Hill Inc. Management Series, 1

MPMBAP22-404 IT1	Database Management System			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
<p>Course Objectives: The objective of teaching Database Management System (DBMS) is to equip students with a comprehensive understanding of data modeling, relational databases, and advanced database concepts.</p> <ul style="list-style-type: none"> • The objective of teaching Database Management System (DBMS) in an MBA IT specialization is to empower students with the knowledge and skills necessary to excel in the Information Technology field. • By offering a deep understanding of data modeling, database design, and management, the course aims to prepare students for IT leadership roles, equipping them to make data-driven decisions, manage IT infrastructure efficiently, and pursue careers in areas such as Database Administration, Data Analysis, and Business Intelligence. • Ultimately, the goal is to enhance students' employability and their ability to contribute effectively to the IT industry. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Students will master various data models, enabling effective data structuring.				
CO2	Graduates will acquire practical skills for designing and managing databases.				
CO3	Students will become adept at querying and analyzing data to inform decision-making.				
CO4	Graduates will understand database normalization and query optimization.				
CO5	Students will grasp diverse database system architectures and transaction management concepts.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	√	√	-	-	-
CO3	√	√	√	-	-
CO4	√	-	-	-	-
CO5	√	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Students will master various data models, enabling effective data structuring.					
CO2	Graduates will acquire practical skills for designing and managing databases.					
CO3	Students will become adept at querying and analyzing data to inform decision-making.					
CO4	Graduates will understand database normalization and query optimization.					
CO5	Students will grasp diverse database system architectures and transaction management concepts.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

Unit : I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables.

Unit : II

Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

Unit : III

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies – Domain – Key Normal form – alternative approaches.

Unit : IV

Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit : V

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism –distributed databases – distributed data storage – network transparency – Query processing – Transaction model – Commit protocols – coordinator selection – concurrency control – deadlock handling – multi database systems.

Text Book

1. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts, 3rd edition, McGraw-Hill, 1997

MPMBAP22-404IT2	Enterprise Resource Planning	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objectives of this Course are

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

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

CO1	ERP Fundamentals: Have a solid understanding of the fundamentals of Enterprise Resource Planning, including its integrated management information, seamless integration capabilities, and its significance in modern business operations.
CO2	Business Modeling: Create business models, know the roles in ERP implementation, and customization.
CO3	Competitive Advantage: Identify how ERP systems offer a competitive edge.
CO4	ERP Packages: Familiarity with commercial ERP systems and their architecture.
CO5	ERP Architecture: Have a good grasp of ERP architecture, including basic architectural concepts, system control interfaces, services etc. They should be able to apply this knowledge to real-world cases and make informed decisions regarding ERP system design and implementation.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	√	√	-	-	-
CO3	√	√	√	-	-
CO4	√	-	-	√	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	ERP Fundamentals: Have a solid understanding of the fundamentals of Enterprise Resource Planning, including its integrated management information, seamless integration capabilities, and its significance in modern business operations.					
CO2	Business Modeling: Create business models, know the roles in ERP implementation, and customization.					
CO3	Competitive Advantage: Identify how ERP systems offer a competitive edge.					
CO4	ERP Packages: Familiarity with commercial ERP systems and their architecture.					
CO5	ERP Architecture: Have a good grasp of ERP architecture, including basic architectural concepts, system control interfaces, services etc. They should be able to apply this knowledge to real-world cases and make informed decisions regarding ERP system design and implementation.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

Unit I

INTRODUCTION TO ERP: Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

Unit II

BUSINESS MODELLING FOR ERP - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology – Guidelines for ERP Implementation.

Unit III

ERP AND THE COMPETITIVE ADVANTAGE ERP domain MPGPRO – IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

Unit IV

COMMERCIAL ERP PACKAGE Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration.

Unit V

ARCHITECTURE Basic Architectural Concepts – The System Control Interfaces – Services – Presentation Interface – Database Interface - Cases.

TEXT BOOK:

- Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning – Concepts and Practice", PHI, 1998.

REFERENCE BOOK

- Jose Antonio Fernandz, the SAP R/3 Handbook, TMH, 1998.
- Lau, "Enterprise Resource Management", McGraw Hill.
- Daniel E O'Leary, "Enterprise Resource System: Systems, Lifecycle, Electronic Commerce, Risk.
- Mary Sumner, "Enterprise Resource Planning".

MPMBAP22-404 IT3	Information System Management			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
<p>Course Objectives: The objectives of teaching Information System Management</p> <ul style="list-style-type: none"> • Develop Strategic Awareness: Enable students to understand how information systems align with organizational strategies. • Comprehensive Knowledge: Equip students with a comprehensive knowledge of various types of information systems, including their functions and applications, ranging from transaction processing to advanced technologies like artificial intelligence and expert systems. • Ethical and Security Awareness: Instill ethical responsibilities in students, emphasizing the importance of ethical conduct in the context of information systems. Additionally, educate them on information security measures and contemporary technologies such as cloud computing, mobile computing, e-commerce. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Strategic Alignment: Understand how information systems align with organizational strategies and can be used for competitive advantage.				
CO2	Comprehensive System Knowledge: Gain in-depth knowledge of various types of information systems, their functions, and applications, including transaction processing, decision support, and emerging technologies.				
CO3	Ethical Awareness: Develop ethical responsibility and awareness, recognizing the importance of ethical behavior in the context of information systems and addressing issues like computer crime and intellectual property theft.				
CO4	Information Security Proficiency: Acquire the skills to secure information systems by understanding the roles of people and technology in preventing, detecting, and responding to security threats.				
CO5	Embrace Emerging Technologies: Familiarize with contemporary technologies such as cloud computing, mobile computing, e-commerce and their impact on modern organizations.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	√	-	√	√	√
CO3	√	-	-	√	√
CO4	-	√	-	√	-
CO5	-	-	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Strategic Alignment: Understand how information systems align with organizational strategies and can be used for competitive advantage.					
CO2	Comprehensive System Knowledge: Gain in-depth knowledge of various types of information systems, their functions, and applications, including transaction processing, decision support, and emerging technologies.					
CO3	Ethical Awareness: Develop ethical responsibility and awareness, recognizing the importance of ethical behavior in the context of information systems and addressing issues like computer crime and intellectual property theft.					
CO4	Information Security Proficiency: Acquire the skills to secure information systems by understanding the roles of people and technology in preventing, detecting, and responding to security threats.					
CO5	Embrace Emerging Technologies: Familiarize with contemporary technologies such as cloud computing, mobile computing, e-commerce and their impact on modern organizations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT – I Organization and Information Systems:

The Organization: Structure, Managers and activities; The level of people and types of decisions and their information needs; Changing Environment and its impact on Business – The IT/IS and its influence.

Information Systems(IS): Data, information and its attributes; Information Systems – meaning, functions and dimensions and need; Categorization of Organizational Information Systems – hierarchical and functional perspective.

Strategic business use of IS: Interdependence between organization and IS; IS strategies for competitive advantage using Porter's; Five Forces Model and Value Chain Model

UNIT – II Types of Information systems - I:

Meaning, functions and applications of: - Transaction Processing Systems; - Management Information Systems; - Decision Support Systems; - Executive Support / Information Systems Digital Dashboards; Artificial Intelligence and Machine Learning; - Expert Systems

UNIT – III Types of Information systems - II:

Meaning, functions and applications of: - Functional system: Financial, Human Resource, Marketing, Production and Operations. Enterprise Systems: Business Process integration - ERP, Supply chain management systems, CRM, Business Intelligence.

UNIT – IV Ethical Issues pertaining to IS:

Ethical responsibilities of business professionals; Computer crime – hacking & cracking, cyber theft; unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware

UNIT – V Information Security

First line of defence – People / employees; Second line of defence – Technology for authorization, prevention, detection and response

Contemporary/ emerging technologies: Cloud and mobile computing; E-commerce, m-commerce; Internet of Things.

Suggested Readings:

- Gordon B. Davis, Margrethe H. Olson, Management Information Systems: Conceptual foundations, Structure and development –2nd Edition – Tata-Mc Graw hill International Book Company, 2000
- Security, Audit & Control Features PeopleSoft: A Technical and Risk Management Reference Guide; 2nd Edition, by Deloitte Touche Tohmatsu Research Team; ISACA

MPMBAP22-404 IT4	E-Governance & Framework of ICT	L-2, T-1, P-0			3 CREDIT
		Total Lecture			36
Course Objectives:					
<ul style="list-style-type: none"> • To comprehend the basic tenets of e-Governance. • To understand the technical, legal and institutional framework supporting e- governance implementation in India with special reference to Digital India. • Respond professionally to the security incidents and potential threats that confront professional as well as individual lives. • To appreciate the lessons offered by various national and international cases 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the basic tenets, trends, issues and opportunities of ICT implementation in the processes of Governance.				
CO2	Identify the maturity of ICT implementation in public sector from its initial phases of e-government.				
CO3	Identify the key management and technical components responsible for ensuring objectives of good governance through e-governance.				
CO4	Understand the process of preparing and outsourcing software projects using RFPs, DPRs as well as prepare software contracts for outsourcing the related ICT based projects.				
CO5	Analyze key issues in the Indian context, including the digital divide, government process reengineering (GPR), risk management, change management, open government data (OGD) & recognize opportunities for improvement and innovation in e-Governance.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	-	-	√	-
CO3	√	-	-	-	-
CO4	-	-	√	√	-
CO5	-	-	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the basic tenets, trends, issues and opportunities of ICT implementation in the processes of Governance.					
CO2	Identify the maturity of ICT implementation in public sector from its initial phases of e-government.					
CO3	Identify the key management and technical components responsible for ensuring objectives of good governance through e-governance.					
CO4	Understand the process of preparing and outsourcing software projects using RFPs, DPRs as well as prepare software contracts for outsourcing the related ICT based projects.					
CO5	Analyze key issues in the Indian context, including the digital divide, government process reengineering (GPR), risk management, change management, open government data (OGD) & recognize opportunities for improvement and innovation in e-Governance.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	√	-

Unit-1 Fundamentals of e-Governance

Role of ICT in governance, e-government v/s e- governance, Maturity models of e-Governance.

Unit-2 Technology Trends

Emerging ICT trends such as SMAC, Utility computing, Pervasive Computing, Big-data, Green IT, e-Waste n Management, Satellite Pollution; other related concepts - eCommerce, Cashless India, Mobile Wallet, Telemedicine, Digital library.

Unit-3 Evolution of e-Governance in India

Past, NeGP, NeGP ver 2.0 till Digital India, Smart Cities, Smart Villages, JAM and Implementation structures in India (CERT, NIC, STQC, NIELIT etc.)

Unit- 4 Emerging national and international issues

New emerging topics, Debate on Individual Privacy v/s National Security, Open Web Application Security Project - OWASP, Information Warfare and Surveillance etc.

Unit-5 Issues and Opportunities in India

Overview of issues: Digital Divide, Government Process Reengineering-GPR, Risk Management, Change management, Open Government Data (OGD), Standards and Interoperability, Data Security and Privacy concerns

Reference Books

1. E-Governance by pankaj sharma. ISBN-13: 978-8176485166.

Web links

1. <http://www.digitalopportunity.org/articles>.
2. <http://informatics.nic.in/>, www.iitd.ac.in/iceg
3. <http://goidirectory.nic.in>
4. <http://districts.nic.in>
5. www.iceg.net.
6. <http://meity.gov.in>.
7. <http://mygov.in>

MPMBAP22-451P	SEMINAR & VIVA-VOCE	L-0, T-0, P-2	2 CREDIT		
<p>Course Objectives:</p> <p>To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.</p> <p>Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.</p> <ul style="list-style-type: none"> • To identify and analyze the students presence of mind. • To evaluate the students spontaneity and mannerism. • To acquire soundness of knowledge through various forms of questions. • To diagnose the students limitations and weakness and take remedial actions. 					
<p>Course Outcomes: At the end of the course, the students will be able to</p>					
CO1	Gain the communication skills and develop the ability to communicate with another person.				
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.				
CO3	Assess their communication, presentation skills & overall impression				
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.				
Mapping of Course Outcomes with the Program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	-
CO2	-	-	√	-	√
CO3	√	√	-	√	-
CO4	√	√	-	-	√

Seminar 50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, Especially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) on a topic Approved by the Teacher In-charge. In this Semester the topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

Viva voce 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World and Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feedback of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

Summer training:

Each Student is requiring undergoing 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher In- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

FIFTH SEMESTER SYLLABUS

MPMBAP22-501T	BUSINESS ETHICS & CORPORATE GOVERNANCE			L-3, T-1, P-0	4 CREDIT
				Total Lecture	48
Course Objectives:					
<ul style="list-style-type: none"> • To make students understand the values in business and ethics practiced. It will make the students well aware of corporate business practices so that students can adjust themselves accordingly. • The course aims to highlight the intersection of business ethics and legal requirements. Students will examine how ethical considerations influence legal decisions and vice versa. They will gain an understanding of the legal and regulatory frameworks that govern business conduct and the ethical implications of compliance. • The course aims to develop students' leadership abilities with an emphasis on ethical decision-making and responsible leadership. Students will learn about the qualities and behaviors associated with ethical leadership, including integrity, fairness, transparency, and accountability. • The course aims to highlight the intersection of business ethics and legal requirements. Students will examine how ethical considerations influence legal decisions and vice versa. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance of ethics and corporate governance in the day-to-day working of organizations.				
CO2	Learn the issues involved in maintaining ethics and how to deal with such situations.				
CO3	Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.				
CO4	Critically apply understanding of ethics of real–world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.				
CO5	Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	-	√	√	-	√
CO2	√	-	√	√	√
CO3	√	-	√	-	-
CO4	-	√	√	-	√
CO5	√	-	-	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance of ethics and corporate governance in the day-to-day working of organizations.					
CO2	Learn the issues involved in maintaining ethics and how to deal with such situations.					
CO3	Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.					
CO4	Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.					
CO5	Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	-	-	-	-
CO4	√	√	√	√	√	√
CO5	√	√	√	√	-	-

MPMBAP22-501T: BUSINESS ETHICS & CORPORATE GOVERNANCE CREDITS: 4

UNIT 1: Introduction to Business Ethics

Meaning, Nature & Scope, Morality & Ethics, Business Values & Ethics. Types of Ethics, Importance of Ethics in Business.

UNIT 2: The Ethical Value System

Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Ethical dilemmas, whistle blowing.

UNIT 3: Introduction to Corporate Governance.

Meaning & Conceptual Framework of Corporate Governance, Business Ethics & Corporate Governance, Fair & unfair practices of business, popular models of governance anglo-anvercom etc. Theories of Governance- Stockholder's theory and stewardship theory, agency theory etc. Corporate Governance Mechanism: Process, Indian Model, Emphasis on corporate governance (transparency, accountability & empowerment)

UNIT 4: Corporate Social Responsibility (CSR)

Introduction to CSR, advantages & Scope, Indian Scenario, CG & CSR, CSR & Business Ethics, Environmental aspect of CSR, CSR committees, CSR models, Drivers of CSR, Codes & Standards of CSR, Global reporting initiatives, ISO.

Suggested Readings

- Nidhi Chandorkar & Tushar Agarwal (2013), *Business Ethics & Corporate Governance*, Himalaya Publishing House.
- Mathur UC, *Corporate Governance & Business Ethics* (MC Milan).
- John R. Beatrigh, *Ethics & The Conduct of Business*, Pearson Education.

MPMBAP22-502M1	INTERNATIONAL MARKETING	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Analyze the international marketing environment, including geographic, demographic, economic, political, legal, and socio-cultural factors.
- Gain insights into international distribution channels, including the selection of middlemen and distribution logistics such as transportation and warehousing.
- Develop skills to analyze and formulate international marketing strategies that align with the goals and objectives of the organization in the global marketplace.
- The course aims to provide students with a comprehensive understanding of the concepts, theories, and practices related to international marketing and equip them with the necessary skills to navigate the complexities of international markets.

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

CO1	Understand the international marketing environment, including its geographic, demographic, economic, political, legal, and socio-cultural aspects.
CO2	Analyze the process of international product/market selection and entry modes, including export licensing, franchising, joint venture, and wholly-owned subsidiary.
CO3	Develop an understanding of international product planning and pricing, including product standardization and adaptation, packaging, branding, and pricing methods and process.
CO4	Analyze the types and functions of foreign distribution channels, distribution logistics, transportation and warehousing decisions, and international advertising.
CO5	Develop skills in selecting middlemen, measuring advertising effectiveness, and evaluating the performance of international marketing operations.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	-	√	√	√	-
CO3	√	-	-	-	-
CO4	-	√	√	√	√
CO5	-	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the international marketing environment, including its geographic, demographic, economic, political, legal, and socio-cultural aspects.					
CO2	Analyze the process of international product/market selection and entry modes, including export licensing, franchising, joint venture, and wholly-owned subsidiary.					
CO3	Develop an understanding of international product planning and pricing, including product standardization and adaptation, packaging, branding, and pricing methods and process.					
CO4	Analyze the types and functions of foreign distribution channels, distribution logistics, transportation and warehousing decisions, and international advertising.					
CO5	Develop skills in selecting middlemen, measuring advertising effectiveness, and evaluating the performance of international marketing operations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction to International Marketing

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

UNIT II: International Marketing Environment

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

UNIT III: International Product/ Market Selection and Entry Modes

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

UNIT IV: International Product Planning and Pricing

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

UNIT V: International Distribution and Promotion

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, measuring advertising effectiveness.

Suggested Reading

- Cateroa, R, Phillip, *International Marketing*, Tata McGraw Hill, 2006
- Vern Terpestra, *International Marketing*, Cengage Learning, 2010
- RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand & Sons New Delhi, 2006
- Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
- Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

MPMBAP22-502M2	SALES MANAGEMENT			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> Identify situations where personal selling is more effective than advertising and understand the different types of selling situations and salespersons. Learn the step-by-step process of effective selling, including prospecting, pre-approach, approach, presentation and demonstration, handling objections, closing the sale, and post-sale activities. Discuss the ethical and legal aspects of selling and understand the measures to make selling an attractive career option. These course objectives aim to equip students with the knowledge, skills, and strategies necessary to effectively manage a sales force, optimize sales performance, and adapt to the evolving dynamics of the sales environment. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance of personal selling in the marketing mix and identify different types of selling situations and salespersons.				
CO2	Analyze the process of effective selling, including applying the AIDA model in personal selling and understanding the importance of sales forecasting, sales budgeting, and sales controlling in managing the sales effort.				
CO3	Apply the AIDA model in personal selling and understand the importance of international product planning and pricing.				
CO4	Analyze the types and functions of foreign distribution channels and understand the ethical and legal aspects of selling.				
CO5	Understand the importance of sales controlling in managing the sales effort and exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a globalized environment, and distinguish between ethical and unethical behaviors.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	√	√
CO2	√	√	√	√	√
CO3	-	-	√	-	√
CO4	√	√	√	√	√
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance of personal selling in the marketing mix and identify different types of selling situations and salespersons.					
CO2	Analyze the process of effective selling, including applying the AIDA model in personal selling and understanding the importance of sales forecasting, sales budgeting, and sales controlling in managing the sales effort.					
CO3	Apply the AIDA model in personal selling and understand the importance of international product planning and pricing.					
CO4	Analyze the types and functions of foreign distribution channels and understand the ethical and legal aspects of selling.					
CO5	Understand the importance of sales controlling in managing the sales effort and exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a globalized environment, and distinguish between ethical and unethical behaviors.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

UNIT II: Process of Personal Selling

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

UNIT III: Controlling the Sales Effort

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

UNIT IV: Managing the Sales Force

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

UNIT V: Emerging Issues in Selling Aspects

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings

- Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
- Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11th ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
- Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8th ed. TMH, N.Delhi, 2007
- Charles Fatrell, *Sales Management*.

MPMBAP22-502M3	RURAL MARKETING			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • Explore the characteristics of rural consumers and their buying behavior, including the factors that influence their decision-making process. • Understand the marketing mix elements in the context of rural markets, including product decisions, pricing strategies, promotional techniques, and distribution channels. • The course objective aim to provide students with a comprehensive understanding of rural markets, rural consumer behavior, and the strategies and techniques required to effectively market products and services in rural areas. • The objectives also emphasize the importance of innovation, technology, and sustainable development in rural marketing practices. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Comprehend the nature, size, and scope of Indian rural markets and rural demand.				
CO2	Understand rural consumer behavior, segmentation, targeting, and positioning strategies.				
CO3	Analyze the marketing mix elements in the context of rural markets, including product, pricing, promotion, and distribution.				
CO4	Appreciate the significance of innovation in rural markets and the role of IT and organized retailing in rural India.				
CO5	Assess the future prospects of the rural market in India, including the changing role of the rural sector, marketing of agricultural inputs and products, and rural female empowerment.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	√	√	√	√	-
CO3	√	-	√	-	√
CO4	√	√	√	√	-
CO5	√	-	√	√	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Comprehend the nature, size, and scope of Indian rural markets and rural demand.					
CO2	Understand rural consumer behavior, segmentation, targeting, and positioning strategies.					
CO3	Analyze the marketing mix elements in the context of rural markets, including product, pricing, promotion, and distribution.					
CO4	Appreciate the significance of innovation in rural markets and the role of IT and organized retailing in rural India.					
CO5	Assess the future prospects of the rural market in India, including the changing role of the rural sector, marketing of agricultural inputs and products, and rural female empowerment.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Introduction to Rural Markets

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

UNIT II: Understanding the Rural Consumer

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

UNIT III: Marketing Mix in Rural Markets

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

UNIT IV: Innovation in Rural Markets

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

UNIT V: Future of Rural Marketing

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

Suggested Readings

- Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
- Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
- R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
- U C Mathur, *Rural marketing, Text and Cases*, 2008, excel books

MPMBAP22-502F1	FINANCIAL SERVICES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Explore the role and functions of financial services in the economy, including the mobilization of funds, capital allocation, risk management, and financial intermediation.
- Understand the regulatory framework and legal aspects associated with financial services, including compliance requirements and the role of regulatory authorities.
- The course objective aim to provide students with a comprehensive understanding of various financial services, their functions, and their significance in the economy.
- The objectives also focus on developing analytical skills and the ability to assess and evaluate different financial services in real-world scenarios.

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

CO1	Understand the concept and need for financial services, and the characteristics and role of financial intermediaries.
CO2	Analyze the functioning of banks, commercial banks' changing role, and non-depository institutions such as finance companies, mutual funds, and pension funds.
CO3	Comprehend the concept and characteristics of merchant banking and venture capital, including the rules and regulations governing them in India.
CO4	Evaluate leasing, factoring, hire-purchase, and credit rating services, including their types, legal and tax aspects, and the process of credit-rating.
CO5	Appreciate the significance of various financial services and their role in the Indian economy.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	√	√	√	-
CO3	√	-	√	-	-
CO4	√	-	√	-	√
CO5	√	-	√	-	-

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the concept and need for financial services, and the characteristics and role of financial intermediaries.					
CO2	Analyze the functioning of banks, commercial banks' changing role, and non-depository institutions such as finance companies, mutual funds, and pension funds.					
CO3	Comprehend the concept and characteristics of merchant banking and venture capital, including the rules and regulations governing them in India.					
CO4	Evaluate leasing, factoring, hire-purchase, and credit rating services, including their types, legal and tax aspects, and the process of credit-rating.					
CO5	Appreciate the significance of various financial services and their role in the Indian economy.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT I: Financial Services

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

UNIT II: Depositories and Financial Services

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

UNIT III: Merchant Banking and Venture Capital

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India-Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

UNIT IV: Leasing: Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfeiting:** Meaning and Mechanism of Forfeiting.

UNIT V: Credit Rating Services

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

Suggested Readings

- Bhole L.M.: *Financial Institutions and Markets*, 4th ed., McGraw Hill Co. New Delhi, 2008.
- Anthony Saunders, *Financial Markets and Institutions*, 4th ed., McGraw Hill Publishing Company, New Delhi.
- Khan M.Y: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
- Clifford Gomez, *Financial Markets, Institutions management-A Risk management Approach*, 6th ed., McGraw Hill Publishing Company New Delhi.
- M.Y. Khan *Indian Financial System*, 6th ed., McGraw Hill Publishing Company, New Delhi, 2008.

MPMBAP22-502F2	MERGERS & ACQUISITIONS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- This course aims to provide an understanding of mergers and acquisitions, corporate restructuring, and valuation techniques used in these activities.
- Explore the theories of mergers, including operating, financial, and managerial synergy, and understand the role of industry life cycle in the merger decision.
- Develop skills in valuation techniques used in mergers and acquisitions, including discounted cash flow valuation, relative contribution valuation, valuation of synergies, and valuation of leveraged buyouts.
- The course objective aims to provide students with a comprehensive understanding of mergers and acquisitions, including their strategic, financial, and legal aspects. The objectives also focus on developing analytical skills and the ability to evaluate the potential value and challenges associated with different types of restructuring transactions.

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

CO1	Develop an understanding of the different types and characteristics of mergers, the motives behind them, and the theories that explain them.
CO2	Evaluate the value creation potential of mergers and acquisitions and the agents involved in these activities.
CO3	Analyze the various methods of corporate restructuring, such as joint ventures, equity carve-outs, and leveraged buyouts.
CO4	Apply valuation approaches, such as discounted cash flow valuation and relative valuation, to determine the worth of the target company in mergers and acquisitions.
CO5	Evaluate the defensive strategies employed in corporate restructuring and takeover bids and analyze their effectiveness.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	√
CO2	-	√	-	√	-
CO3	-	-	√	√	-
CO4		√		√	-
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of the different types and characteristics of mergers, the motives behind them, and the theories that explain them.					
CO2	Evaluate the value creation potential of mergers and acquisitions and the agents involved in these activities.					
CO3	Analyze the various methods of corporate restructuring, such as joint ventures, equity carve-outs, and leveraged buyouts.					
CO4	Apply valuation approaches, such as discounted cash flow valuation and relative valuation, to determine the worth of the target company in mergers and acquisitions.					
CO5	Evaluate the defensive strategies employed in corporate restructuring and takeover bids and analyze their effectiveness.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	√	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT I: Introduction

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

UNIT II: Corporate Restructuring

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

UNIT III: Mergers and Acquisition Process

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

UNIT IV: Valuation

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

UNIT V: Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

Suggested Readings

- Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
- Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
- Narayanan, P. and Vikram, Nanda (2003), *Finance For Strategic Decision Making- What non- Financial managers Need to Know*, Jossey- Bass, Wiley India.
- Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
- Robert Brown (2007), *Applied Mergers and Acquisitions*, John Willey and Sons.

MPMBAP22-502F3	FINANCIAL DERIVATIVES	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of financial derivatives and their uses, as well as the techniques used in trading and hedging with derivatives.
- Explore the factors contributing to the growth of derivatives and understand the functioning of the financial derivatives market in India.
- Develop critical thinking and problem-solving skills in evaluating the benefits and risks associated with financial derivatives.
- These course objectives aim to provide students with a comprehensive understanding of financial derivatives, including their types, valuation, and trading strategies. The objectives also focus on developing analytical skills and the ability to evaluate the benefits, risks, and ethical considerations associated with derivative instruments in financial markets.

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

CO1	Develop an understanding of the concept, features, and types of financial derivatives.
CO2	Analyze the factors contributing to the growth of derivatives and the financial derivatives market in India.
CO3	Evaluate the uses and functions of financial futures, swaps, and options, including their pricing and valuation.
CO4	Apply hedging concepts and techniques in trading and managing financial derivatives.
CO5	Critically assess the risks and benefits associated with carry trades and speculative derivatives.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	-	√	-	-	√
CO3	√	-	√	√	-
CO4	-	√	-	√	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop an understanding of the concept, features, and types of financial derivatives.					
CO2	Analyze the factors contributing to the growth of derivatives and the financial derivatives market in India.					
CO3	Evaluate the uses and functions of financial futures, swaps, and options, including their pricing and valuation.					
CO4	Apply hedging concepts and techniques in trading and managing financial derivatives.					
CO5	Critically assess the risks and benefits associated with carry trades and speculative derivatives.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT I: Financial Derivatives

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contrails and Market Liquidity.

UNIT II: Financial Futures

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Strobe Index Futures.

UNIT III: Financial SWAPS

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

UNIT IV: Financial Options

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

Option Models: Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

UNIT V: Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

Suggested Readings

- David A. Duff and Thomas W. Miller, J.R. *Derivatives: Valuation and Risk Management*, Oxford.
- Vohra, N.D. and Bagri, B.R., *Future and Options*, TMH
- Kumar, *Financial Derivatives*, PHI.
- Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
- Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
- Bhalla V.K, *Investment Management Security Analysis and Portfolio Management* – S.Chand

MPMBAP22-502H1	INTERNATIONAL HUMAN RESOURCE MANAGEMENT			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • Gain insights into key issues in international labor relations, including international compensation approaches, labor standards, and the role of labor unions. • Understand the ethical considerations and cultural nuances in international HRM practices. • These course objectives aim to provide students with a comprehensive understanding of international human resource management, including its cultural, strategic, and practical dimensions. • The objectives also focus on developing skills in cross-cultural leadership, communication, and negotiation, as well as preparing students to address challenges and implement effective HRM practices in a global context. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the complexities and challenges of managing human resources in a global business environment.				
CO2	Develop cross-cultural management and communication skills to effectively lead and negotiate in international settings.				
CO3	Learn international human resource planning approaches and techniques for recruitment, selection, performance management, training and development, and strategic HRM.				
CO4	Gain knowledge of international HRM roles and challenges, including expatriate management and international compensation.				
CO5	Analyze key issues in international labor relations, including labor standards, unions, and corporate social responsibility.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	--
CO2	-	√	-	√	√
CO3	√	-	√	-	-
CO4	-	-	-	-	
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the complexities and challenges of managing human resources in a global business environment.					
CO2	Develop cross-cultural management and communication skills to effectively lead and negotiate in international settings.					
CO3	Learn international human resource planning approaches and techniques for recruitment, selection, performance management, training and development, and strategic HRM.					
CO4	Gain knowledge of international HRM roles and challenges, including expatriate management and international compensation.					
CO5	Analyze key issues in international labor relations, including labor standards, unions, and corporate social responsibility.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBAP22-502H1: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
CREDITS: 3

UNIT I: Global Business Environment and Human Component

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hosted Study.

UNIT II: Cross Cultural Management

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

UNIT III: International Human Resource Planning

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

UNIT IV: International HRM Roles and Challenges

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

UNIT V: Key issues in International Labour Relations

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

Suggested Readings

- Doweing, P.J. – *International Dimensions of Human Resource Management End Edition* Words Worth.
- G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
- Deresky- *International Management*, PHI/Addision Wesley.
- Aswathappa, *Human Resource and Personnel Management*, TMH.
- Meraic, D and Puffer, S. *Management International crosses Exercises and Reading* St. Paul. West Publish.
- Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
- S. C. Gupta- *Text book of International HRM*-Macmillan.
- Tayeb- *International HRM*- Oxford.
- Dowling, Welch & Schuler, *International HRM*, Excel Books.

MPMBAP22-502H2	COMPENSATION MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- Understand the conceptual aspects of compensation and reward management, including the monetary and non-monetary components of compensation and rewards.
- Understand the legal constraints on pay systems and the considerations for designing a payroll system using accounting software.
- The course objectives aim to provide students with a comprehensive understanding of compensation management, including theories, practices, and strategies related to compensation and rewards.
- The objectives also focus on developing analytical and decision-making skills in designing and managing compensation systems, as well as understanding the legal and ethical considerations in compensation management.

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

CO1	Understand the monetary and non-monetary components of compensation and rewards, and the different perspectives and trends in compensation and reward management.
CO2	Analyze the economic and behavioral theories related to wages, including wage and motivators, tournament theory, and total rewards.
CO3	Evaluate the salient features of job evaluation processes and schemes, including analytical and non-analytical techniques, and determine the legal constraints on pay systems.
CO4	Identify the determinants for formulating wage structures, designing pay ranges and bands, and implementing compensation strategies such as job-based pay, market-based pay, and pay for performance.
CO5	Evaluate individual and team-based compensation, incentive plans, and employee benefits and pensions, and analyze the principles and models of executive compensation.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	√
CO2	√	√	-	√	√
CO3	√	√	√	-	√
CO4	√	√	√	√	-
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the monetary and non-monetary components of compensation and rewards, and the different perspectives and trends in compensation and reward management.					
CO2	Analyze the economic and behavioral theories related to wages, including wage and motivators, tournament theory, and total rewards.					
CO3	Evaluate the salient features of job evaluation processes and schemes, including analytical and non-analytical techniques, and determine the legal constraints on pay systems.					
CO4	Identify the determinants for formulating wage structures, designing pay ranges and bands, and implementing compensation strategies such as job-based pay, market-based pay, and pay for performance.					
CO5	Evaluate individual and team-based compensation, incentive plans, and employee benefits and pensions, and analyze the principles and models of executive compensation.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	√	-

UNIT I: Introduction

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

UNIT II: Job Evaluation: Processes and Schemes

Salient features of Job Evaluation—Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

UNIT III: Wages and Salary Administration

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software)*. Legal Constraints on Pay System.

UNIT IV: Compensation Strategies

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

UNIT V: Rewarding Performance and Executive Compensation

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension- understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

Suggested Readings

- Richard. I. Henderson (2005). *Compensation Management in Knowledge- based World*. Prentice-Hall.
- Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten (2002). *People, Performance & Pay: Dynamic Compensation for Changing Organizations*. Free Press.
- Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
- Edwarde.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey –Bass, California.
- Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
- Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

MPMBAP22-502H3	CORPORATE LEADERSHIP			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • To provide an understanding of organizational leadership and its importance in business, and to equip students with the necessary skills to become effective leaders. • Explore different leadership theories and styles, including their application in Indian organizations. • These course objectives aim to provide students with a comprehensive understanding of corporate leadership, including theories, skills, and ethical considerations. • The objectives also focus on developing effective communication skills, managing power and politics, leading teams, and adapting to changes and crises in organizational settings. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the various leadership theories, styles, and traits and their effectiveness in different organizational contexts.				
CO2	Develop effective communication skills and overcome communication barriers in a business setting.				
CO3	Analyze the concept of power and politics in an organization and learn how to manage them effectively.				
CO4	Understand team leadership and its impact on team morale, motivation, and productivity.				
CO5	Develop an understanding of ethics in leadership, strategic leadership, and managing crises and change, as well as emerging trends in corporate leadership.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	-	-
CO2	-	-	-	-	√
CO3	-	-	√	√	-
CO4	√		√	-	-
CO5	-	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the various leadership theories, styles, and traits and their effectiveness in different organizational contexts.					
CO2	Develop effective communication skills and overcome communication barriers in a business setting.					
CO3	Analyze the concept of power and politics in an organization and learn how to manage them effectively.					
CO4	Understand team leadership and its impact on team morale, motivation, and productivity.					
CO5	Develop an understanding of ethics in leadership, strategic leadership, and managing crises and change, as well as emerging trends in corporate leadership.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT I: Organisational Leadership

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

UNIT II: Communication

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

UNIT III: Power and Politics

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

UNIT IV: Team Leadership

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

UNIT V: Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

Suggested Readings

- (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
- Leadership: *Enhancing the Lessons of Experience*. (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.
- *Effective Leadership*. (3rd Edition). (2007). Author Lussier/Achua. Thomson.

MPMBAP22-50211	EXIM FINANCING & DOCUMENTATION			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> To provide an understanding of the procedures, regulations, and documentation involved in export and import, as well as the financing options available. These course objectives aim to provide students with a comprehensive understanding of the financing and documentation aspects of export-import activities. The objectives cover various topics such as export procedures, import procedures, export incentives, and different types of financing options available for exporters and importers. By achieving these objectives, students will be equipped with the knowledge and skills necessary to navigate the complex landscape of international trade and effectively manage the financial aspects of export-import transactions. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the documentation and regulations involved in export and import, including foreign exchange regulations, quality control, and commercial inspection.				
CO2	Gain knowledge of the procedures and policies involved in export and import, such as export credit, import licensing, and export incentives.				
CO3	Develop an understanding of export and import financing options, including pre-shipment finance, packing credit limits, and post-shipment finance.				
CO4	Analyze the role of clearing and forwarding agents, import-export passbook, and export and trading house schemes in export and import procedures.				
CO5	Learn about the policies and procedures for EOU/FTZ/EPZ/SEZ units and the role of Ex-im Bank in export and import financing.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	-	√	-
CO3	-	-	√	-	√
CO4	√	√	-	√	-
CO5	√	-	√	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the documentation and regulations involved in export and import, including foreign exchange regulations, quality control, and commercial inspection.					
CO2	Gain knowledge of the procedures and policies involved in export and import, such as export credit, import licensing, and export incentives.					
CO3	Develop an understanding of export and import financing options, including pre-shipment finance, packing credit limits, and post-shipment finance.					
CO4	Analyze the role of clearing and forwarding agents, import-export passbook, and export and trading house schemes in export and import procedures.					
CO5	Learn about the policies and procedures for EOU/FTZ/EPZ/SEZ units and the role of Ex-im Bank in export and import financing.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

MPMBAP22-502I1: EXIM FINANCING AND DOCUMENTATION CREDITS: 3

UNIT I: Introduction

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

UNIT II: Export Procedures

General excise clearances: Role of Clearing and forwarding agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

UNIT III: Import Procedures

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

UNIT IV: Export Incentives

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives.

Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

UNIT V: Export and Import Financing

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance.

Suggested Readings

- Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
- Government of India: *Handbook of Procedures, Import and Export Promotion*, New Delhi.
- Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
- Export- *Import Manual*, Nabhi Publication, New Delhi.
- Government of India: *Export Policy, Procedures*, etc (Volumes I, II and III) New Delhi.
- Khurana P.K- *Export Management*, Galgotia Publication.

MPMBAP22-502I2	GLOBAL FINANCIAL MARKETS & INSTRUMENTS	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- To provide an understanding of global financial markets, currency markets, money markets, capital markets, and foreign portfolio investment.
- Analyze the trends and dynamics of global financial markets, including the factors that influence asset prices and capital flows.
- By achieving these course objectives, students will gain a comprehensive understanding of global financial markets, their instruments, and the dynamics that drive them.
- They will be equipped with the knowledge and skills necessary to navigate and make informed decisions in the complex and interconnected world of global finance.

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

CO1	Understand the functions, structure, and participants of global financial markets and European financial markets.
CO2	Gain knowledge of the creation of Euro Dollar, global currency markets, and Asian markets.
CO3	Develop an understanding of various international money markets instruments such as GDRs, ADRs, Euro bonds, and derivatives.
CO4	Analyze the equity and debt market, emerging market assets, and financial sector reforms in India.
CO5	Learn about foreign portfolio investment techniques, capital flows, financial innovations, and stock market bubbles and crashes in international capital markets.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	√	-	√	-
CO2	-	√	-	-	√
CO3	√	-	-	√	-
CO4	√	√	√	-	√
CO5	-	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the functions, structure, and participants of global financial markets and European financial markets.					
CO2	Gain knowledge of the creation of Euro Dollar, global currency markets, and Asian markets.					
CO3	Develop an understanding of various international money markets instruments such as GDRs, ADRs, Euro bonds, and derivatives.					
CO4	Analyze the equity and debt market, emerging market assets, and financial sector reforms in India.					
CO5	Learn about foreign portfolio investment techniques, capital flows, financial innovations, and stock market bubbles and crashes in international capital markets.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

MPMBAP22-502I2: GLOBAL FINANCIAL MARKETS & INSTRUMENTS CREDITS: 3

UNIT I: Global Financial Markets

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

UNIT II: Euro Currency Market

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets- Transactions, Regulatory Systems and Measure Instruments.

UNIT III: International Money Markets

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

UNIT IV: Global Capital markets

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

UNIT V: Foreign Portfolio Investment

As an alternative Sores, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

Suggested Readings

- Shaprio, A.C: *Multinational Financial Management*, Prentice Hall of India, New Delhi
- Buckley, Adrian: *Multinational Finance*, Prentice Hall of India, New Delhi.
- Maurice, Levi: *International Finance*, McGraw Hill, Int., Ed., New York.
- Bhalla V.K: *Investment- Security Analysis-* S.Chand (New Delhi) *Management and Portfolio Management*.
- Henning C.N., Piggot, W. and Scott, W.H: *International Financial Management*, McGraw Hill, Int. Ed., New York.
- P.G: *Global Financial System*, TMH, Delhi.
- Apte P.G: *Global Financial System*; TMH,

MPMBAP22-502I3	FOREIGN EXCHANGE MANAGEMENT & VURRENCY DERIVATIVES			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • To provide an understanding of the foreign exchange market, exchange rates, foreign exchange transactions, and currency derivatives as a hedging mechanism. • Develop critical thinking and analytical skills to evaluate and make informed decisions in the field of foreign exchange management and currency derivatives. • By achieving these course objectives, students will develop a solid understanding of foreign exchange markets, exchange rate mechanisms, and the use of currency derivatives for risk management. • They will be equipped with the knowledge and skills necessary to analyze and navigate the complexities of international financial markets and effectively manage foreign exchange transactions and currency risk. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Explain the organization of the foreign exchange market and the roles of RBI and FEDAI regulations.				
CO2	Analyze exchange rate systems, including the gold standard, Bretton Woods, fixed vs floating exchange rate systems, and exchange controls.				
CO3	Understand foreign exchange transactions, including spot vs forward transactions, interbank deals, cover deals, trading, swap deals, and arbitrage operations.				
CO4	Evaluate different types of ready merchant rates, forward exchange contracts, execution, cancellation, and extensions, dealing position, exchange position, and cash position.				
CO5	Describe currency derivatives as a hedging mechanism, including currency forwards, futures, options, exchange-traded transactions, financial swaps, forward rate agreements, and interest rate options.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	√	√	√	-
CO2	-	√	-	√	√
CO3	√	√	-	√	-
CO4	√	-	√	-	√
CO5	√	√	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Explain the organization of the foreign exchange market and the roles of RBI and FEDAI regulations.					
CO2	Analyze exchange rate systems, including the gold standard, Bretton Woods, fixed vs floating exchange rate systems, and exchange controls.					
CO3	Understand foreign exchange transactions, including spot vs forward transactions, interbank deals, cover deals, trading, swap deals, and arbitrage operations.					
CO4	Evaluate different types of ready merchant rates, forward exchange contracts, execution, cancellation, and extensions, dealing position, exchange position, and cash position.					
CO5	Describe currency derivatives as a hedging mechanism, including currency forwards, futures, options, exchange-traded transactions, financial swaps, forward rate agreements, and interest rate options.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	√	√	-
CO5	√	√	√	√	-	-

MPMBAP22-502I3: FOREIGN EXCHANGE MANAGEMENT & CURRENCY DERIVATIVES **CREDITS: 3**

UNIT I: The Foreign Exchange Market Organisation

Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

UNIT II: Exchange Rates

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

UNIT III: Foreign Exchange Transactions

Purchase and sales transactions – Spot vs Forward transactions- Forward Margins- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

UNIT IV: Exchange Rates

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.

UNIT V: Currency Derivatives as Hedging Mechanism

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

Suggested Readings

- Alan C Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
- Francis Cherunilam: *International Economics*, Tata McGraw Hill Pub Ltd, New Delhi.
- Ian H Giddy: *Global Financial Markets*, AITBS Publishers and Distributors, New Delhi.
- C Jeevanandam, *Foreign Exchange: Practice, Concepts*, Sultan Chand & Sons, New Delhi.
- Vijayabhaskar P and Mahapatra B., *Derivatives Simplified*, Respose Books, Sage Publications, New Delhi
- Apte P.G – *Global Financial System*, TMH.

MPMBAP22-50201	QUALITY TOOLKIT FOR MANAGERS			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • This course is designed to help students understand the concepts of Quality Management & Control. It is also intended to help the students develop sufficient level of competency to apply the quality improvement tools and techniques in organizations. • Gain insights into the process of quality auditing and its importance in evaluating and ensuring adherence to quality standards. • By achieving these course objectives, students will develop a comprehensive understanding of quality management principles, techniques, and tools. • They will be equipped with the skills necessary to analyze and improve processes, enhance product quality, and effectively manage quality initiatives in organizations. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the evolution of quality management and the concept of product and service quality.				
CO2	Analyze various dimensions of quality and evaluate different quality philosophies, such as Deming's, Juran's, and Crosby's quality philosophy.				
CO3	Apply graphical and statistical techniques, 7 QC tools, process capability analysis, measurement system analysis, design and analysis of experiments (DOE), and acceptance sampling plan for process quality improvement.				
CO4	Apply quality function deployment, robust design and Taguchi method, design failure mode and effect analysis, and product reliability analysis for product quality improvement.				
CO5	Analyze different quality management approaches, including quality circles, TQM, Six Sigma, Design for Six Sigma, and quality standards like ISO-9000, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001, and QS 9000, and quality audit, benchmarking, and quality awards.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	√	-
CO2	-	√	-	-	-
CO3	-	-	√	-	-
CO4	-	-	-	√	-
CO5	-	√	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the evolution of quality management and the concept of product and service quality.					
CO2	Analyze various dimensions of quality and evaluate different quality philosophies, such as Deming's, Juran's, and Crosby's quality philosophy.					
CO3	Apply graphical and statistical techniques, 7 QC tools, process capability analysis, measurement system analysis, design and analysis of experiments (DOE), and acceptance sampling plan for process quality improvement.					
CO4	Apply quality function deployment, robust design and Taguchi method, design failure mode and effect analysis, and product reliability analysis for product quality improvement.					
CO5	Analyze different quality management approaches, including quality circles, TQM, Six Sigma, Design for Six Sigma, and quality standards like ISO-9000, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001, and QS 9000, and quality audit, benchmarking, and quality awards.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√		-	-
CO5	√	√	√	√	-	-

UNIT I: Quality Concepts

Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership

UNIT II: Process Quality Improvement

Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies.

UNIT III: Product Quality Improvement

Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

UNIT IV: Quality Management

Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma.

UNIT V: Quality Standards : ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Benchmarking, Quality Audit, Quality Awards.

Suggested Readings

- Mitra A., Fundamentals of Quality Control and Improvement, PHI, 2nd Ed., 1998.
- Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited, 1990.
- Greg Bounds, "Beyond Total Quality Management", McGraw Hill, 1994
- Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992.
- D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons, 3rd Edition.
- J Evans and W Linsay, The Management and Control of Quality, 6th Edition, Thomson, 2005
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2008.
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, John Wiley & Sons, 4th Edition.

MPMBAP22-502O2	SUPPLY CHAIN MANAGEMENT			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • The objective of this course is to provide students with an understanding of the fundamentals, design, and management of supply chain networks. • Identify the factors influencing distribution network options and learn about facility location and capacity location models. • By achieving these course objectives, students will develop a comprehensive understanding of supply chain management principles, strategies, and techniques. • They will be equipped with the knowledge and skills necessary to analyze, optimize, and manage supply chains in various organizational contexts, ensuring efficient operations, improved performance, and sustainability. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the importance and decision phases of supply chain management, including drivers of supply chain performance and types of supply chains.				
CO2	Analyze and evaluate the building blocks of a supply chain network and business processes in supply chains.				
CO3	Develop the ability to create a world-class supply base, including supplier evaluation, selection, and measurement, and supplier quality management.				
CO4	Analyze and design a supply chain network, including distribution network design, demand forecasting, inventory management, and coordination in the supply chain.				
CO5	Understand the importance of building sustainable and global supply chains, including eSCM, internet-enabled supply chains, and sustainability stakeholders, areas, and levels.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	√	√	-	√	√
CO3	√	-	√	-	√
CO4	√	-	√	-	√
CO5	√	√	-	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the importance and decision phases of supply chain management, including drivers of supply chain performance and types of supply chains.					
CO2	Analyze and evaluate the building blocks of a supply chain network and business processes in supply chains.					
CO3	Develop the ability to create a world-class supply base, including supplier evaluation, selection, and measurement, and supplier quality management.					
CO4	Analyze and design a supply chain network, including distribution network design, demand forecasting, inventory management, and coordination in the supply chain.					
CO5	Understand the importance of building sustainable and global supply chains, including eSCM, internet-enabled supply chains, and sustainability stakeholders, areas, and levels.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction

Supply Chain Fundamentals - Importance - Decision Phases - Process view Supplier-Manufacturer-Customer chain-Drivers of Supply Chain Performance- Structuring Supply Chain Drivers- Overview of Supply Chain Models and Modeling Systems - Building blocks of a supply chain network -Business processes in supply chains- Types of supply chains and examples – Value Chain Hierarchy – Value Life Cycle – SCOR Model.

UNIT II: Building Capability and Strategic Sourcing

Management Capability - Controllability vs. Flexibility – Integrating Capability – Chain of Capability – Radical vs. incremental improvement - In-sourcing and Out-sourcing - Types of Purchasing Strategies- Supplier Evaluation, Selection and Measurement - Supplier Quality Management. - Creating a world class supply-base - World Wide Sourcing and SCM Metrics.

UNIT III: The SC Network Design

Distribution Network Design - Role, Factors Influencing Options- Value Addition - Model for Facility Location and Capacity Location - Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Distribution - Center Location Models. Supply Chain Network optimization Models.

UNIT IV: Estimating Demand Inventory & Supply

Overview of Demand forecasting in the supply chain -Aggregate planning in the supply chain - Managing Predictable Variability - Managing supply chain cycle inventory - Uncertainty in the supply chain - Safety Inventory - Determination of Optimal level of product availability - Coordination in the Supply Chain -Supply chain performance measures - Supply chain inventory management - multi-echelon supply chains and Bullwhip effect.

UNIT V: Building Sustainable & Global Supply Chains

eSRM- eLRM- eSCM. - Internet-enabled supply chains: E-marketplaces - e-procurement - e-logistics - e-fulfillment - ERP and supply chains - supply chain automation - supply chain integration – Framework for Value system sustainability – Sustainability stakeholders/areas/levels – Global SCM – Managerial insights

Suggested Readings

- Joel D. Wisner (2018), *Principles of Supply chain management*, 5th Edition, Cengage Learning.
- Sunil Chopra and Peter Meindi, *Supply Chain Management-Strategy Planning and Operation*, Pearson Education, Third Indian Reprint, 2004.
- Monczka et al., *Purchasing and Supply Chain Management*, Cengage Learning, Second edition, Second Reprint, 2002.
- Altekar Rahul V, *Supply Chain Management-Concept and Cases*, Prentice Hall India, 2005.
- Shapiro Jeremy F, *Modeling the Supply Chain*, Cengage Learning, Second Reprint, 2002.
- Ballou Ronald H, *Business Log*

MPMBAP22-50203	ENTERPRISE RESOURCE PLANNING		L-2, T-1, P-0	3 CREDIT	
			Total Lecture	36	
Course Objectives:					
<ul style="list-style-type: none"> • The course aims to provide students with an understanding of Enterprise Resource Planning (ERP) systems and their implementation. • Gain knowledge of related technologies such as data warehousing, data mining, OLAP, and supply chain management (SCM) in the context of ERP. • Examine strategies to enhance ERP systems, such as enterprise application integration (EAI) and utilizing ERP for e-commerce and internet-based functionalities. • They will be equipped with the knowledge and skills to evaluate and make informed decisions regarding the implementation and effective utilization of ERP systems in organizations. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the benefits of ERP and related technologies, as well as the concept of Business Process Reengineering (BPR).				
CO2	Gain knowledge about ERP implementation lifecycle, methodology, hidden costs, and project management.				
CO3	Develop an understanding of business modules in an ERP package, such as finance, manufacturing, human resources, and sales and distribution.				
CO4	Learn about the ERP market, major players like SAP, Oracle, and PeopleSoft, and the future of ERP systems.				
CO5	Understand how to turbocharge the ERP system, integrate it with e-commerce and the internet, and explore future directions for ERP.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	√	√
CO2	-	√	√	-	√
CO3	√	√	√	√	√
CO4	-	-	√	√	√
CO5	-	-	√	√	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the benefits of ERP and related technologies, as well as the concept of Business Process Reengineering (BPR).					
CO2	Gain knowledge about ERP implementation lifecycle, methodology, hidden costs, and project management.					
CO3	Develop an understanding of business modules in an ERP package, such as finance, manufacturing, human resources, and sales and distribution.					
CO4	Learn about the ERP market, major players like SAP, Oracle, and PeopleSoft, and the future of ERP systems.					
CO5	Understand how to turbocharge the ERP system, integrate it with e-commerce and the internet, and explore future directions for ERP.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction ERP

An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM

UNIT II: ERP Implementation

ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

UNIT III: The Business Modules

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution

UNIT IV: The ERP Market

ERP Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

UNIT V: ERP – Present and Future

Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions

Suggested Readings:

- Alexis Leon, “*ERP Demystified*”, Tata McGraw Hill, New Delhi, 2007.
- Joseph A Brady, Ellen F Monk, Bret Wagner, “*Concepts in Enterprise Resource Planning*”, Thompson Course Technology, USA, 2009.
- Vinod Kumar Garg and Venkita krishnan N K, “*Enterprise Resource Planning – Concepts and Practice*”, PHI, New Delhi, 2004. REFERENCE BOOKS
- Sinha P. Magal and Jeffery Word, *Essentials of Business Process and Information System*, Wiley India, 2009.
- Jagan Nathan Vaman, *ERP in Practice*, Tata McGraw-Hill, 2007.
- Mahadeo Jaiswal and Ganesh Vanapalli, *ERP Macmillan India*, 2013.

MPMBAP22-502O4	LOGISTICS MANAGEMENT			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
To provide an understanding of the functions, importance and role of logistics in the supply chain management and to develop skills in logistics management.					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Understand the definition, scope and objectives of logistics, logistics service attributes and value-added logistics services.				
CO2	Explain the role of logistics in competitive strategy and integrating logistics into the supply chain.				
CO3	Develop knowledge on distribution channels, outsourcing logistics, effective inventory management, on-time delivery and transportation systems.				
CO4	Gain knowledge on performance measurement, logistics audit, cost identification and formatting.				
CO5	Identify the current trends in logistics including e-logistics, automatic identification technologies, green logistics and global logistics.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	√
CO2	-	√	√	√	-
CO3	√	-	-	√	√
CO4	√	√	√	√	-
CO5	√	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Understand the definition, scope and objectives of logistics, logistics service attributes and value-added logistics services.					
CO2	Explain the role of logistics in competitive strategy and integrating logistics into the supply chain.					
CO3	Develop knowledge on distribution channels, outsourcing logistics, effective inventory management, on-time delivery and transportation systems.					
CO4	Gain knowledge on performance measurement, logistics audit, cost identification and formatting.					
CO5	Identify the current trends in logistics including e-logistics, automatic identification technologies, green logistics and global logistics.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	-	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Integrating logistics into supply chain - Role of logistics in Competitive strategy – Customer Service

UNIT II: Distribution Channels and Outsourcing Logistics

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition – Cross docking – Effective Inventory Management – On time Delivery

UNIT III: Transportation and Packaging

Transportation System – Evolution, Infrastructure and Networks – Effective utilization - Freight Management – Vehicle Routing – Containerization – Milk Run and FTL concepts. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging. Dispatches – SKD/CKD – international requirements

UNIT IV: Performance Measurement and Costs

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement – Metrics – Logistics Audit. Cost – Identification, Time Frame and Formatting.

UNIT V: Current Trends

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Global Logistics – Operational and Strategic Issues, ocean and air transportation – Trans country regulations - Strategic logistics planning. Green Logistics

Suggested Readings

- Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
- Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
- Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007
- Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
- Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012

MPMBAP22-502 IT1	SOFTWARE PROJECT MANAGEMENT	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives:

- The objective of teaching the subject is to prepare students to manage software projects effectively, ensure software quality, and contribute to the success of technology-driven businesses.
- This subject equips them with skills that are highly relevant in today's digital business environment.
- Effective Project Leadership: To develop leadership and communication skills for leading software development projects.

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

CO1	Equipped with the knowledge and skills to effectively plan, execute, and monitor software projects, ensuring timely delivery and adherence to quality standards.
CO2	Develop strong leadership qualities and effective communication skills, enabling them to lead software development teams, foster collaboration, and drive project success.
CO3	Have the ability to identify and analyze software project requirements, solve complex problems, and create structured documentation to guide development.
CO4	Understand the importance of software quality and be proficient in quality assurance techniques and software testing methodologies, contributing to the delivery of reliable software products.
CO5	Capable of implementing and improving software development processes, optimizing productivity, and staying up-to-date with evolving methodologies and technologies in the field.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	-	-	-
CO3	-	√	√	-	-
CO4	-	-	-	-	√
CO5	-	-	-	√	

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Equipped with the knowledge and skills to effectively plan, execute, and monitor software projects, ensuring timely delivery and adherence to quality standards.					
CO2	Develop strong leadership qualities and effective communication skills, enabling them to lead software development teams, foster collaboration, and drive project success.					
CO3	Have the ability to identify and analyze software project requirements, solve complex problems, and create structured documentation to guide development.					
CO4	Understand the importance of software quality and be proficient in quality assurance techniques and software testing methodologies, contributing to the delivery of reliable software products.					
CO5	Capable of implementing and improving software development processes, optimizing productivity, and staying up-to-date with evolving methodologies and technologies in the field.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	√	-	-
CO4	√	√	√	√	-	-
CO5	√	√	√	√	-	-

UNIT 1 INTRODUCTION

Defining of Software Development Process - Process - Tailoring the Process - Improving the process discipline - Need for implementing discipline. Software Production Process - Identify the Software Model - Software Process Models : Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model - Software Life Cycle.

UNIT 2 SOFTWARE DEVELOPMENT

Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration : Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.

UNIT 3 PROJECT REVIEW

Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.

UNIT 4 PROBLEM SOLVING

Product Specifications - Defining the Final Product - Data Flow Diagram, Data Dictionary, Structured English, Decision Trees, Decision Tables - Feasibility Study. Software Testing : Test Plan - Development Testing : Verification and Validation - General Testing Methods : White Box and Black Box Testing - Unit Testing – System Integration Testing - Validation Testing - System testing.

UNIT 5 SOFTWARE QUALITY

Software Quality - Quality Measures - FURPS - Software Quality Assurance – Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA – Software Reliability - Introduction to SQA - The Software Quality Assurance Plan – Formal approaches to SQA - Clean room Methodology.

Suggested Reading:-

- Kathy Schwalbe, “IT Project Management”, Cengage Learning.
- Richard H. Thayer, “Software Engineering Project Management”, John Wiley & Sons, 2nd edition, 2001.
- Royce, Walker, “Software Project Management”, Pearson Education, 2002.
- Kelker, S. A., “Software Project Management”, Prentice Hall, 2003.

MPMBAP22-502 IT2	INFORMATION SECURITY	L-2, T-1, P-0	3 CREDIT
		Total Lecture	36

Course Objectives: The objective of teaching the subject is to:

- Produce professionals who can strategically manage and lead the security efforts within organizations, ensuring the protection of sensitive data, legal compliance, and business continuity in an increasingly digital and interconnected world.
- Students should gain an understanding of compliance regulations and risk management principles. They should be able to assess and address security risks to ensure compliance with legal and industry standards.
- The aim is to prepare students to develop and implement business continuity plans to ensure that organizations can continue to function in the face of cyber security incidents or disasters

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

CO1	Develop expertise in safeguarding sensitive organizational data, reducing the risk of data breaches and ensuring data integrity.
CO2	Be proficient in assessing and managing security risks, enabling them to make informed decisions and comply with legal and industry standards.
CO3	Learn to create and implement business continuity plans, ensuring that organizations can continue operations in the face of cyber security incidents.
CO4	Equipped to lead cyber security efforts within organizations, communicate security objectives, and manage security teams effectively.
CO5	Develop and implement strategies that prevent security incidents, minimizing damage to the organization's reputation and financial health.

Mapping of Course Outcomes with the program Outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	√	-	-	-	-
CO2	-	√	-	-	-
CO3	-	√	√	-	-
CO4	-	-	-	√	-
CO5	-	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop expertise in safeguarding sensitive organizational data, reducing the risk of data breaches and ensuring data integrity.					
CO2	Be proficient in assessing and managing security risks, enabling them to make informed decisions and comply with legal and industry standards.					
CO3	Learn to create and implement business continuity plans, ensuring that organizations can continue operations in the face of cyber security incidents.					
CO4	Equipped to lead cyber security efforts within organizations, communicate security objectives, and manage security teams effectively.					
CO5	Develop and implement strategies that prevent security incidents, minimizing damage to the organization's reputation and financial health.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	√	-	-	-
CO2	√	√	√	√	-	-
CO3	√	√	√	√	√	-
CO4	√	√	√	√	√	-
CO5	√	√	√	-	-	-

UNIT-1 Introduction to Information Security

Introduction to Information Security: Attacks, Vulnerability, Security Goals, Security Services and mechanisms.

UNIT-II Conventional Cryptographic Techniques

Conventional Cryptographic Techniques : Conventional substitution and transposition ciphers, One-time Pad, Block cipher and Stream Cipher, Steganography

UNIT-III Symmetric and Asymmetric Cryptographic Techniques; Authentication and Digital Signatures

Symmetric and Asymmetric Cryptographic Techniques : DES, AES, RSA algorithms;
Authentication and Digital Signatures : Use of Cryptography for authentication, Secure Hash function, Key management – Kerberos.

UNIT-IV Program Security

Program Security : Nonmalicious Program errors – Buffer overflow, Incomplete mediation, Time-of-check to Time-of-use Errors, Viruses, Trapdoors, Salami attack, Man-in-the-Middle attacks, Covert channels

UNIT-V Security in Networks

Security in Networks : Threats in networks, Network Security Controls – Architecture, Encryption, Content Integrity, Strong Authentication, Access Controls, Wireless Security, Honeypots, Traffic flow security, Firewalls – Design and Types of Firewalls, Personal Firewalls, IDS, Email Security – PGP,S/MIME.

Reference Books:

- Security in Computing, Fourth Edition, by Charles P. Pfleeger, Pearson Education
- Cryptography And Network Security Principles And Practice, Fourth or Fifth Edition, William Stallings, Pearson
- Modern Cryptography: Theory and Practice, by Wenbo Mao, Prentice Hall.
- Network Security Essentials: Applications and Standards, by William Stallings. Prentice Hall.

MPMBAP22-502 IT3	WEB TECHNOLOGIES			L-2, T-1, P-0	3 CREDIT
				Total Lecture	36
Course Objectives:					
<ul style="list-style-type: none"> • The aim of teaching web technologies as a specialization subject in an MBA program is to equip students with the knowledge and skills to lead and manage businesses in the digital era. • This includes fostering proficiency in digital business, strategic decision-making, entrepreneurial capabilities, effective project management, and cross-functional collaboration. • Additionally, the aim is to instill a global perspective and ethical considerations, enabling graduates to adapt to evolving digital trends and drive innovation and competitiveness in the digital landscape. 					
Course Outcomes: At the end of the course, the students will be able to					
CO1	Develop a strong foundation in web technologies, which is increasingly important in the modern business world. They will be better equipped to understand and leverage digital tools and platforms for business purposes.				
CO2	Learning web development and scripting languages can enhance problem-solving skills, a crucial attribute for business professionals. Students may apply these skills to innovate and find creative solutions to business challenges.				
CO3	Understanding web technologies can help students bridge the gap between technology and business. They can effectively communicate with technical teams, making them more versatile in diverse business environments.				
CO4	For students interested in entrepreneurship, web development skills can be valuable. They can create and manage their own web-based businesses or better understand the technical aspects of digital ventures.				
CO5	Students may gain project management skills through web development projects, which can be useful in overseeing web-related initiatives within organizations.				
Mapping of Course Outcomes with the program Outcomes					
	PO1	PO2	PO3	PO4	PO5
CO1	√	-	√	-	-
CO2	-	√	-	√	-
CO3	√	-	√	-	-
CO4	-	√	-	√	-
CO5	-	-	-	-	√

MAPPING OF COs WITH BLOOM'S TAXONOMY						
CO1	Develop a strong foundation in web technologies, which is increasingly important in the modern business world. They will be better equipped to understand and leverage digital tools and platforms for business purposes.					
CO2	Learning web development and scripting languages can enhance problem-solving skills, a crucial attribute for business professionals. Students may apply these skills to innovate and find creative solutions to business challenges.					
CO3	Understanding web technologies can help students bridge the gap between technology and business. They can effectively communicate with technical teams, making them more versatile in diverse business environments.					
CO4	For students interested in entrepreneurship, web development skills can be valuable. They can create and manage their own web-based businesses or better understand the technical aspects of digital ventures.					
CO5	Students may gain project management skills through web development projects, which can be useful in overseeing web-related initiatives within organizations.					
Bloom's Level						
	Remember	Understand	Apply	Analyze	Evaluate	Create
CO1	√	√	-	-	-	-
CO2	√	√	√	-	-	-
CO3	√	√	√	-	-	-
CO4	√	√	√	-	-	-
CO5	√	√	√	-	-	-

UNIT I: Introduction to Internet

A Brief History of the Internet; Internet Service Providers (ISPs); Internet Connectivity; Introduction to the World Wide Web (WWW); Web Browsers; Web Servers; Protocols in Web Communication; Domain Names; Hardware and Software for Web Access.

UNIT II: Introduction to HTML

Introduction to HTML: The development process, Html tags and simple HTML forms, web site structure.

Introduction to XHTML: XML, Move to XHTML, Meta tags, Character entities, frames and frame sets, inside browser.

UNIT III: Style Sheet

Style sheets : Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.

UNIT IV: Javascript

Client side scripting, What is Javascript, How to develop Javascript, simple Javascript, variables, functions, conditions, loops and repetition.

UNIT V: XML & PHP

Introduction to XML, uses of XML, simple XML, XML key components, DTD and Schemas, Well formed, using XML with application.

PHP- Starting to script on server side, Arrays, function and forms, advance PHP. Databases: Basic command with PHP examples.

Reference Books:

- Steven Holzner, "HTML Black Book", Dremtech press.
- Web Technologies, Black Book, Dreamtech Press
- Web Applications : Concepts and Real World Design, Knuckles, Wiley-India
- Internet and World Wide Web How to program, P.J. Deitel & H.M. Deitel Pearson.