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Marathwada University
Department of Management Science

Outcome-based Education

Master of Business Administration (MBA)

Academic Year: **2017-18**

PREFACE

Outcome Based Education (OBE) is the educational approach which focuses on student centric education in the context of development of personal, social, professional and knowledge (KSA) requirements in one's career and life. It is the decade ago curriculum development methodology. The educational triangle of LEARNING-ASSESSMENT-TEACHING is the unique nature of the OBE approach. The curriculum practices such as Competency Based Curriculum, Taylor's Model of Curriculum Development, Spadys' Curriculum principles, Blooms taxonomy and further use of assessment methodologies like, Norm-reference testing and Criterion reference testing, etc. is being practiced since decades. It is also interesting to know that, globally, different countries and universities adopts the curriculum development models/approaches such as, CDIO (Conceive-Design-Implement-Operate), Evidenced Based Education, Systems' Approach, etc. as the scientific and systematic approaches in curriculum design.

The authorities of Dr. Babasaheb Ambedkar Marathwada University, Aurangabad (M.S.) in-lieu of accreditation standards of National Assessment and Accreditation Council, decided to opt for Outcomes Based Education (OBE). As the part of the decision, different meetings, workshops and presentations were held at the campus of university.

This document is the outcome of different meetings and workshops held at university level and department level. The detailed document is designed and the existing curriculum of the department is transformed in to the framework of OBE. This is the first step towards the implementation of OBE in the department. The document will serve all stakeholders in the effective implementation of the curriculum. The OBE is continuous process for quality enhancement and it will go a long way in order to enhance the competencies and employability of the graduates/Post-graduates of the university department.

Head of Department

Dr. Babasaheb Ambedkar Marathwada University

Vision

To structure The Dr. Babasaheb Ambedkar Marathwada University to be an Epitome of Excellence by creating and imparting time responsive Quality Education to address Changing Scenario, keeping Research and Development at its core, for 'Anyone' at 'Anytime' and 'Anywhere'.

Mission

- To provide a platform for rural, women, socially disadvantaged and differently-abled groups to achieve Academic Excellence with in-built Employability.
- To carve out a fusion between Academics and Industry with an ultimate aim to identify the gaps and accordingly, design the courses to impart skill based education as per the requirements of the region so as to improve employability and develop entrepreneurial capabilities.
- To provide student centric learning environment and to establish platform for inclusive research leading to the development of creative thought process amongst research scholars keeping in mind societal needs.
- Nurturing innovative ideas shaping into products facilitating the spinoff and creating awareness to protect Intellectual Property (IP).
- To adopt a perennial process for bringing in excellence in teaching pedagogy by providing ICT based state-of-the-art infrastructural facilitation.
- To impart value added, culturally rich education by adopting the local to global approach.
- To provide an academic corridor for cordial connectivity between the University and its affiliates.
- To ensure good Governance inculcating 'Accountability' based on 'Self-evaluation' amongst all the stakeholders of the University.

FACULTY OF COMMERCE & MANAGEMENT
Department of Management Science

1. Vision:

Fostering an environment of excellence in Business Education through innovative learning and social responsibility, by involvement of all.

2. Mission:

- Create an environment for excellence in management education,
- Encourage innovations in management and technological education,
- Undertake qualitative research studies, consultancy and training programs,
- Collaborate with stakeholders of education and society in creating an atmosphere for value-driven education

3. Title of the Program (s):

a. Master of Business Administration

4. Program Educational Objectives:

The program educational objectives (PEO) are the statement that describes the career and professional achievement after the program of studies (Post-graduation). The PEOs are driven from the Mission statement (What is the purpose of organization). The PEOs can be minimum three and maximum five.

Programme Educational Objectives: MBA

PEO – 1	Advance knowledge of management and administration, in functioning of organization,
PEO – 2	To work as management professionals in public and private sectors,
PEO – 3	Have an ability to pursue higher studies and succeed in academic and research careers,
PEO – 4	Have a broad-based background to practice as entrepreneur,
PEO – 5	To be a values based and ethical leader in the professional and social life.

5. Program Outcomes:

The program outcomes (PO) are the statement of competencies/ abilities. POs are the statement that describes the knowledge and the abilities the graduate/ post-graduate will have by the end of program studies.

PROGRAM OUTCOMES

PO – 1	Apply knowledge of management theories and practices to solve business problems,
PO – 2	Foster Analytical and critical thinking abilities for data-based decision making,
PO – 3	Ability to develop Value based Leadership ability,
PO – 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO – 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO – 6	Identify timely opportunity and using innovation to pursue that prospect to create value and wealth for the betterment of individual, and society at large.

6. Program Specific Outcomes:

The program specific outcomes (PSO) are the statement of competencies/ abilities, which the student may attain as part of their orientation to specialization subjects. PSOs define the specialized knowledge and skills that the student may possess at the end of the program.

The department offers program specialization in the subjects of: Human Resource Management, Finance and Marketing.

PROGRAM SPECIFIC OUTCOMES

PSO – 1 H	To orient students with HR Systems by way of analyzing efficient manpower planning methods, developing human resources by socialization and familiarizing them with compensation and performance development systems; with a view of adhering to employment legislation, and global cultures.
PSO – 2 F	The learner should be able to acquire adequate knowledge of finance related subjects, by comprehending the principles, theories etc.; associated with Money, Banking, management of working capital etc.; for identifying the strategies required for achievement of investment goals; through different financial institutions and subsequently apply the gained knowledge, for enhancing the effectiveness of financial decisions in the realm of Finance.
PSO – 3 M	The learner shall be able to understand the difference between consumer and industrial marketing, analyzing the behavior of consumer, evolve advertising strategy for an organization, develop sales and retail strategy of consumer organization and implement the marketing plan, using effective social media and digital techniques.

7. Course- Program outcome Matrix:

The Program Outcomes are developed through the curriculum (curricular/co-curricular-extra-curricular activities). The program outcomes are attained through the course implementation. As an educator, one must know, **“to which POs his/her course is contributing?”**. So that one can design the learning experiences, select teaching method and design the tool for assessment. Hence, establishing the Course-PO matrix is essential step in the OBE. The course-program outcomes matrix indicates the co-relation between the courses and program outcomes. The CO-PO matrix is the map of list of courses contributing to the development of respective POs.

The **CO-PO Matrix** is provided further:

COURSE-PO MATRIX: HUMAN RESOURCES MANAGEMENT

COURSE TITLE	CO Attain Target	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PSO – 1H	PSO – 2F	PSO – 3M
		Know	Analy	Value-Lead	Ethical conduct	Org. goals	Entr ep.			
Management Practices & Organizational Behavior	3	*	*					*		*
Statistical Methods	1.8	*	*		*			*	*	*
Managerial Economics	1.4	*	*						*	
Research Methodology	1	*	*		*			*	*	*
Accounting for Managers	2	*	*						*	
Environment Management	1.4	*	*	*				*		*
Computer Applications	2	*	*						*	
MANB-408	3	*	*							
MANB-451	2	*	*			*				
Mini Project	2	*	*			*				
Optimization Techniques	2.2	*	*		*	*	*		*	
Human Resource Management	1.4	*	*		*			*		
Financial Management	1.2	*	*						*	
Marketing Management	3	*	*							*
Production and Operation Management	1.2	*	*							
Business Legislation	2.2	*	*		*			*		
Creativity and Innovations	2.2	*	*			*				
International Business Environment	2.2	*	*		*	*			*	
Soft Skill Development	2		*	*	*	*				
Employability Skills	1		*	*	*			*		
Community Services	3		*	*	*	*				

Mini Project	3		*	*	*	*				
Business Policies and Strategic Analysis	2	*	*	*			*		*	*
DSS and MIS	1.4		*	*	*					
Management of Industrial Relations	3	*				*		*		
Human Resource Planning and Development	3	*	*	*				*		
Training and Development	3	*	*	*		*		*		
Performance Management Systems	2		*	*	*			*		
HRD – Strategies and Systems	2		*	*	*			*		
Cross Culture and Global HRM	2	*			*	*		*		
MANB-508H	3		*	*	*	*				
Entrepreneurship Development	1.4	*	*	*		*	*		*	*
Quality Management	3	*	*				*			
Indian Economy	2.2		*			*			*	
Project	1		*	*	*	*				

COURSE-PO MATRIX: FINANCE

COURSE TITLE	CO Attain Target	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PSO - 1H	PSO - 2F	PSO - 3M
		Know	Analy	Value-Lead	Ethical conduct	Org. goals	Entrep.			
Management Practices & Organizational Behavior	3	*	*					*		*
Statistical Methods	1.8	*	*		*			*	*	*
Managerial Economics	1.4	*	*						*	
Research Methodology	1	*	*		*			*	*	*
Accounting for Managers	2	*	*						*	
Environment Management	1.4	*	*	*				*		*
Computer Applications	2	*	*						*	
MANB-408	3	*	*							
MANB-451	2	*	*			*				
Mini Project	2	*	*			*				
Optimization Techniques	2.2	*	*		*	*	*		*	
Human Resource Management	1.4	*	*		*			*		
Financial Management	1.2	*	*						*	
Marketing Management	3	*	*							*
Production and Operation Management	1.2	*	*							
Business Legislation	2.2	*	*		*			*		
Creativity and Innovations	2.2	*	*			*				
International Business Environment	2.2	*	*		*	*			*	
Soft Skill Development	2		*	*	*	*				
Employability Skills	1		*	*	*			*		
Community Services	3		*	*	*	*				
Mini Project	3		*	*	*	*				

Business Policies and Strategic Analysis	2	*	*	*			*		*	*
DSS and MIS	1.4		*	*	*					
Money, Banking & Finance	2.2	*	*		*	*			*	
Working Capital Management	2.2		*			*	*		*	
Corporate Taxation	1.4	*	*		*	*	*		*	
Investment Management	2.2	*	*				*		*	
Financial Decision Analysis	2.2	*	*	*					*	
Management of Financial Institutions	2	*	*	*					*	
MANB-508H	3		*	*	*	*				
Entrepreneurship Development	1.4	*	*	*		*	*		*	*
Quality Management	3	*	*				*			
Indian Economy	2.2		*			*			*	
Project	1		*	*	*	*				

COURSE-PO MATRIX: MARKETING

COURSE TITLE	CO Attain Target	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PSO – 1H	PSO – 2F	PSO – 3M
		Know	Analy	Value- Lead	Ethical conduct	Org. goals	Entrep.			
Management Practices & Organizational Behavior	3	*	*					*		*
Statistical Methods	1.8	*	*		*			*	*	*
Managerial Economics	1.4	*	*						*	
Research Methodology	1	*	*		*			*	*	*
Accounting for Managers	2	*	*						*	
Environment Management	1.4	*	*	*				*		*
Computer Applications	2	*	*						*	
MANB-408	3	*	*							
MANB-451	2	*	*			*				
Mini Project	2	*	*			*				
Optimization Techniques	2.2	*	*		*	*	*		*	
Human Resource Management	1.4	*	*		*			*		
Financial Management	1.2	*	*						*	
Marketing Management	3	*	*							*
Production and Operation Management	1.2	*	*							
Business Legislation	2.2	*	*		*			*		
Creativity and Innovations	2.2	*	*			*				
International Business Environment	2.2	*	*		*	*			*	
Soft Skill Development	2		*	*	*	*				
Employability Skills	1		*	*	*			*		
Community Services	3		*	*	*	*				
Mini Project	3		*	*	*	*				
Business Policies and Strategic Analysis	2	*	*	*			*		*	*

DSS and MIS	1.4		*	*	*					
Consumer Behavior	3	*	*		*					*
Advertising Management	2.2	*			*					*
Industrial Marketing	2.2		*	*			*			*
Brand Management	1		*							*
Sales & Distribution Management	1.4		*	*						*
Digital Marketing	3	*			*		*			*
MANB-508H	3		*	*	*	*				
Entrepreneurship Development	1.4	*	*	*		*	*		*	*
Quality Management	3	*	*				*			
Indian Economy	2.2		*			*			*	
Project	1		*	*	*	*				

8. Course Outcomes (for all courses):

The course outcomes are the statement that describes the knowledge & abilities developed in the student by the end of course (subject) teaching. The focus is on development of abilities rather than mere content. There can be 5 to 7 course outcomes of any course. These are to be written in the specific terms and not in general. The list of Course Outcomes is the part of **Annexure-C** attached herewith.

9. Set Target levels for Attainment of Course Outcomes:

The course outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment are measured/calculated. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done.

10. Set Target level for Attainment of Program Outcomes:

The program outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment and program outcome attainment is measured/calculated. The program outcome attainment is governed by curricular, co-curricular and extra-curricular activities including the stakeholders' participation. The direct method and indirect method is adopted to calculate the PO attainment. The direct method implies the attainment by course outcomes contributing to respective program outcomes. And indirect method is the satisfaction/feed-back survey of stakeholders. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done.

The set target level is the set benchmark to ensure the continuous improvements in the learners/ graduates' performance.

11. Course Attainment Levels:

- a. CO attainment is defined/set at three levels;
- b. The CO attainment is based on end term examination assessment and internal assessment;
- c. The Co attainment is defined at three levels for MBA programme in ascending order-

e.g. For end term and internal examination;
 Level-1: 40% students scored more than class average
 Level-2: 50% students score more than class average;
 Level-3: 60% students score more than class average.

- d. The Co attainment is defined at three levels for MCA programme in ascending order-
 e.g. For end term and internal examination;
 Level-1: 30% students scored more than class average
 Level-2: 40% students score more than class average;
 Level-3: 50% students score more than class average.
- e. The target level is set (e.g. Level-2). It indicates that, the current target is level-2; 50% for MBA students score more than class average. The CO attainment is measured and the results are obtained. Based on the results of attainment, the corrective measures/remedial action are taken.
- f. CO Attainment= 80% (Attainment level in end term examination) + 20% (Attainment level in internal examination).
- g. The example of calculating CO attainment is provided in Point No. 12.

12. Program attainment Level:

- a. PO attainment is defined at five levels in ascending order;
- b. The PO attainment is based on the average attainment level of corresponding courses (Direct Method) and feed-back survey (Indirect method);
- c. The PO attainment levels are defined / set as stated below;
 - i. Level-1: Greater than 0.5 and less than 1.0 (0.5>1)- Poor
 - ii. Level-2: 1.0>1.5-Average
 - iii. Level-3: 1.5>2.0-Good
 - iv. Level-4: 2.0>2.5-Very Good
 - v. Level-5: 2.5>3.0 -Excellent
- d. The PO attainment target level is set/defined (say, Level-3 for MCA and Level-4 for MBA). It implies that, the department is aiming at minimum level-3 (good) in the performance of abilities by the graduates. Based upon the results of attainment, the remedial measures are taken;
- e. PO Attainment= 80% (Average attainment level by direct method) + 20% (Average attainment level by indirect method).
- f. The example of calculating CO attainment is provided in Point No. 12.

13. The Results of CO Attainment:

The Results of CO attainment are provided in Annexure-B

For example: Course code/ Title: MANB – 501

e.g. For end term and internal examination;

- i. Level-1: 30% students scored more than class average
- ii. Level-2: 40% students score more than class average;
- iii. Level-3: 50% students score more than class average

Average Marks in External examination 30.00

% Students score more than 30 is 47% i.e. Level-2

Average Marks in Internal examination IS 9.6 = i.e.10

% Students score more than 10 is 42%, i.e. Level-2

A (CO) MANB-501 = 80% (2) +20% (2)

$$=1.6+0.4$$

$$= 2.0$$

Hence, the attainment level is Level-2 and the set target level is Level-2 and therefore the CO is fully attained.

14. RULES AND REGULATIONS

A) Eligibility: Admission to Master of Business Administration (MBA)

- a) Candidates shall have passed any Bachelor's degree examination from any recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b) The admissions will be on the basis of CAP (Centralized Admission Process) as per norms laid down by DTE.
- c) A limited number of admissions are offered to Foreign Nationals and Indians Living Abroad in accordance with the rules applicable for such admission, issued from time to time.
- d) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., this matter shall be reported to the respective committee, recommending revoking the admission of the candidate.
- e) The institute reserves the right to cancel the admissions of any student and ask him to discontinue his studies at any stage of his career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

B) DURATION

The duration of study shall be a minimum of 2 years and maximum of 4 years.

C) ADMISSION/PROMOTION CRITERIA

If candidate gets selected for UDMS MBA Program through DTE admission process, he/she have to

apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the MBA program, the Student will be promoted to promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Department, subject to the condition that his/her tenure should not exceed more than twice the duration of MBA program from the date of first registration at UDMS. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

D) MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

E) CREDITS AND DEGREES

- a) A candidate who has successfully completed all the Core courses, Elective courses and Project Work as prescribed for the MBA Programme and Service courses as approved by the University with prescribed CGPA shall be eligible to receive the degree.
- b) One Credit shall mean one teaching period of one hour per week for one semester (of 15 weeks) for theory courses.

F) COURSES

The MBA programme comprises of

- a) Foundation Course: It may be of two kinds Compulsory Foundation Course for Knowledge Enhancement and Elective Foundation Course for value based education.
- b) Core Course: A core course is course that a candidate admitted to particular P.G. programme must successfully complete to receive the degree.
- c) Elective Course: Elective courses identified by the Departmental Committee of the department offering the programme. Means these courses given to the candidate as optional from which he/she have to opt for specialization.
- d) Service Course: There shall be one/two service courses, one amongst the department of the School of Professional Studies and one amongst all university departments. The service courses will be offered in third and fourth semesters only.
- e) Each course shall include lectures/tutorials/laboratory work/field work/ seminar/practical training/assignments /mid-term and term end examinations/research paper/report writing or review of literature and any other innovative practice etc, to meet effective teaching and learning needs.
- f) Each course shall have a unique alphanumerical code.
 - i. For eg.: MANB402 Statistical Methods
 - ii. Here, 'MAN' means Management Science, 'B' means MBA program; and

iii. '402' means Subject Code,

- g) The departmental committee shall design the course structure including the detailed syllabus for this MBA programme offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- h) **Attendance:** A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D. for condonation of attendance.

G) REGISTRATION FOR SERVICE COURSE

- a) The student will register the service course of his interest either in III Semester or IV Semester in the concerned department on official registration form. The teacher in charge of the respective course will keep the record of the students registered. Maximum 15 days period will be given from the date of admission for completion of registration procedure. The departmental committee shall follow a selection procedure to avoid overcrowding to a particular course(s)
- b) No student shall be permitted to register for more than one service course in a semester.
- c) University shall prescribe the maximum number of students in each course taking into account the teachers and physical facilities available in the department.
- d) The University may make available to all students a listing of all the courses offered in every semester specifying the credits, the prerequisites, a brief description or list of topics the course intends to cover, the instructor who is giving the courses, the time and place of the classes for the course. This information shall be made available on the University Website.
- e) Normally no service course shall be offered unless a minimum of 10 students are registered.
- f) The Student shall have to pay the prescribed fee per course per semester/year for the registration as decided by the University.

H) DEPARTMENTAL COMMITTEE

As an autonomous department, MBA program is monitored by Departmental Committee. The Committee consists of H.O.D. (Director) as Chairman and some/all Respective Faculty of the Department as its members..

I) GRIEVANCE REDRESSAL SCHEME

The University shall form a Grievance Redressal Committee for this course in UDMS with the course teacher and HOD, which shall solve all grievances relating to the Assessment of the student.

J) GRADE AWARDS

- a) In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Table 1: Ten Point grades and grade description

<i>Sr.</i>	<i>Equivalent %</i>	<i>Grade-points for SGPA & CGPA</i>	<i>Grade</i>	<i>Grade Description</i>
1.	90-100	9.00 – 10	O	Outstanding
2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	60 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	40.01 – 44.99	4.01 – 4.49	C	Below Average
9.	40	4.00	D	Pass
10.		0.00	F	Fail

Table 2: Classification for the degree is given as follows:

<i>Sr.</i>	<i>Classification</i>	<i>Overall Letter Grade</i>
1.	First class with distinction	A+ and above
2.	First class	A
3.	Higher Second Class	B+
4.	Second Class	B
5.	Pass	C+ to D
6.	Fail	F

- a) In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.
- b) Minimum D grade shall be the limit to clear /pass the course/subject. A student with F-grade will be considered 'failed' in the concerned course and s/he has to clear the course by reappearing in the next successive semester examinations. There will be no revaluation or recounting scheme under this system.
- c) Using Table – 1, Semester Grade Point Average (SGPA) and then Cumulative Grade

Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

K) COMPUTATION OF:

- a) SGPA (Semester Grade Point Average) &
- b) CGPA (Cumulative Grade Point Average)

The computation of SGPA and CGPA will be as below:

- a) Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$SGPA = \frac{\text{Sum of (Course Credit} \times \text{Number of points in concerned course gained by student)}}{\text{Sum of (Course Credit)}}$$

The SGPA for all the four semesters will be mentioned at the end of every semester.

- b) The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$CGPA = \frac{\text{Sum of (all SGPA for four semesters)}}{\text{Total number of semesters i.e. 4}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

L) EVALUATION SCHEME

- a) Each 4 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks (i.e. 20+80=100).
- b) Each 2 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 10 Marks and Semester End Examination of 40 Marks. (i.e. 10+40=50).
- c) The Internal Evaluation shall be done on the basis of weekly exams, assignments, fieldwork, seminars, review writing etc.
- d) Semester-end Examination Evaluation Scheme
 - i. English shall be the medium of instruction and examination.
 - ii. Examination shall be conducted at the end of each semester as per the academic calendar notified by department itself.
 - iii. The Semester End Examination theory question paper will have two parts (20 + 60 = 80) Marks for 4 Credit/100 marks course and (10 + 30 = 40) Marks for 2Credit/ 50 marks paper.

For In-plant Training and Project Work:

- a) At the end of second semester, all students will have to undergo Summer Training (MANB-551) of 6-8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organization as approved by the Departmental/Faculty from time to time. Each student will be required to submit the implant training report to the Department/faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Also during Third Semester, in consultation with respective Project Guide the Topic based on selected elective, for Fourth Semester Project would be finalized (MANB 552) and subsequently Final Synopsis for the same would be submitted by the student.
- b) The final project study (MANB-553) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case studies can also be submitted as project reports.
- c) The project topic should be in the area of specialization and should necessarily include field work and library work.
- d) The student will be expected to make a presentation/viva-voce of the project work towards the end of the last semesters.
- e) Out of aggregate 200 marks assigned to the project report. 100 Marks are assigned to the concerned guide from the industry and 100 Marks are assigned to the Departmental Examination. Further the project report, presentation and viva-voce will be evaluated jointly by the internal and external examiner.
- f) Two typed copies of Project Report shall be submitted by the candidate to the concerned teacher for Evaluation.
- g) At the end of each semester the Committee of Department shall assign grades to the students and will prepare the result. Also, the Department will display the grade points and grades for the notice of students.
- h) Every student shall have the right to scrutinize answer sheets of mid semester/semester end examinations and seek clarifications from the faculty regarding evaluation of the sheets as per Grievance Schedule.

M) RULE FOR OFFERING ELECTIVES

The number of students required for offering an Elective /Specialization shall be a batch of minimum of 10 students.

N) READMISSION FOR PURSUING ADDITIONAL ELECTIVE COURSES

A student can be given readmission for pursuing additional electives, for MBA DUAL specialization, after completion of MBA programme subject to payment of requisite fees as prescribed by the department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students. However they (students who have pursued MBA program within the Department) are exempted from appearing in those subjects which they have already passed. The same exemption does not apply to those students who have completed their MBA program from other than University Department of management Science. The admission for the same must be done within three years after completion of MBA programme.

O) ADMISSION FOR PURSUING OPTIONAL FOREIGN LANGUAGE COURSE

A student can opt for foreign language course offered by department concurrently with the regular course subject to following terms:

1. The number of students required for offering an optional foreign language course shall be a batch of minimum of 10 and maximum of 60 students.
2. Also the course will be offered subject to availability of faculty/experts.

P) GRADE CARD

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The grade card shall list:

- (a) The title of the courses along with code
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (On Successful Completion of Programme).
- (h) Cumulative Grade Card

The grade card issued on completion of the programme shall contain the name of the programme, the department / school offered the programme, the titles of the courses taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

Q) GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and

regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasaheb Ambedkar Marathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

14. Structure of MBA Programme under CBC&GS

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
I	Generic Foundation Course	MANB401	Management Practices and Organizational Behavior	4	60 -02	3	20	80	100
		MANB402	Statistical Methods	4	60 -02	3	20	80	100
		MANB403	Managerial Economics	4	60 -02	3	20	80	100
		MANB404	Research Methodology	4	60 -02	3	20	80	100
		MANB405	Accounting for Managers	2	30 -02	1.5	10	40	50
		MANB406	Environment Management	2	30 -02	1.5	10	40	50
		MANB407	Constitution of India	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB407	Computer Applications	2	30 -02	1.5	10	40	50
		MANB408	English Language Proficiency	2	30 -02	1.5	10	40	50
		MANB451	Community Service – I	2	30 -03	--	50	--	50
		MANB452	Project	2	30	--	50	--	50
	Total			30	450		230	520	750

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
II	Generic Foundation Course	MANB409	Optimization Techniques	4	60 -02	3	20	80	100
		MANB410	Human Resource Management	4	60 -02	3	20	80	100
		MANB411	Financial Management	4	60 -02	3	20	80	100

		MANB412	Marketing Management	4	60 -02	3	20	80	100
		MANB413	Production and Operation Management	4	60 -02	3	20	80	100
		MANB414	Business Legislation	4	60 -02	3	20	80	100
	Skill Based Foundati on Course	MANB415	Soft Skill Development	2	30 -02	--	50	--	50
		MANB416	Employability Skills	2	30 -02	--	50	--	50
	Core Course	MANB453	Community Service – II	2	30	--	50	--	50
		MANB454	Project	2	30	--	50	--	50
	Open Elective Course	MANB42X	Elective I	2	30 -02	1.5	10	40	50
	Total			34	510		330	520	850

Elective-I

Open Elective Course	MANB42 1	Corporate Governance	2	30 -02	1.5	10	40	50
	MANB42 2	International Business Environment	2	30 -02	1.5	10	40	50
	MANB42 3	Ethics Management in	2	30 -02	1.5	10	40	50
	MANB42 4	Creativity and Innovations	2	30 -02	1.5	10	40	50

SPECIALIZATION ELECTIVE

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course	MANB501	Business Policies and Strategic Analysis	4	60 -02	3	20	80	100
		MANB502	DSS and MIS	2	30 -02	1.5	10	40	50
	Specialization- Finance/Marketing/Human Resource Mgmt/Production and Operations/IT								
	Core Course as per specialization	*Given in following table	Subject I	4	60 -02	3	20	80	100
			Subject II	4	60 -02	3	20	80	100
			Subject III	4	60 -02	3	20	80	100
			Subject IV	4	60 -02	3	20	80	100
			Subject V	4	60 -02	3	20	80	100
			Subject VI	4	60 -02	3	20	80	100
		MANB551	Inplant Training Report	4	60	--	20	80	100
		MANB552	Project	2	30	--	50	--	50
				Total	36	540	220	680	900

*Table showing Electives as per specialization.

Specialization- HUMAN RESOURCE MANAGEMENT

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (HRM)	MANB503H	Management of Industrial Relations	4	60 -02	3	20	80	100
		MANB504H	Human Resource Planning and Development	4	60 -02	3	20	80	100
		MANB505H	Training and Development	4	60 -02	3	20	80	100
		MANB506H	Performance Management Systems	4	60 -02	3	20	80	100
		MANB507H	HRD – Strategies and Systems	4	60 -02	3	20	80	100
		MANB508H	Cross Culture and Global HRM	4	60 -02	3	20	80	100

Specialization- FINANCE

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Finance)	MANB503F	Money, Banking & Finance	4	60 -02	3	20	80	100
		MANB504 F	Working Capital Management	4	60 -02	3	20	80	100
		MANB505 F	Corporate Taxation	4	60 -02	3	20	80	100
		MANB506 F	Investment Management	4	60 -02	3	20	80	100
		MANB507 F	Financial Decision Analysis	4	60 -02	3	20	80	100
		MANB508 F	Management of Financial Institutions	4	60 -02	3	20	80	100

Specialization- MARKETING

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Marketing)	MANB503M	Consumer Behavior	4	60 -02	3	20	80	100
		MANB504 M	Advertising Management	4	60 -02	3	20	80	100
		MANB505 M	Industrial Marketing	4	60 -02	3	20	80	100
		MANB506 M	Brand Management	4	60 -02	3	20	80	100
		MANB507 M	Sales & Distribution Management	4	60 -02	3	20	80	100
		MANB508 M	Digital Marketing	4	60 -02	3	20	80	100

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment / Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
IV	Core Course	MANB509	Entrepreneurship Development	4	60 -02	3	20	80	100
		MANB510	Quality Management	4	60 -02	3	20	80	100
		MANB511	Indian Economy	4	60 -02	3	20	80	100
		MANB553	Major Project	8	120	--	40	160	200
			Total	20	300		100	400	500

			Course Total	120	1800		880	2120	3000
			Service Course	4	60		20	80	100
			GRAND TOTAL	124	1860		900	2200	3100

15. Planned Actions for Course Attainment:

The courses having CO attainment level less than Level-2 shall be addressed by remedial measures such as assignments, tutorials, exercise and remedial coaching.

16. Planned Actions for Program Outcome Attainment:

Not Applicable, for now; though the target for PO Attainment for now is Level – 3.

Though the format / annexure for the same, is as under:

Specimen / Template Annexure A: PO Attainment Level

<i>PO Number</i>	<i>PO Attainment Value</i>	<i>Target Attainment Value</i>	<i>Full attained / Not attained</i>	<i>Remedial measures</i>

Specimen / Template Annexure B: PO Attainment Level

<i>Course Title</i>	<i>CO Attainment Target</i>	<i>Attainment Level</i>	<i>Fully attained / Not attained</i>	<i>Remedial measures</i>

<i>Score (in marks)</i>	20	30	40	50	60
<i>Course Attainment Level</i>	0	0	1	2	3

Annexure C:
OBE Syllabus Template

Subject Title	:	Management Practices & Organizational Behaviour			
Subject Ref. No.	:	MANB401	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessional	:	20
			Semester Examination	:	80
Course Outcome (CO)	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management. • CO-2: Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings. • CO-3: Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations. • CO-4: Describe and assess the basic design elements of organizational structure and evaluate their impact on employees. 			
Pre Requisite	:	The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.			
Unit – I	:	Genesis of Management Thought & Conceptualization: Understanding of Management Concepts, Evolution of Management Thought, Systems and Contingency Approach for understanding organizations, Managerial Processes, Functions, Skills & roles of a Manager in an organization; Management by Objectives (MBO).			
Unit – II	:	Management of Individual Behavior in Organization - I: Personality, Perceptions, Values, Attitudes, Learning.			
Unit – III	:	Management of Individual Behavior in Organization - II: Work motivation & Employee Engagement, Individual decision making & problem solving			
Unit – IV	:	Group Dynamics: Corporate Leadership, Emotional Intelligence, Understanding & managing group processes-Interpersonal and Group Dynamics - Communication, Group Decision-making, Organizational Design & Structure, Recreation & Work Stress			
Unit – V	:	Society vis-à-vis Organization: Corporate Social Responsibility; Corporate Global Citizenship in the wake of Globalization			
Text Books	:	<ol style="list-style-type: none"> 1. Luthans, F. <i>Organizational Behaviour</i>, 7th ed., New York, McGraw Hill, 1995. 2. Robbins, S.P. <i>Management</i>, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996. <p>Robbins, S.P. <i>Organizational Behaviour</i>, 7th ed., New Delhi, Prentice hall of India, 1996</p>			

Additional Reference Books	:	<ol style="list-style-type: none"> 1. Koonz, H. and Weachirch, H. <i>Management</i>. 10th ed., New York, McGraw Hill, 1995. 2. Goleman, Daniel <i>Emotional Intelligence</i>, 3. Harvard Business Review's Leadership Manual: www.hbpr.com
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Subject Title	:	Statistical Methods		
Subject Ref. No.	:	MANB402	No. of Credits	: 4
			No. of Periods / Week	: 4
			Assignments / Sessional	: 20
			Semester Examination	: 80
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO – 1: Bear knowledge about the statistical tools that influence, organizational management, • CO – 2: Identify application of statistical tools to different scenarios of organizational functioning, • CO – 3: Interpret the output of the tools, in the light of organizational operations. 		
Pre Requisite	:	Basic knowledge of mathematics.		
Unit – I	:	Measures of central tendency, mean-median-mode, measures of dispersion, means and standard deviation.		
Unit – II	:	Correlation analysis and regression analysis.		
Unit – III	:	Time series analysis: components, methods of measurement moving averages and methods of Least Squares.		
Unit – IV	:	Probability and probability distribution, Business Forecasting		
Unit – V	:	Statistical Reference: Test of Hypothesis, Chi square test, F-test and Analysis of variance.		
Text Books	:	<ol style="list-style-type: none"> 1. Gupta S P, <i>Statistical Methods</i>, New Delhi S Chand and Co Ltd 2008 2. Elhans D N, Veena Agrawal, B M Fundamental of Statistics New Delhi, KitabMahal, 2002. 3. Sharma S D, Operation's Research, Kedar Nath and Ram Nath and Co., Meerut, 2000 		
Additional Reference Books	:	<ol style="list-style-type: none"> 1. C Satyadevi, <i>Quantitative</i> , New Delhi S Chand and Co Ltd 2009 2. Shrivastava V K, Shenoy G V, Sharma S C, <i>Quantitative Techniques and Managerial Decisions</i>, New Delhi, New Age International Ltd, 2005 3. Shrivastav, <i>Statistics for Management</i>, Tata McGraw Hill, 2000 4. Levin Richard I and Rubin David S Statistics for Management, New Prentice Hall Inc. 1995. 		

Subject Title	:	Managerial Economics			
Subject Ref. No.	:	MANB403	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessional	:	20
			Semester Examination	:	80
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Apply economic principles to management decisions & comprehend ownership forms. • CO-2: Understand the behavior of consumer with respect to constituents of Market. • CO-3: Gather insights into the theories of Production & Costs. • CO-4: Develop an understanding of Market Structure & its forms. • CO-5: Understand & apply the same –Concepts of Macro Economic phenomena in managerial decision making. 			
Pre Requisite	:	Basic understanding of concepts, theories of economics.			
Unit – I	:	Introduction: <ol style="list-style-type: none"> Basic concepts and Principles Theory of firm 			
Unit – II	:	Theory of Demand: <ol style="list-style-type: none"> Demand and supply analysis Consumer preference and choice Elasticity of demand Demand forecasting 			
Unit – III	:	Theory of Production and Cost: <ol style="list-style-type: none"> Production Theory Cost concepts 			
Unit – IV	:	Market Structure: <ol style="list-style-type: none"> Perfect Competition Monopoly Oligopoly 			
Unit – V	:	Macro-Economic Aspects: <ol style="list-style-type: none"> National Income Money Supply and Inflation Business cycles 			

Text Books	:	1. Geetika, Ghosh and Chaudhary, Risba Roy; Managerial Economics, 2 nd Ed., TMH
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Economics, Michael Parkin, Pearson, 2. Managerial Economics, 2e, G.S.Gupta, TMH 3. Mithani, Managerial Economics, RMH

Subject Title	:	Research Methodology			
Subject Ref. No.	:	MANB404	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <p>CO-1: To understand the scope of research and will be able to identify the research problem and formulate the research objectives and also will be analyze / understand the areas where research is applicable. To create a research design that includes understanding of formulation of research process.</p> <p>CO-2: To understand the challenges in collection of primary and secondary data with the help of applying Attitude measurement and Motivational Research Techniques and formulating sample design,</p> <p>CO-3: To apply statistical tool and to analyze collected data with SPSS and foster critical thinking abilities for decision making based on facts and figures. Also learn create / formulate and present various research report and research proposals.</p>			
Pre Requisite	:	NA.			
Unit – I	:	Nature and Scope of Research Methodology; Research Problem identification; Types of Problems; Problem solving process; Problem Formulation and Statement of Research Objectives; Research Applications.			
Unit – II	:	Research process; Research designs-exploratory, descriptive & experimental research designs			
Unit – III	:	Methods of Data Collection – Observational and Survey methods; Questionnaire Design; Attitude measurement Techniques; Motivational Research Techniques; Administration of Surveys;			
Unit – IV	:	Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data;			
Unit – V	:	Analysis of Data-; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Organizational structure of research; Research Proposal; Purpose and types of Research Proposals			
Text Books	:	<ol style="list-style-type: none"> 1. Research methodology methods & techniques by C.R. Kothari 2. Statistical methods: Dr.S.P. Gupta-sultan Chand & sons New Delhi. 3. Research methodology by Gupta 4. Research methodology in social science by Giridhari 			

		<ol style="list-style-type: none"> 5. Management Research Methodology by K.N. Krishnaswamy, Appalyer sivakumar and M. Mathirajan. 6. Management Research by Andrews, F.M. and S.B. WitheySocial Indicators of Well Being. Plenum Press. NY, Bennet, Roger 7. Survey Methods by Fowler, Floyd J.Jr., 8. Exploring Research by Salkind, Neil J.,
References	:	<ol style="list-style-type: none"> 1. Gupta S. P., <i>Statistical Methods</i>, New Delhi S Chand and Co. Lts. 2008 2. Ethans D N., Veena Agrawal, B.M.; Funfamental of statistics, New Delhi 3. Sharma S D, Operations Research, Kedar Nath and Ram Nath and Co.

Subject Title	:	Accounting for Managers			
Subject Ref. No.	:	MANB405	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Describe and develop the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in fundamental accounting principles) • CO-2: Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company; • CO-3: Apply course concepts to analyse common business management Equity) ; • CO-4: Develop the accounting process and decisions such as pricing and outsourcing decisions from a financial perspective; • CO-5: Describe the role of budgets in organisations, their limitations and the behavioural issues to consider when developing and using budgets for planning and control. 			
Unit – I	:	Financial Accounting – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments			
Unit – II	:	Management Accounting – Meaning, Aims, Objectives, Functions, Advantages and Limitations of Management Accounting Difference between Management Accounting and Financial Accounting; Financial Analysis Fund Flow and Cash Flow Statements.			
Unit – III	:	Cost Accounting: - Meaning, Concept, Relationship Between Cost Accounting and Financial Accounting, Cost Elements – Material Labour and Overheads, Preparation of Cost Sheet			
Unit – IV	:	Marginal Costing , Absorption Costing and Breakeven Analysis, Standards Costing and Variance Analysis.			

Text Books	:	1) 'Advanced Accountancy' by Shukla and Grewal. 2) 'Advanced Financial Accounting' by R.L.Gupta 3) 'Advanced Accounting' by Jain and Naranmg. 4) 'Advanced Accounting' by Khan and Jain. 5) 'Advanced Accountancy' by S.N.Maheswari.
Note	:	Every week there will be compulsory class test.
Outcome	:	The students will have better understanding of Accounting data & will be able to take decisions of the firm on the basis of Financial Statements.

Subject Title	:	Environment Management			
Subject Ref. No.	:	MANB406	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: To analyze environmental management in relation to the major principles of sustainable development, defined broadly as: Biodiversity conservation; The Precautionary Principle; Economic sustainability; Intergenerational equity; and Intergenerational equity. • CO-2: To translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices. • CO-3: To critically assess theoretical and conceptual issues relating to environmental management. 			
Unit – I	:	Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools.			
Unit – II	:	Energy Management-Fossil Fuels use, Nuclear – Wind – Hydro Energy, Bio-fuel; Recycling Industry; Ecosystem Concepts; Ecology: Industrial Ecology, Agro-ecology.			
Unit – III	:	Environment Management System; EMS Standards; Audit Scheme; Clearance/Permissions for establishing industry; Carbon Credit.			
Unit – IV	:	Environmental Management and Valuation: Environmental Accounting, Green Funding, Green Banking; Environment Ethics; Environmental Health & Protection; GATT/ WTO Provisions; Environmental Law.			
Unit – V	:	Pollution and Waste Management- Air, Water, Noise & Land Pollution; Waste Management; Biodiversity Management; forest products and Trade; Global-warming; Bharat Stage – II & Euro – II; Role of NGO's.			
Text book:	:	1.Environmental Studies by G.,R. Chatwal & Harish Sharma 2. Environmental Management: Text & Cases by Bala Krishnamoorthy			
References:	:	1. Environmental Management by N. K. Uberoi 2. Environmental Management by Dr. Anand S. Bal 3. Environmental Management by T V Ramachandra and Vijay Kulkarni 4. Corporate Environmental Management by Bhabatosh Banerjee			

Subject Title	:	Computer Applications			
Subject Ref. No.	:	MANB407	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessional	:	10
			Semester Examination	:	40
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Applying the fundamentals of information systems used in business, • CO-2: Demonstrates appropriate use of computers (hardware) and software applications (e.g. Microsoft Office Suite, Word processing, Cloud services, etc.) in a professional business environment. • CO-3: Apply problem solving skills using experience gained from research assignments, individual and group projects, and troubleshooting processes and practices. 			
Unit – I	:	<p>Basic Concepts of Computers :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers; Essential Components of computer Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.</p> <p>Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system Windows-Use of menus, tools and commands of Windows operating system.</p>			
Unit – II	:	<p>Personal Productivity Software: Word Processing: Editing Features, Formatting Features, Saving, Printing, Table Handling, Page Settings, Spell-Checking, Macros, Mail-Merge, and Equation Editors. Spreadsheet : Workbook, Worksheets, Data Types, Operators, Cell Formats, Freeze Panes, Editing Features, Formatting Features, Creating Formulas, using Formulas, Cell References, Replication, Sorting, Filtering, Functions, Charts and Graphs. Presentation Graphics Software: Templates, Views, Formatting Slide, Slides with Graphs, Animation, Using Special Features, Presenting Slide Shows</p>			
Unit – III	:	<p>E-commerce: Introduction, Comparison between Traditional commerce and Ecommerce; Advantages & disadvantages of e-commerce, Buying & Selling on</p>			

		Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.
Text book	:	1. ITL Education Solutions, Introduction to Information Technology, Pearson Education. 2. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons 3. Introduction to Computers, Peter Norton, TMH, Delhi 2.
References	:	1. Computer Today, Basandara, Galgotia Publication, Delhi

Subject Title	:	English Language Proficiency			
Subject Ref. No.	:	MANB408	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessional	:	10
			Semester Examination	:	40
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: To orient students with the basic linguistic ability to read, write and listen English • CO-2: The student should develop the confidence to speak and converse in English language, 			
Pre-requisite	:	Basic awareness of English language.			
Unit – I	:	Basic awareness of English language.			
Unit – II	:	I. Spoken Vs Written Communication II. Introduction to English			
Unit – III	:	Basics of Grammar			
Unit – IV	:	Building Vocabulary, Speed Reading			
Unit – V	:	Reading Comprehension skills			
Text book	:	Wren and Martin, 'English Grammar' Raymond Murphy, 'English Grammar in use'			
References	:	Helen Naylor, Raymond Murphy, 'Essential English Grammar'			

Subject Title	:	Optimization Techniques			
Subject Ref. No.	:	MANB409	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Describe clearly a problem, identify its parts and analyze the individual functions. • CO-2: Feasibility study for solving an optimization problem • CO-3: Apply mathematical translation of the verbal formulation of an optimization problem. • CO-4: Evaluate and measure the performance of an algorithm. • CO-5: Discovery, study and solve optimization problems. 			
Pre Requisite	:	Students are required to revise knowledge of statistical methods.			
Unit – I	:	Basics of Operation Research, Applications in Managerial decision making.			
Unit – II	:	Linear Programming, Basic Concepts and methods of solution.			
Unit – III	:	Assignment and transportation models, replacement theory.			
Unit – IV	:	Queuing theory, game theory and simulation.			
Unit – V	:	Decision theory, inventory management techniques, project management by PERT/CPM.			
Text Books	:	<ol style="list-style-type: none"> 1. Taha, H A Operations Research- An Introduction, New york, Mc-Miillan, 1989 2. Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995. 3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000 			
Additional Reference Books	:	<ol style="list-style-type: none"> 1. KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi 2003 2. Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd 2000 			

Subject Title	:	Human Resource Management			
Subject Ref. No.	:	MANB410	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Explain the importance of human resources and their effective management in organizations • CO-2: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs • CO-3: Describe the terminologies and tools used in managing employees effectively • CO-4: Describe rules and regulations affecting employees and employers • CO-5: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training. 				
Pre-requisites:	Functions of Human Resource Management, Basics of Human Resource Planning and its role in Human Resource Management.				
Unit-I	Conceptualization & fundamentals: Introduction to HRM, corporate objectives & HPM, Concepts & functions of HRM, comparison between Personnel Management & HRM, corporate level strategies & its effect on HRM				
Unit-II	Employment: Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.				
Unit-III	Human Resource Development: Training & Development, career planning & succession Planning, Performance Appraisal, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment strategies, Exit Interviews				
Unit-IV	Compensation : Job Evaluation, Wage & salary Administration, fringe Benefits, social Security measures				
Unit-V	Employee Engagement Practices: Employee welfare, Industrial Relations, Trade Unions, Dispute Resolution & Grievance Management				
Text Books:	1. Dessler, Gary Human Resource Management, Prentice Hall 2. Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997.				

	<p>3. P. SubbaRao; Personnel And Human Resource Management” Text & Cases, Himalay Publishing House. 2009.</p> <p>4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008.</p> <p>5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.</p> <p>6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.</p>
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Subject Title	:	Financial Management			
Subject Ref. No.	:	MANB411	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Apply the theoretical and practical role of financial management in business corporations. • CO-2: Analyse the finances of individual corporations both in terms of their performance and capital requirements • CO-3: Evaluate the role and importance of shareholders within modern corporations • CO-4: Explain the importance of risk within the context of financial decision making • CO-5: Access financial information from a wide variety of sources and use this information to research and assess corporations. 			
Pre Requisite	:	Elementary Understanding of concepts related to Finance.			
Unit – I	:	Foundations of Finance: Overview, Time value of money and Valuation of Bonds and Shares			
Unit – II	:	Analysis and Control: Cash flow statement, Financial Statement Analysis, Cost-Volume-Profit Analysis, Budgeting and Profitability.			
Unit – III	:	Long Term Investment Decision: Capital Budgeting, Cost of Capital, and Risk Analysis.			
Unit – IV	:	Current Asset Management: Working Capital Management, Management of Cash, Receivables and Inventory, Working Capital Financing.			
Unit – V	:	Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants			
Text Books	:	1. <i>Financial Management</i> - Khan and Jain Sixth Ed- Tata McGraw Hill. 2. <i>Financial Management</i> -Prasanna Chandra – Seventh Ed, Tata McGraw Hill. 3. <i>Financial Management- Principles and Practice</i> - G Sudarshana Reddy, Himalaya Publications			
Additional Reference Books	:	1. <i>Financial Managemen</i> - R. M Shrivastav-Himalaya Publications 2. <i>Financial Management</i> -I M Pandey, Vikas Publications 10 th Ed			

Subject Title	:	Marketing Management			
Subject Ref. No.	:	MANB412	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcome	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: State the role and functions of marketing within a range of organisations. • CO-2: Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations. • CO-3: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. • CO-4: Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices. • CO-5: Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation. 			
Pre Requisite	:	The student should have basic knowledge of Management.			
Unit – I	:	Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Integrating Marketing with other Functions, Marketing information system and Marketing research,			
Unit – II	:	Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions,			
Unit – III	:	Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling;			
Unit – IV	:	Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts;			
Unit – V	:	New issues in marketing-Globalization Consumerism, Green marketing, Internet Marketing, Rural Marketing – Rural Marketing Environment & Strategy. Customer Relationship Management – Components of CRM, Measuring Customer Satisfaction,			

		Marketing of Services – Growth of Services in India, social networking, Bluetooth marketing and Retailing – Nature & Scope.
Text Books	:	<ol style="list-style-type: none"> 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i>, New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i>, New Delhi, Macmillan.
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i>, New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i>, New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i>, New Delhi, Vikas. Shah “Advertising and Promotion”, Tata McGraw Hill.

Subject Title	:	Production and Operations Management			
Subject Ref. No.	:	MANB413	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand the role of a manager to increase profits and decrease manufacturing cost for an organization, thorough production and operations management, • CO-2: Increase the knowledge and broaden the perspective of the world in which student will contribute his talent and leadership, in business operations. • CO-3: Understand major functions of POM like managing purchases, inventory control, quality control, storage, logistics and maintenance. • CO-4: Understand quality management concept and its significance, • CO-5: Be conversant with the principles and philosophy underpinning inventory management techniques, just-in-time and MRP Systems. 			
Pre Requisite	:	NA			
Unit – I	:	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Make-or-Buy Analysis			
Unit – II	:	Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;			
Unit – III	:	Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Mgt., Stores Mgt; Vendor Evaluation; Materials Handling- Principles ;Equipments; 5-S. Kaizen; Kanban; Poka-Yoke; Toyota Production Systems; Line Balancing-Problems;			
Unit – IV	:	Scheduling; Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Work Design- Work study, method study, work measurement- work sampling			
Unit – V	:	Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000; Maintenance Mgt concepts- Maintenance Mgt; Work environment; Safety management;			
Text Books	:	1. Production and operations Management by KaniskaBedi 2. Production and operations Management by K. Ashwathappa and K. ShridharaBhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6 th ed., by Adam, E E& Ebert, R.J.;			

Subject Title	:	Business Legislation			
Subject Ref. No.	:	MANB414	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Explain basic principles of law that apply to business and business transactions, • CO-2: Develop acumen for jurisprudence, in contexts relating to business legislation, • CO-3: Describe current law, rules, and regulations related to settling business disputes, • CO-4: Describe the relationship of ethics and law in business; and define relevant legal terms in business. 			
Pre Requisite	:	The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.			
Unit – I	:	The Indian Contract Act, 1872 (Section 1 – 100) Fundamentals & Conceptualization, Essentials of a Valid Contract, Void-Voidable Contracts, Performance & Breach of Contracts, Remedies on Breach of Contract & Quasi Contracts.			
Unit – II	:	The Company Act, 1956 Concept, Nature & Types of Companies, Formation of Company, Memorandum of Association & Articles of Association, Prospectus, Allotment of Shares, Director & its Qualifications, Shares & Share Capital, Membership, Borrowing Powers, Management & Meetings, Winding-up of a Company.			
Unit – III	:	The Sale of Goods Act, 1930 Concept, Definitions, Solemnization of a Sale of Goods Contract, Paid & Unpaid Seller, Rights of an Unpaid Seller, Remedies on breach of Contract,			
Unit – IV	:	The Negotiable Instruments Act, 1881 Types & Nature of Instruments, Negotiation & Assignment, Holder-in-due Course, Dishonor & Discharge of Negotiable Instruments, Arbitration. & Consumer Protection Act			
Unit – V	:	Information Technology Act & Cyber Laws			
Text Books	:	Bare Acts & Code Books			
Additional Reference Books	:	Supreme Court Journals, Supreme Court Reports & other Reference Journals			

Subject Title	:	Soft Skills Development			
Subject Ref. No.	:	MANB415	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	50
			Semester Examination	:	--
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Identify various personality-types, in relation to its theoretical characteristics, • CO-2: Understand significance of goal and positive behavior in one's own life and societal prevalence, • CO-3: Adapt to personality traits and conduct of a professional. 			
Pre Requisite	:	The students are expected to put the day-to-day learning into actionable-processes & practice.			
Unit – I	:	Personality: Elements of a Personality, Types of a Personality, Identify your Personality, Assets vs. Challenges of each Personality Type, MBTI Personality Type & Tests, Ways to beautify ones Personality, Identify 'my' Learning Style. Emotional Intelligence & Inter-personal Relationships.			
Unit – II	:	Goal Setting: Unity of Goal, Me vs. My Goal, Goal Achievement – Way & the War, Ways to Achieve Goal, Game Plan & Achievement.			
Unit – III	:	Written Communication: Elements of Formal Drafting, Basics of Drafting, Drafting Business Letters & Reports,			
Unit – IV	:	Making of a Corporate Professional <ul style="list-style-type: none"> i) Team Enrichment – Group Dynamics, Stages of Group Development, Diversity Tolerance & Appreciation, Difference between a Team & a Group, How to manage 'me' in a Team, Team Building ii) Leadership – Essence of Leadership, Leader with a Title & without a Title, Habits of a Leader, Qualities of a Leader, Accommodating Diversity. 			
Unit – V	:	Change Management Concept, Sources of Change, Change & Business Professional, Leadership & Change Management. How to accommodate Change in the Corporate World. Decision Making in event of uncertainty.			
Text Books	:	1. Monippally, Matthukutty. M. 2001. <i>Business Communication Strategies</i> . 11 th Reprint. Tata McGraw-Hill. New Delhi			

		<ol style="list-style-type: none"> 2. The Goal – EliyahuGoldratt 3. The Fish 4. Who Moved my Cheese 5. Think & Grow Rich – Napoleon Hill 6. 7 Habits of Highly Effective People – Dale Carnegie 7. 6 Thinking Hats
Additional Reference Books	:	<ol style="list-style-type: none"> 1. The Art of Thinking Big 2. The Monk who sold His Ferrari

Subject Title	:	Employability Skills			
Subject Ref. No.	:	MANB-416	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	50
			Semester Examination	:	--
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Draft one's own Resume and formal drafting, • CO-2: Prepare partially for professional and personal challenges. 			
Pre Requisite	:	NA			
Unit – I	:	Pre-Interview skills <ul style="list-style-type: none"> • Writing a CV or Resume • Applying for a Job. • Writing a covering Letter. • Writing an effective linkdin Profile. 			
Unit – II	:	Interview skills <ul style="list-style-type: none"> • Presentations in Interview. • Presentations to Large groups and conferences 			
Unit – III	:	Group Discussions and Debates.			
Unit – IV	:	<ul style="list-style-type: none"> • Preparation for Aptitude Test 			
Unit – V	:	<ul style="list-style-type: none"> • Assessment- Psychometric Testing • Appearance 			
Text-books		<ul style="list-style-type: none"> • Fiona Setch, "The Art of Interviewing Skills" • Asha Kaul, "Effective Business Communications" 			
References		<ul style="list-style-type: none"> • Meenakshi Sharma, "IIM-A Speak with Impact" 			

Subject Title	:	Corporate Governance			
Subject Ref. No.	:	MANB-421	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcomes	:	<p><i>At the end of the course, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Compare and analyse the corporate governance issues involved in business and the workplace. • CO-2: Compare and analyse the role of stakeholders and corporate managers' moral obligations in business decision making • CO-3: Apply regulatory requirements to develop appropriate board and committee functions and structures 			
Unit I		Fundamentals & Conceptualization			
Unit II		Corporate Governance: Concept, Overview, Significance in Indian Context, Issues in Corporate Governance, Historical Perspective – Kautilya's Arthashastra.			
Unit III		Practice of Corporate Governance: Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance. Indian Corporate Governance Committee – CII Committee, Kumaramangalam Birla Committee, Naresh Chandra Committee, Narayanan Murthy Committee & J.J.Irani Committee etc.			
Unit IV		Legislative & Regulatory Framework: Indian Companies Act, 2013 relevant to Corporate Governance, Clause- 49 of Listing Agreement & Whistle Blower Policies & Legislations. SEBI & its role in Corporate Governance			
Reference Books		1. A.C. Fernando, Corporate Governance, Pearson Education, 2nd Edition. 2. C.V.Baxi, Corporate Governance, Excel Books, 2007.			

Subject Title	:	International Business Environment			
Subject Ref. No.	:	MANB422	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcomes	:	<p><i>At the end of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Identify and evaluate the complexities of international business and globalization from home versus host-country, and regional, cultural perspectives. • CO-2: Analyze the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions. • CO-3: Analyze current conditions in developing emerging markets, and evaluate present and future opportunities and risks for international business activities. • CO-4: Develop a framework to support successful decision-making in all relevant functions and activities of any international business or international operations of a domestic business within the competitively international environment. 			
Pre Requisite	:	NA			
Unit – I	:	International business – An overview of international business, International business environment – Economic, Socio – cultural, Political, Natural environment. Theories of International Business, Strategies of International Business, Modes of entering International Business, Advantages and Disadvantages of International Business,			
Unit – II	:	Globalization – Introduction, Meaning, and Definition, Features, Stages of Globalization, Globalization of Markets, Globalization of Production, Globalization of Investments and Technology. Advantages and Disadvantages of Globalizations			
Unit – III	:	World Trade Organization(WTO), Tariff and non Tariff barriers, General Agreement on Trade and Tariff(GATT), Establishment of World Trade Organization., Uruguay round Package., Organization structure of the WTO, WTO –Anti Dumping Measures.			
Unit – IV	:	Regional Economic Integration, Global monetary system, Foreign Exchange Market, Global Capital Market.			
Unit – V	:	International Marketing, Global HRM, Global Production, Corporate Social Responsibility.			
Text Books	:	<p>Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.</p> <p>- K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, 2007.</p> <p>- P. Subbarao : International Business, Himalaya Publishing.</p> <p>- Charles Hill, International Business – Tata Mc. Graw Hill,</p>			

Subject Title	:	Ethics in Management			
Subject Ref. No.	:	MANB423	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcomes	:	<p><i>At the end of the course, the student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Use contemporary and classical frameworks to analyze and suggest resolutions to ethical dilemmas. • CO-2: Identify and address common ethical issues that arise for individuals, managers, and organizations. 			
Unit I		Fundamentals & Conceptualization: Morals – Ethics – Values, Indian Heritage on Ethics, Fundamental principles of Ethics-Values in Business, Need for values in Global change, Professional Ethics of a Manager, Indian Leaders on Business Ethics.			
Unit II		Societal Aspect of Ethics & Corporate Governance: Corporate Social Responsibility & corporate Governance, Corporate Global Citizenship.			
Text book:		1. Mishra "Business Ethics", Tata McGraw Hill 2. Chakraborty, S.K.: Foundation of Managerial work-Contribution from Indian Thought, Himalaya Publishing House Delhi 1998.			
Reference Books		1. Biswanath Ghose, Indian Ethos & Values, Vikas Publishing, 2008. 2. S.A. Sherlekar, Global Dharimic Management, Himalaya Publication House, 2nd Edition 2005. 3. CVS Murthy, Business Ethics, Himalaya Publishing House, 2006. N.M. Khandelwal, Indian Ethnos & values for Manager, Himalay			

Subject Title	:	Creativity and Innovations			
Subject Ref. No.	:	MANB424	No. of Credits	:	2
			No. of Periods / Week	:	2
			Assignments / Sessionals	:	10
			Semester Examination	:	40
Course Outcomes	:	<p><i>At the end of the course, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: To analyze and understand the conditions for developing creativity and innovation in various settings, • CO-2: To explain different perspectives on creativity and innovation and discuss analytical implications, • CO-3: To analyze activities and processes which lead to the development of creativity in others. 			
Unit I		Basic concepts of Thinking, Creativity and Innovations			
Unit II		Lateral Thinking			
Unit III		Mind Mapping			
Unit IV		Innovations			
Unit V		Case Studies			
Reference Books		1. "Lateral Thinking" by Edward de Bono 2. "Mind Mapping" by Tony Buzan 3. "Innovation Engine" by Tina Seelig			

Subject Title:	BUSINESS POLICY & STRATEGIC ANALYSIS		
Subject Code No.	MANB 501		
			Credits: 4
			Lectures/ Week: 4
			Assignments / Sessionals : 50 Marks
			Semester Examination: 50Marks
Course Outcomes:	<p><i>At the end of the semester, the student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Identify and analyze market dynamics, and its relation to organization-wide functionalities; • CO-2: Recognize market opportunities and formulate strategies, therein; • CO-3: Relate functional strategies as an outcome of corporate strategies and business environment; • CO-4: Proficient with the use of strategic tools; and assimilate its indicatives and usage. 		
Unit – I:	Strategy and the Quest for Competitive Advantage: Military origins of Strategy – Evolution - Concept and Characteristics of strategic management - Defining strategy – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.		
Unit – II:	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals.		
Unit – III:	Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.		
Unit – IV:	Corporate Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus.		
Unit – V :	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation – Project implementation – Procedural implementation – Resource Allocation		
Books Recommended:-	1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – A test for competitive advantage, Tata Mc Graw Hill, 4th Edition 2005 2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, Tata Mc Graw Hill, 2004		

	<p>3. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill 2nd Edition 2003,</p> <p>4. Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1st Edition reprint 2004</p> <p>5. Pitts, Rober A & Lei David, Strategic Management Thomson , 3rd Edition 2003.</p>
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Subject Title	:	DSS & MIS (Decision Support system & Management Information system)
Subject Code	:	MANB 502
		Credits : 2
		Lectures/ week : 2
		Assignment / Sessionals : 10 Marks
		Semester Exam : 40 Marks
Course Outcomes	:	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Orient to the significance of information system to the overall functioning of the organization, • CO-2: Ability to select appropriate modelling techniques for supporting semi-structured business decision making, • CO-3: Ability to identify and select appropriate decision support systems for generating innovative business solutions, • CO-4: Ability to design and implement decision support systems for generating innovative business solutions
Pre Requisite	:	NA
Unit-I MIS, Decision Making: An overview	:	Concept, definition , characteristics, objectives , Role and impact of MIS, Management as a control system, MIS: A support to the management, application of MIS to e- business, organization effectiveness, Decision making concept, decision making process, organizational decision making, MIS and decision making.
Unit-II Information, Knowledge, Business Intelligence	:	<p>Information: A quality product, IT enabled services, e business, wireless technologies etc.</p> <p>Information system in business, Computer based information system, limitation and disadvantages of IS, Human as an information processor, knowledge and knowledge management system, business intelligence.</p>
Unit-III DSS, ESS, OAS	:	DSS: concept and philosophy, objectives and characteristics of DSS, major functions of DSS, Components of DSS, DSS generators and tools, limitations of DSS, GDSS, components of GDSS, MIS and benefits of DSS, ESS and components of ESS, OAS, off- line and online data processing.
Unit-IV Knowledge system , artificial intelligence and ERP	:	Knowledge system, Expert system, application of ES, benefits and Limitations of ES, ERP, ERP models and modules, benefits of ERP, ERP implementation.

Text Books	:	<ol style="list-style-type: none"> 1. Decision Support & Expert System, Efraim Turban 2. W.S.Jawadekar, Management Information System 3. Dr. A.K.Gupta, Management Information System, S.Chand 4. C.S.V. Murthy, Management Information System, Himalaya publishing house, millennium edition
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Spargue, Ralph H. <i>Decision Support for Management</i>, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995. 2. Turban, E. <i>Decision Support & Expert Systems</i>, 2nd ed., New York, MacMillan, 1990. 3. Ken Laudon, Jane Laudon, Rajanish Dass, Management Information System, Pearson, Eleventh edition

Subject Title : Management of Industrial Relations	
Subject Ref. No. : MANB 503H	No. of Credits : 4
	No. of Periods / Week : 4
	Assignments / Sessionals : 20
	Semester Examination : 80
Course Outcomes	<p><i>At the end of the course, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Demonstrate descriptive knowledge of the field of industrial relations, • CO-2: Identify and analyse the institutions, actors, and characteristics of employee relations, • CO-3: Analyse and evaluate various skills, processes and outcomes of employee relations including handling disciplines, grievances, labour disputes, negotiation, and employee communication and involvement, • CO-4: Integrate the learned principles so as to make recommendations to organisations to develop effective and ethical employee relations policies and practices, • CO-5: Understand various laws related to employee relations.
Unit – I :	Introduction To IR : Objectives, Function of IR, IR and Emerging Socio-economic Scenario, Legal Framework of IR
Unit – II :	Discipline & Grievance Management; Negotiation and Collective Settlement; Participative Management & Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment
Unit – III :	Concept of Trade Union : Role & Future of Trade Union, Objectives & Function of Trade Union, Types of Union Structure, The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971.
Unit – IV :	The Industrial Dispute Act, 1947 : Definitions of Industry, Workman and Industrial Dispute; Authorities under the Act, Procedure, Powers and Duties of Authorities; Strikes and Lock outs, Lay-off and Retrenchment; Special Provisions relating to Lay off, Retrenchment and Clousure in certain establishments.
Unit – V :	: The Industrial Employment Act, 1946; Workmen’s Compensation Act, 1923; Laws Related to Employees State Insurance, Provident Fund And Gratuity.
Text Books :	
1. John A Fossum, Labour Relations, McGraw Hill, 10 th Edition 2009.	
2. John Budd, Labour Relations, McGraw Hill, 2 nd Edition 2008.	
3. M. Arora, Industrial Relations, Excel Books, 2007.	
4. S. P. Singh, Industrial Relations, A.I.T.B.S. Publishers, 1 st Edition 2008.	

5. Ghaiye, B R. <i>Law and Procedure of Departmental Enquiry in Private and Public Sector</i> . Lucknow, Eastern Law Company, 1994.
6. Malhotra, O P. <i>The Law of Industrial Disputes</i> . Vol. I and II Bombay, N.M. Tripathi, 1985.
7. Malik, P L. <i>Handbook of Industrial Law</i> . Lucknow, Eastern Book, 1995.
8. Saini, Debi S. <i>Labour Judiciary, Adjudication and Industrial Justice</i> . New Delhi, Oxford 1995.
9. Saini, Debi S. <i>Redressal of Labour Grievances, Claims and Disputes</i> . New Delhi, Oxford & IBH, 1994.
10. Seth, D D. <i>Industrial Dispute Act, 1947</i> . Vol. I & II Bombay, N. M. Tripathi 1995.
11. Srivastava S.C. <i>Industrial Relations and Labour Law</i> . New Delhi, Vikas, 1994.

Subject Title:	Human Resource Planning And Development		
Subject Ref. No.:	MANB-504H		
		No. of credits:	04
		No of periods /week:	04
		Assignments/ sessions:	20%
		Semester Exam:	80%
Course Outcome:	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand the fundamentals of Human Resource Planning and factors that influence its arrangement, • CO-2: Develop the ability to draft Job Analysis, specification and description for jobs in general, • CO-3: Assimilate the significance of HRD Climate, other employment engagement initiatives, to the whole manpower planning system, • CO-4: Define the influence of various factors in achieving efficient manpower availability. 		
Pre-requisites:	Basics of Human Resource Planning & Role of human resource planning in Human resource Management.		
Unit-I	Organisational Human Resource Planning; Meaning, Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP		
Unit-II	Stock Taking, Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies;		
Unit-III	HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations		
Unit-IV	Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;		
Unit-V	6. Human Resource Information System; Human Resource Valuation and Accounting. Macro level Manpower Planning and Labour market Analysis; Case Studies.		

Text Books:	<ol style="list-style-type: none"> 1. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009. 2. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th revised Edition Reprint 2009. 3. Dr. C.B. Gupta, Human Resource Management, Sultan chand&son's, 2009. 4. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001. 5. George Dreher Indiana University Bloomington & Thomas W Dougherty university of Missouri Columbia, Human resource strategy A behavioral perspective for the general manager, McGraw Hill companies, 2001. 6. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007. 7. Biswanath Ghosh, Human Resources development & Management, Vikas, 2008.
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Subject Title : Training And Development	
Subject Ref. No. : MANB 505H	No. of Credits : 4
	No. of Periods / Week : 4
	Assignments / Sessionals : 20
	Semester Examination : 80
Course Outcome	<p><i>At the end of the course, the student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand the importance of training and development in organizations. • CO-2: Able to assess training and development needs, and to design and administer Training programmes. • CO-3: Evaluate training and development programmes within the framework of human learning and organizational objectives. • CO-4: Develop critical thinking and oral and written communication skills. • CO-5: Select and Develop new methods of training. • CO-6: Developing Systematic Training and Development Programs
Unit – I :	Introduction To Training & Development Concept: Defination, Importance, Objective & Need for Training;
Unit – II :	Concept of Training Need Assessment: Methods of Needs Assessment, Needs Assessment Process
Unit – III :	Designing & Implementing A Training Program : Trainer Identification, Training Methodologies & their impact on training effectiveness, Designing A Training Module/Process, Training Aids, Budgeting of Training, Management Development Program, Role & Skills of Effective Trainer.
Unit – IV :	Evaluation of Training Program : Concept & Need for Training Evaluation, Measuring Training Effectiveness & Impact, Kirkpatrick Model of Evaluation, CIRO Model. Cost-Benefit Analysis, ROI of Training, Learning : Principles of Learning, Theories of Learning (Reinforcement Theory, Social Learning Theory), Andragogy, Resistance to Training.
Unit – V :	Use of Technology in Training : CBT, Multimedia Training, E-Learning.
Text Books :	
1. Raymond A Noe, Employee Training & Development, McGraw Hill, 4 th Edition 2009.	
2. R.K. Shau, Training for Development, Excel Books, 2007.	

3. Dr. B. Ratan Reddy, Effective Human Resource Training & Development Strategy, Himalaya Publishing, 1 st Edition 2008.
4. P. L. Rao, Training & Development, Excel Books, 1 st Edition 2008.
5. Munish Vohra, Management Training & Development, Anmol Publication, 1 st Edition, 2006

Subject Title:	Performance Management Systems		
Subject Ref. No.:	MANB-506H		
		No. of credits:	04
		No of periods /week:	04
		Assignments/ sessions:	20%
		Semester Exam:	80%
Course Outcome:	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: To orient students with the factors that influence individual and subsequently group productivity and performance standards, • CO-2: Understand various methods of evaluating employee performance, • CO-3: Discuss measures and ways by which employees performance could be appraised in a theoretical perspective, • CO-4: Assimilate the function of employee performance as a blend of individual, social and organizational factors. 		
Pre-requisites:	Basics of Performance Appraisals and its importance.		
Unit-I	<p>Performance Management System- Definition, Introduction of Performance Management System, purposes of Performance Management and its cycle,</p> <p>Performance Management process - Performance Planning, Performance Development & performance Appraisal,</p> <p>Strategies to improve performance, Individual and Manager's responsibilities in Performance Management.</p>		
Unit-II	Performance Planning- Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, & performance goals.		
Unit-III	<p>Performance Appraisal-Definition, Objectives, Uses & Benefits of Performance Appraisal, Process of Performance Appraisal.</p> <p>Planning the Appraisal, Requisites of an Effective Appraisal System, Components of Performance Appraisal.</p> <p>Types &Methods of Performance Appraisal - Traditional and Modern,</p>		
Unit-IV	Management by Objectives, 360 Degree- A Debate, Self-Appraisal/ Assessment Why Performance Appraisal fails-Halo Effect Performance Feedback,		
Unit-V	Coaching- Objectives, conditions for effective coaching, Process.		

	<p>Counseling- Purposes, Steps and effective counseling.</p> <p>Pay for Performance,Potential Appraisal, Assessment Center. Case studies</p>
Text Books:	<ol style="list-style-type: none"> 1. R.K. Sahu, Performance Management system, Excel Books, 2007. 2. T.V. Kao, Appraising& Developing Managerial Performance, Excel Books, 2007. 3. G.K.Suri, C.S. VenkataRatnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007. 4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008. 5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007. 6. Cardy, Performance Management concepts skills & exercise, printice Hall of India2007.

Subject Title	HRD – Strategies & Systems		
Subject Ref. No.	MANB 507H	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcome	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand the foundational elements of Strategy, in linkage with Human Resource Management; and differentiate between general HRM and Strategic HRM; which foresees the function of HRM as business partnership. • CO-2: Orient students to a few strategic HRM Tools and existence of HR Analytics, • CO-3: Discuss the recent and strategic functions of HRM. • CO-4: Create foundations to bring objectivity into students, while creating HRM Policies. 		
Pre-requisite	The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.		
Unit – I	<p>Conceptualization & Fundamentals:</p> <p>Strategy, Types of Strategies, HRM Architecture. Articulation of HR Functional Objectives with Organizational Vision& Goals, Ulrich's Theory on HR Functions, Role of HR Managers as Strategic Partner & Employee Champion, Design HRD Strategies, Factors influencing HRD in India, WTO - ILO & Labour Standards</p>		
Unit – II	<p>Tools of HRD Strategies:</p> <p>Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping & HRIS.</p>		
Unit – III	<p>Strategic HR Selection& Development:</p> <p>Strategic HR Sourcing - Online recruitment, Employee referrals, Recruitment process outsourcing, Head hunting, Executive education, Flexi timing.</p> <p>Quality of work life, Work - life balance, Employee empowerment, Employee involvement, Autonomous work teams</p> <p>Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning, Cross cultural training</p>		

Unit – IV	Performance Appraisal & Potential Evaluation: Defining Key Result Areas (KRA), Result-based Performance Pay, Merit based promotions; Theories on Wages, Executive Compensation. Downsizing, Voluntary retirement schemes (VRS), HR outsourcing, Early Retirement Plans, Project based employment
Unit – V	Human Aspects of Strategic Management: Behavioral issues in strategy implementation, Matching culture with strategy, Human side of mergers & acquisitions, Leadership, Employee morale. Global HR Strategies
Text Books	1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi 2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi 3. Strategic HRM - Michael Armstrong, Kogan page, London
Additional References	1. Strategic HRM – Agarwal, Oxford university press, New Delhi 2. Human resource management – Garry Dessler, PHI, New Delhi

Subject Title	Cross Culture & Global Human Resource Management		
Subject Ref. No.	MANB 508H	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Sensitize students to National and International Cultures. • CO-2: Understand the concept of '<i>culture shock</i>', and theoretical constructs behind it. • CO-3: Comprehend the inter-linkage between national and organizational cultures; and their influence on organizational people policies. • CO-4: Appreciate the various functions of HRM, in international contexts. 		
Pre-requisite	The Students are expected to study various National Cultures; & study their influence on the Organizational Functioning, Expatriate Management & HR Strategies. The students are required to refer various caselets, folklore, research articles & Business Magazines on the subject.		
Unit – I	<p>Fundamentals of Organizational Culture & Development:</p> <p>The Iceberg Model of Organizational Culture, Hofsted's Theory of Culture, 7-S Framework, Kurt-Lewin Model of Change, Hopson's Change Curve, Virginia Satir's Model.</p>		
Unit – II	<p>Cross-Culture Variables:</p> <p>Fundamental Concepts, Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study.</p> <p>Structural Evolution of Global Organizations; Cross Cultural Leadership and decision Making.</p> <p>Cross Cultural Communication and Negotiation</p>		
Unit – III	<p>Practice of Corporate Governance</p> <p>Practice of Corporate Governance, Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance, Recommendation of Indian Committees, Agents and Institutions in Corporate Governance: Shareholders, investors, other stakeholders, Board of Directors, Auditors and Banks.</p>		
Unit – IV	<p>International Human Resource Management:</p> <p>Nature of Human Resource Management in Global Organizations;</p>		

	Expatriate Selection – Sources of Recruitment, Selection Criterion, Process, Pre-considerations for Capable Expatriate Selections, Criteria for International Assignment.
Unit – V	Expatriate Compensation Management Theories on Compensation Compensation and Appraisal in Global Perspective, MNC and Compensation System.
Text Books	<ol style="list-style-type: none"> 1. Peter. J. Dowling & others, International Human Resource Management, South western publisher, 2nd Edition 2001. 2. P.L.Rao, International Human resource Management Text & cases, Excel Books, Print Edition 2008.
Additional References	<ol style="list-style-type: none"> 1. Muthinah, K., International relation, Himalaya Publishing House, 2005. 2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009. 3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text & cases, McGraw Hill Dushkin, 2009.

Subject Title	Money, Banking and Finance		
Subject Ref. No.	MANB503F	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand several key models and concepts of monetary economics and banking theory. • CO-2: The course would enable students to understand the role of Money & bank in modern economy.. • CO-3: Students should garner information regarding financial intermediation <i>vis a vis</i> Monetary Policy of the Govt. • CO-4: Asses the components of Financial System with respect to real economy linkages & financial markets. • CO-5: Analyze the impact of Central Bank Monetary Policy on financial system & overall economy. 		
Pre-requisite	The student needs to be oriented with the basic economic markets and banking systems.		
Unit – I	An Overview of Financial System, Financial Markets and Instruments. Principles of Financial Markets and Interest Rates.		
Unit – II	Economics of Banking Institutions: Issues, Performance & Regulations.		
Unit – III	Central Banking, Monetary Policy and Regulation.		
Unit – IV	Essentials of Monetary Theory: Study of Classical, Keynesian and Modern Theories of Money and Income.		
Unit – V	Monetary Policy, Conduct and Inter linkages between objectives/Targets/Policy/Rules and Discussions.		
Text Books	1) Financial Institutions and Markets : By LM Bhole and Jitendra Mahakud : Tata Mcgraw Hill 2) The Economics of Money, Banking and Financial Markets By Mishkin 3) Money Banking And Finance By N.K. Sinha, BSC Publication New Delhi.		
Additional References	1) Banking Theory And Practice, K . C. Shekhar and Lakshmy Shekhar, Vikas Publishing House Pvt. Ltd. 2) Money And Banking By Robert Wright, Saylor Publication.		

Subject Title	:	Working Capital Management			
Subject Ref. No.	:	MANB504F	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcome	:	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Evaluate working capital effectiveness of a company based on its operating and cash conversion cycles, and compare the company's effectiveness with that of peer companies. • CO-2: Identify and evaluate the necessary tools to use in managing a company's net daily cash position. • CO-3: Evaluate the choices of short-term funding available to a company and recommend a financing method. • CO-4: Formulate appropriate working capital management policies to achieve corporate objectives. • CO-5: Plan analytical skills, tools and techniques to enhance the decision-making process. 			
Pre Requisite	:	The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.			
Unit – I	:	Overview- Concept, Nature & Planning of Working Capital.			
Unit – II	:	Management of Cash – Motives for Holding Cash & Marketable securities - Objectives of cash management - Factors determining cash needs			
Unit – III	:	Receivables Management – Objectives, Credit policies, Credit Terms & Collection policies			
Unit – IV	:	Inventory Management – Types, Costs & Benefits of holding inventories - Inventory Management Techniques & models.			
Unit – V	:	Working Capital Financing - Trade credit, Bank credit, Commercial Papers, Certificate of Deposits, Factoring, Foreign Borrowings etc.			
Suggested Readings	:	1. Bhalla, V.K. <i>Working Capital Management: Text and Cases</i> , 4 th ed., Delhi, Anmol, 20			

	<ol style="list-style-type: none"> 2. Hampton J.J. and C.L. Wagner <i>Working Capital Management</i>, John Wiley & Sons, 1965 3. Mannes, T.S. and J.T. Zietlow <i>Short-term Financial Management</i>, West Pub Co., 1965 4. Scherr, F.C. <i>Modern Working Capital Management</i>, Prentice Hall, 1989 5. Smith, Keith V. and G.W. Gallinger <i>Readings on Short-term Financial Management</i>, West Pub. Co., 1988 6. Prassanna Chandra, <i>Financial Management – Theory & Practice 7th ed. New Delhi Tata McGraw Hill Education.</i> 7. Block, Hirt & Danielsen, <i>Foundations of Financial Management - 13th ed. New Tata McGraw Hill Education.</i> 8. Khan & Jain – <i>Financial Management -6th ed. New Delhi Tata McGraw Hill Education.</i>
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Subject Title	:	Corporate Taxation			
Subject Ref. No.	:	MANB505F	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes	On completion of the course, the student will be able to: <ul style="list-style-type: none">• CO-1: Comprehend the fundamentals of Taxation,• CO-2: Understand the different sources of Income,• CO-3: Develop an understanding of assessment of Income and relevant exemptions,• CO-4: Make tax planning in various scenarios of Business,• CO-5: Evaluate tax perspectives, post the operations of Business.				
UNIT – I :	Definition of Income and Assessee, previous year, Assessment year, gross total income, residential status, incidence of tax, capital and revenue receipts.				
UNIT – II :	Income from salary, income from business and profession, income from capital gains and income from other sources relating to company assesses only.				
UNIT – III :	Income exempt from tax, tax rebates, deduction relating to company assessee only, set off and carry forward of losses, TDS, self assessment tax, filing of return.				
UNIT – IV :	Tax planning, with reference to setting up of new business, financial management decisions and employees remuneration.				
UNIT – V :	Tax planning regarding dividends policy, additional tax on undistributed profits, computation of tax liability of company.				
REFERNCE BOOKS –					
1. Ahuja, G.K and Gupta Ravi, Systematic Approach to Income Tax, Allahabad, Bharat law house.					
2. Bhagwati Prasad, Direct Taxes Law and Practice, wishwa prakashan.					
3. Singhania, V.K. Direct Taxes Law and Practice, Delhi, Taxman.					
4. Sarinivas, E.A. Handbook of Corporate Tax Planning, New Delhi, Tata Mcgraw Hill.					
5. Ranina, H.P. Corporate Taxation, A Handbook 2 nd edition, New Delhi, Oriental Law House.					

Subject Title	:	Investment Management			
Subject Ref. No.	:	MANB506F	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes:	At the end of the semester, the student will be able to: <ul style="list-style-type: none">• CO-1: Understand the fundamentals of security analysis,• CO-2: Develop insights into different forms of analysis,• CO-3: Comprehend technical aspects of security analysis,• CO-4: Identify the contours of investment management,• CO-5: Infer and apply theories associated with risk in investments.				
Unit I –	Security Analysis – Risk-Return- Investment Alternatives Financial Securities & Real Estate Investment- objectives of Security Analysis.				
Unit II-	Fundamental Analysis – Industry analysis – Company Analysis.				
Unit III –	Technical Analysis – Dow Theory – Breadth of market analysis – stock analysis.				
Unit IV –	Investment Management – Investment objectives & constraints Investment motives & goals – process of investment management .				
Unit V –	Efficient Market Theory – weak form efficiency – semi -strong form efficiency - strong form efficiency- measuring methods of risk & return of securities.				
Suggested Readings:					
1.Security analysis & investment management by Donald E. Fischer & Ronald J. Jordan					
2.Investment Management by V.K. Bhalla					
3. Investment Analysis & Portfolio Management by Prasanna Chandra.					
4. Investment by Sharpe, William f.					
5. Modern Investment & Security Analysis by Fillar Russell J. & Farrell James L. New Yark.					

Subject Title	:	Financial Decision Analysis			
Subject Ref. No.	:	MANB507F	No. of Credits	:	4
			No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Outcomes:	At the end of the semester, the student will be able to: <ul style="list-style-type: none">• CO-1: Understand the utility of statistical tools in analyzing business failure,• CO-2: Ability to foresee and undertake decisions in different scenarios,• CO-3: Comprehend the issues associated with in different business situations,• CO-4: Application of models related to investment in relation to different stages of business,• CO-5: Application of different statistical techniques and tools in solving business problems.				
Unit I –	Regression Analysis – Simulation technique – Business failure and reorganization cost- volume profit analysis.				
Unit II –	Capital Expenditure Decision under risk and uncertainty. Leasing-Finance and operating lease – single investor & leverage lease.				
Unit III –	Corporate Debt capacity management – Mergers & Acquisition- take over valuation of Goodwill & share.				
Unit IV –	Sequencing decisions- Replacement decisions – Dividend Policy Models.				
Unit V –	Linear Programming – Goal Programming (Application) – Inventory models EOQ & Price Break.				
Suggested Readings :					
1) V.K. Bhalla – Financial Mangement & Policy.					
2) Harold Bierman – Lease Vs Buy decision.					
3) Levy H. & Sarnat H. – Capital Investment & Financial Decision					
4) Van Horn James c – Financial Management Policy.					

Subject Title	:	MANAGEMENT OF FINANCIAL INSTITUTIONS			
Subject Ref. No.	:	MANB-506F	Credits	:	4
			Lectures/ Week	:	4
			Assignments / Sessionals	:	20 Marks
			Semester Examination	:	80 Marks

Objective :-	The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Comprehend the financial institution models and their importance w.r.t. Economy, • CO-2: Understand the composite framework of the operations of financial institutions, • CO-3: Develop a sense of understanding of RBIs role in management of banks, • CO-4: Gather insights about the operations of NBFCs, • CO-5: Understand the structural framework of various other financial institutions.
Unit I –	The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions;
Unit II-	Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions; Flow of fund analysis of the borrowing and Lending Behaviour of Financial Institutions ; Interest Rate Analysis; Interest Rates in the Financial System; yield curve; risk & Inflation.
Unit III –	Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; credit and Monetary Planning; Insurance Companies.
Unit IV –	Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financial in India; Capital adequacy and Capital Planning; Strategy of Growth.
Unit V –	Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutua Funds, International Aspects of Financial Institutions.
Suggested Readings:	1. Bhalla, V. K. Indian Financial System, Delhi, Anmol. Pvt Ltd, 1998 2. Daugall, Herbert E and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980 3. Hempel, George H and Yawitz, Jess B. Financial Management of financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977 4. Kane, Joseph A. Development Banking. Toronto, Lexington Books, 1984 5. Rose, Peter S. and Fraser. Donald R. Financial Institutions. Ontario, Irwin Dorsey, 1985 6. vij, Madhu . Management of financial Institutions of India. New Delhi, Anmol, 1991. 7. Yeager, Fred C. and Seitz, Nail E. Financial Institution Management: Text and Cases. 3 rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989

Subject Title	Consumer Behavior		
Subject Ref. No.	MANB 503M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO1- Ability to develop an understanding about the basic concepts of Consumer Behavior, • CO2 – Should be able to understand the role of Consumer Behavior in Marketing Strategy, • CO3 – Ability to develop an understanding about the issues and challenges in the field of consumer behavior, • CO4 – Should be able to appreciate the new concepts and methods in the field of Consumer behavior, • CO5 – Should be able to carry out the consumer behavior study of various product and companies. 		
Pre-requisite	Understand the basic concepts of marketing, advertising and consumption.		
Unit – I	Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy;		
Unit – II	Consumer Involvement and Decision Making; Information Search Process; Evaluation Criteria and Decision Rules;		
Unit – III	Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;		
Unit – IV	Influence of Personality and Self Concept on Buying Behavior; Psychographic Lifestyle; Reference Group Influence;		
Unit – V	Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Behavior; Models of Consumer Behavior; Consumer Behavior Audit; Consumer Behavior Studies in India.		
Text Books	<ol style="list-style-type: none"> 1. Assael, H. <i>Consumer Behaviour and Marketing Action</i>. Ohio, Sought 1995. 2. Engle, J.F. etc. <i>Consumer Behaviour</i>. Chicago, Dryden Press, 1993 3. Howard, John A. etc. <i>Consumer Behaviour in Marketing</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989. 		

	<ol style="list-style-type: none"> 4. Hawkins, D.I. etc <i>Consumer Behaviour: Implications for Marketing Texas, Business</i>, 1995. 5. Mowen, John C. <i>Consumer Behaviour</i>. New York, MacMillan, 1993. 6. Schiffman, L G and Kanuk, L L. <i>Consumer Behaviour</i>. New Delhi, Prentice Hall of India, 1994.
Additional References	<ol style="list-style-type: none"> 1. Assael, H. <i>Consumer Behaviour and Marketing Action</i>. Ohio, Sought Western, 1995. 2. Engle, J.F. etc. <i>Consumer Behaviour</i>. Chicago, Dryden Press, 1993 3. Howard, John A. etc. <i>Consumer Behaviour in Marketing</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989. 4. Hawkins, D.I. etc <i>Consumer Behaviour: Implications for Marketing Strategy</i>. Texas, Business, 1995. 5. Mowen, John C. <i>Consumer Behaviour</i>. New York, MacMillan, 1993. 6. Schiffman, L G and Kanuk, L L. <i>Consumer Behaviour</i>. New Delhi, Prentice Hall of India, 1994.

Subject Title	Advertising Management		
Subject Ref. No.	MANB 504M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO1 – Understand basic concepts of advertising, • CO2 – Should be able to analyse the process of communication and its importance in advertising • CO3 – Should be able to perform STP (segmentation, targeting and positioning) for media, • CO4 – Should be able to create advertising program for an organization, • CO5 – Should be able to evaluate the effectiveness of an advertising campaign. 		
Pre-requisite	The student should be oriented to the basic tenets of marketing.		
Unit – I	Advertising, definition, Origin and growth of Advertising, Functions of advertising, Role of advertising in Marketing process, Legal ,Ethical ,Social, and economic aspects of advertising,Advertising-Retail,National,Co-opertative,political,International,publc serving advertising.		
Unit – II	Advertising and process of communication: Wilbur Schramm's Model, Two step flow of communication, Theory of cognitive dissonance and clues for advertising strategists.		
Unit – III	Segmentation and positioning, Media, Types of Media, Media strategy and Media planning, Media factors, Media Mix, Media evaluation, Budgeting.		
Unit – IV	Constructing an Advertisement, Visualisation, Creative visualization, process of visualization, Qualities of visualiser, Message, Headline, Copy, Logo, Illustration, Appeal, Layout, slogans. Integrated marketing communication, Internet Advertising-Forms of internet advertising.		
Unit – V	Evaluation of advertising-Evaluating advertising effectiveness through pretest, post test, Recognition Test, Recall Test, DAGMAR Approach.		

Suggested readings	<ol style="list-style-type: none"> 1. C N Sonatakki,etc ADVERTISING, Second Revised and enlarged edition ,Kalyani publishers,1996. 2. S H H Kazm,Satsh K Batra, Advertising and Sales promotion, Edition 2, published by Anurag Jain fro Excel Books,2001,2004. 3. U.C.Mathur,Advertising Management, Revised Second edition,New Age International publishers,2005. 4. Kruti Shah,Alan D'souza,Advertising and promotions an IMC Perspective,Tata Mcgraw Hill Education private Limited,New Delhi,2009. 5. Beleh, George E and Beleh, Michael A. <i>Introduction to Advertising and Promotion</i>. 3rd ed., Chicageo Irwin., 1995. 6. Borden, William H. <i>Advertising</i>. New York, John Wiley, 1981. 7. Hard, Norman. <i>The Practice of Advertising</i>. Oxford, Butterworth Heinemann, 1995. 8. Kleppner, Otto. <i>Advertising Procedure</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986. 9. Ogilvy, David. <i>Ogilvy on Advertising</i>. London, Longman, 1983. 10. Sengupta, Subroto. <i>Brand Positioning, Strategies for Competitive Advantages</i>. New Delhi, Tata McGraw Hill, 1990.
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Subject Title	Industrial Marketing		
Subject Ref. No.	MANB 505M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand basic concepts of marketing • CO-2: Should be able to understand the various elements of Marketing Mix • CO-3: Should be able to perform STP (Segmentation, Targeting and Positioning) for various companies • CO-4: Should be able to appreciate the new concepts and methods in marketing • CO-5: Design and develop Marketing Plan for an organization 		
Pre-requisite	The student should be oriented to the basic tenets of marketing.		
Unit – I	Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behavior;		
Unit – II	Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets;		
Unit – III	Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services.		
Unit – IV	Industrial Pricing; Distribution and Channel Relationships; Logistics Management.		
Unit – V	Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.		
Suggested readings	<ol style="list-style-type: none"> 1. Corey, E Raymond. <i>Industrial Marketing; cases and concepts</i>. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983 2. Gross, A.C. etc. <i>Business Marketing</i>. Boston, Houghton Mifflin, 1993. 3. Hill, Richard etc., <i>Industrial Marketing</i>. Homewood Illinois, Richard D. Irwin, 1975. 4. Reeder, Robert R etc. <i>Industrial Marketing: Analysis, Planning and Control</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991. 5. Webster, F E. <i>Industrial Marketing Strategy</i>. 2nd ed., New York, John Wiley, 1979. 		

Subject Title	Brand Management		
Subject Ref. No.	MANB506M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO1 – Ability to develop an understanding about the basic concepts of Brand and its significance in the field of Marketing, • CO2 - Should be able to understand the important aspects of Brand Management, • CO3 – Ability to get equipped and abreast with branding strategies, issues and challenges, • CO4 – Should be able to appreciate the new concepts and methods in Brand Management, • CO5 – Ability to develop and create an effective branding for various products and services. 		
Pre-requisite	The student should be oriented to the basic tenets of marketing.		
Unit – I	Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Identity and Brand image.		
Unit – II	Brand Positioning & Brand Building: Brand knowledge, Brand portfolios And market segmentation, Steps of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values.		
Unit – III	Designing & Sustaining Branding Strategies: Brand hierarchy, Brand extension and brand transfer, Managing brand over time.		
Unit – IV	Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.		
Unit – V	Managing Brands over time - Brand Positioning and Consumer Behaviour - Retail Brands Vs. Manufacturers' Brands.		
Text Books	<ol style="list-style-type: none"> 1. Successful Branding - Pran K Choudhary 2. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta 3. Strategic Brand Management -Caperer 		
Additional References	<ol style="list-style-type: none"> 1. Behind Powerful Brands – Jones 2. Managing Indian Brands -S. Ramesh Kumar 		

Subject Title	Sales and Distribution Management		
Subject Ref. No.	MANB507M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO1 – To acquaint the student with the concept of Sales and Distribution Management, • CO2 – Ability to develop and formulate a sound sales and distribution policy, organizing and managing the sales force and developing efficient marketing channels, • CO3 – Ability to develop and conduct sales trainings, recruitment and selection of sales personnel and motivating Sales force management, • CO4 – Designing and administering compensation plans, supervision of salesmen; ability to develop the basic understanding of the role and functions of Distribution agencies, • CO5 – Ability to develop the understanding about the emerging issues and challenges, new trends in the field of Sales and Distribution Management 		
Pre-requisite	The students should be oriented with the basic tenets of marketing management.		
Unit – I	Nature and Scope of Sales Management ; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel		
Unit – II	Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests		
Unit – III	Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis		
Unit – IV	An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels		

Unit – V	Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels
Text Books	<p>Anderson, R. <i>Professional Sales Management</i> Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.</p> <p>Anderson, R. <i>Professional Personal Selling</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.</p> <p>Buskirk, R H and Stanton, W.J. <i>Management of Sales Force</i>. Homewood Illinois, Richard D. Irwin, 1983.</p> <p>Dalrymple, D J. <i>Sales Management Concept and Cases</i>, New York, John Wiley, 1989.</p> <p>Johnson, E M etc. <i>Sales Management: Concepts, Practices and Cases</i>. New York, McGraw Hill, 1986</p>
Additional References	<p>1. Stanton, William J etc. <i>Management of a Sales Force.</i>, Chicago, Irwin, 1995.</p> <p>2. Still, R R. <i>Sales Management</i>, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.</p>

Subject Title	Digital Marketing		
Subject Ref. No.	MANB508M	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Outcomes	<p><i>At the end of the semester, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand basic concepts of Digital Marketing • CO-2: Should be able to understand the various elements of Digital Marketing Mix • CO-3: Should be able to perform STP (Segmentation, Targeting and Positioning) for various companies through Digital Marketing Applications • CO-4: Should be able to appreciate the new concepts and methods in Digital Marketing • CO-5: Design and develop Digital Marketing Plan for an organization 		
Pre-requisite	The student needs to be oriented with basic social networking channels and their usage as medium of marketing.		
Unit – I	Introduction to Digital Marketing; the Internet and its development, Benefits and Challenges of Digital Marketing and its Comparison with Conventional Marketing, Ten Cs for Internet Marketers.		
Unit – II	Online Buyer Behavior : Introduction , benefits and challenges ; understanding Buyer Behavior , Online Customer Expectations , Online Customer B2C Buyer Behavior, Online B2B Buyer Behavior		
Unit – III	Online Shopping/Retailing ;Emergence and benefits of Online Retailing, Types of Online Retailers, Business Models of Online retailing; Opportunities and Challenges of Online Retailing .		
Unit – IV	Online Social Influence Marketing ,Introduction to Social Media Marketing ,Its benefits and challenges; Types of Social Media Marketing ,Facebook Marketing, YouTube Marketing Twitter Marketing, Google marketing, LinkedIn Marketing		
Unit – V	Mobile Marketing: Introduction to Mobile Marketing; Growth of Mobile Industry, Benefits of Mobile Marketing, Mobile Marketing Goals.		
Text Books	<ol style="list-style-type: none"> 1. Richar Gay , Alan Charlesworth, and Rita Esen,Online Marketing a Customer –led approach , Oxford University Press ,2007 2. Dr. Akshay K.Nayak and Dr. Avinash Chiranjeev, INTERNET MARKETING,JnanadaPrakashan(P&D),New Delhi, 2010 		

	3. R Prasad ,Digital Marketing –Concepts and Experiences,ICFAI Press, Andhra Pradesh ,2002
Additional References	1. Pramod M Mantravadi , E-Marketing, The Emerging trends,, ICFAI Press, Andhra Pradesh ,2002. 2. Archana Mehta and S Sreedari, Online Retailing A New Paradigm, ICFAIPress, Andhrapradesh, www.books.iupindia.org , 2008

Subject Title :	Quality Management		
Subject Ref. No. :	MANB504	No. of Credits :	4
		No. of Periods/Week :	4(each of 60 mins.)
		Assignments / Sessionals :	20%
		Semester Exams :	80%
Course Outcomes :	<p><i>At the end of the course, the student shall be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Understand the perspectives on Quality Management from a process, product and service outcome, • CO-2: Orient with varied quality systems and their suitability to specific production systems, • CO-3: Orient students to various management thinkers and their contribution to the advancement of quality management thought. 		
Pre-requisite :	The students are expected to come prepared with the basic conceptualization & searching for relevant data through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
Unit – I :	Basic Concepts of Quality Management: Defining quality, Evolution of Quality Principles, Quality in manufacturing versus quality of services, Quality in functional - Marketing, Operations, HRM, Finance etc.		
Unit – II :	Product Quality: Evolution of product quality principles, Quality Control in production and its limitations, Addressing limitations of quality control, Cost of Quality. Service Quality: Role of services in global & Indian economy, measuring service quality, limitations of quality control & quality assurance in service quality measurement, Tools to measure Service quality, Case. Process Quality: Role of inspections in ensuring quality and its limitations, integrating inspections into the process, process documentation, flowcharting a process, measuring a process, Price of Non Conformance.		
Unit – III	Improving Quality: Deming's Approach to Quality, Juran's Approach to Quality, The seven tools of quality, Quality improvement at GE and AT Kearney. Master Production Scheduling-Materials Requirement Planning Optimized Production; 5-S, Kaizen; Just – in – Time System; Kanban, Supply Chain Management; Toyota Production System, Six Sigma & other Operational Techniques.		
Unit – IV	Quality Approaches at Japan: Rise of Japanese economy & role of automotive sector in Japan, TQM in Japan, Evolution of Toyota Production System, Modern		

	<p>versions of Toyota Production System, Application of Lean principles to Manufacturing & Services</p> <p>Quality Approaches in India: A study of top Indian organizations, quality in low cost models, Quality in IT/ITES, Use of models in raising product & service quality. Emergence of Frugal Innovation etc.</p>
Unit – V	<p>Quality Accreditations</p> <p>Global Competitiveness Index, ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series & other ISO Series.</p>
Text Books	<p>Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.</p> <ol style="list-style-type: none"> 1. Quantitative Techniques by PC Tulsian & Vishal Pandey, Pearson Education. 2. Quality is Free by Crosby Philip B, A Mentor Book.

Subject Title	:	Indian Economy		
Subject Ref. No.	:	MANB505	No. of Credits	: 4
			No. of Periods/Week	: 4(each of 60 mins.)
			Assignments / Sessionals	: 20%
			Semester Exams	: 80%
Course Outcome		<p><i>At the end of the course, student will be able to:</i></p> <ul style="list-style-type: none"> • CO-1: Application of Economic Theory in the context of India's Economic Growth and Development. • CO-2: Develop a perspective on the different problems and approaches to economic planning and development in India. • CO-3: Understand the objectives & importance of Planning, ongoing economic reforms process undertaken by GOI, • CO-4: Understand the role of the Indian Economy in the global context, and how different factors have affected this process. 		
Pre Requisite	:	Basic Understanding about the Concepts, Theories of Economy.		
Unit I	:	Economic Growth & Economic Development <ul style="list-style-type: none"> • Features, Indicators of Eco. Development • National Income – Concepts & Computation 		
Unit II	:	Major Problems of Indian Economy- <ul style="list-style-type: none"> • Poverty, Inequalities, Unemployment, Population, Transport & Foreign Trade 		
Unit III	:	Agriculture - Contribution to Eco. Development <ul style="list-style-type: none"> • Green Revolution : Irrigation Minor, Medium, Major Irrigation Works • Land Reforms Policy, Food Reforms & Public Distribution System 		
Unit IV	:	Industry – Role of Industries in Eco. Development <ul style="list-style-type: none"> • Large & Small Scale Industries – New Economic Policy 1991 		
Unit V	:	Five Year Plans in India – Achievements & Failures <ul style="list-style-type: none"> • Economic Development Under 5 Years Plan 		
Recommended Texts	:	1) I. C Dhingra, <i>Indian Economy</i>		
	2	Ruddar Datt & KPM Sundram – <i>Indian Economy</i> , S. Chand & Sons, New Delhi.		
	3	K. N. Agarwal, <i>Indian Economy – Problem of Development of Planning</i> , Vishwa Prakashan, New Age International		
	4	S.K. Mishra & V.K. Puri, <i>Indian Economy</i> , Himalaya Publishing		

Subject Title :		Entrepreneurship Management		
Subject Ref. No. :		MANB505	No. of Credits :	4
			No. of Periods/Week :	4(each of 60 mins.)
			Assignments / Sessionals :	20%
			Semester Exams :	80%
Course Outcome		<i>At the end of the course, student will be able to:</i> <ul style="list-style-type: none">• CO-1: Understand basic concepts of Entrepreneurship & Project Management• CO-2: Should be able to understand the perspectives and significance of Entrepreneurship in the economy• CO-3: Should be able to carry out the essential process required for setting up an Entrepreneurial firm• CO-4: Should be able to appreciate the emerging trend and methods in Entrepreneurship & Project Management• CO-5: Design and develop Business Plan resulting in the formation of a Business organization		
Pre Requisite	:	Basic understanding of Concepts, Theories of Entrepreneurship		
Unit I	:	The Entrepreneurial Perspective - <ul style="list-style-type: none">• Nature & Importance of Entreperneurs• The Entrepreneurial & Intrapreneurial Mind• The Individual Entrepreneur• International Entrepreneurial Opportunities• Theories of Entrepreneurship - Innovation Theory by Schumpeter & Imitating Theory of High Achievement by Mc Clelland, Theory of Profit by Knight, Theory of Social Change by Everett Hagen		
Unit II	:	Creating & Starting the Venture <ul style="list-style-type: none">• Business Ideas, Legal Issues & Business Plan viz Marketing, Organizational & Financial Plans.		
Unit III	:	Financing the New Venture – <ul style="list-style-type: none">• Feasibility Reports, Project Management Techniques• Sources of Development Finance,• Project Financing through Institutional Support, Venture Capital, Role of Consultancy Organizations• Financial Schemes offered by Commercial Banks, IDBI, SIDBI, SFCs etc.		

Unit IV	:	Entrepreneurship Development & Growth <ul style="list-style-type: none"> • Role of Central & State Govt. I Entrepreneurship promotion • Role of – DIC , SISI , MSME, MCED, EDII , NIESBUD, NEDB
Unit V	:	Managing Entrepreneurial Strategies for <ul style="list-style-type: none"> • Preparing for the New Venture Launch, • Growth of the New Venture – Strategies & Issues, • Going Public – Ending the Venture
Recommended Texts	1	Robert D. Hisrich & Michael P. Peters, <i>Entrepreneurship</i> (5/e), Tata McGraw Hill
	2	C.B. Gupta & N.P. Srinivasan, <i>Development</i> , Sultan Chand & Sons
	3	Desai, Vasant, <i>Dynamics of Entrepreneurial Development and Management</i> , Himalaya Publishing House
	4	Desai, Vasant, <i>Project Management and Entrepreneurship</i> , Himalaya Publishing House
	5	Bhavesh M. Patel, <i>Project Management Appraisal</i> , Vikas Publishing House Private Limited
	6	Prasanna Chandra, <i>Project Management Appraisal</i> , Tata McGraw Hill
	7	Pandey, G.N. <i>A Complete Guide to Successful Entrepreneurship</i> , Vikas Publishing House
