

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA  
ROURKELA**



**Curriculum and Syllabus**

**Of**

**Integrated MBA 5 Years from the Batch 2016-17 onwards**

  
Director, Curriculum Development  
Biju Patnaik University of Technology, Odisha  
Rourkela

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

**IMBA (REGULAR) SYLLABUS: 05 Years Duration**

**Scheme of Credit distribution**

Semester	Specifications	Credits	Total Credits
1 <sup>st</sup>	07 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits 02 Practical papers X @2 credits per paper = 04 credits	24
2 <sup>nd</sup>	06 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits 01 Practical paper X @ 2 credits per paper = 02 credits	22
3 <sup>rd</sup>	05 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits	20
4 <sup>th</sup>	05 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits	20
5 <sup>th</sup>	05 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits	20
6 <sup>th</sup>	05 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits	20
7 <sup>th</sup>	05 Compulsory Papers	5 Theory papers X @4 credits per paper = 20 credits	20
8 <sup>th</sup>	03 papers of Specialization – I	3 X @ 3 credits per paper = 09	22
	03 papers of Specialization – II	3 X @ 3 credits per paper = 09	
	Summer Internship Project	04	
9 <sup>th</sup>	03 papers of Specialization – I	3 X @ 3 credits per paper = 09	18
	03 papers of Specialization – II	3 X @ 3 credits per paper = 09	
10 <sup>th</sup>	01 paper of Specialization – I	1 X @ 3 credit = 03	09
	01 paper of Specialization – II	1 X @ 3 credit = 03	
	Seminar	03	
<b>GRAND TOTAL CREDITS</b>			<b>195</b>

NOTE:

- Students may take any two Specializations out of the specified groups.

  
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**(STRUCTURE-- FIRST YEAR)**

**1<sup>st</sup> SEMESTER**

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN101	English Language Communication - I	4-0-0	4	100	50	T
2.	16IMN102	Business Organization	4-0-0	4	100	50	T
3.	16IMN103	Business Statistics	4-0-0	4	100	50	T
4.	16IMN104	Basic Financial Accounting -I	4-0-0	4	100	50	T
5.	16IMN105	IT for Management	4-0-0	4	100	50	T
6.	16IMN106	English Language Communication - I Lab.	0-0-2	2	0	100	P
7.	16IMN107	IT Lab	0-0-2	2	0	100	P
		<b>TOTAL</b>		<b>24</b>	<b>500</b>	<b>450</b>	

**2<sup>nd</sup> SEMESTER**

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN201	English Language Communication -II	4-0-0	4	100	50	T
2.	16IMN202	Social Psychology	4-0-0	4	100	50	T
3.	16IMN203	Quantitative Methods-I	4-0-0	4	100	50	T
4.	16IMN204	Basic Financial Accounting-II	4-0-0	4	100	50	T
5.	16IMN205	Environmental Studies	4-0-0	4	100	50	T
6.	16IMN206	English Language Communication -II Lab.	0-0-2	2	0	100	P
		<b>TOTAL</b>		<b>22</b>	<b>500</b>	<b>350</b>	

  
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(STRUCTURE-- SECOND YEAR)

3<sup>rd</sup> SEMESTER

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN301	Quantitative Methods-II	4-0-0	4	100	50	T
2.	16IMN302	Principles of Management	4-0-0	4	100	50	T
3.	16IMN303	Law of Contract	4-0-0	4	100	50	T
4.	16IMN304	Economic Analysis	4-0-0	4	100	50	T
5.	16IMN305	Cost Accounting	4-0-0	4	100	50	T
		<b>TOTAL</b>		<b>20</b>	<b>500</b>	<b>250</b>	

4<sup>th</sup> SEMESTER

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN401	Organizational Behaviour	4-0-0	4	100	50	T
2.	16IMN402	Marketing Management-I	4-0-0	4	100	50	T
3.	16IMN403	Company Law	4-0-0	4	100	50	T
4.	16IMN404	Entrepreneurship & Small Business Management	4-0-0	4	100	50	T
5.	16IMN405	Management Accounting	4-0-0	4	100	50	T
		<b>TOTAL</b>		<b>20</b>	<b>500</b>	<b>250</b>	

  
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(STRUCTURE-- THIRD YEAR)

5<sup>th</sup> SEMESTER

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN501	Financial Management-I	4-0-0	4	100	50	T
2.	16IMN502	Marketing Management-II	4-0-0	4	100	50	T
3.	16IMN503	Operations Management-I	4-0-0	4	100	50	T
4.	16IMN504	Human Resource Management-I	4-0-0	4	100	50	T
5.	16IMN505	Employment Legislations	4-0-0	4	100	50	T
		<b>TOTAL</b>		<b>20</b>	<b>500</b>	<b>250</b>	

6<sup>th</sup> SEMESTER

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN601	Financial Management-II	4-0-0	4	100	50	T
2.	16IMN602	Research Methods	4-0-0	4	100	50	T
3.	16IMN603	Operations Management-II	4-0-0	4	100	50	T
4.	16IMN604	Human Resource Management-II	4-0-0	4	100	50	T
5.	16IMN605	Business Ethics	4-0-0	4	100	50	T
		<b>TOTAL</b>		<b>20</b>	<b>500</b>	<b>250</b>	

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**(STRUCTURE—FOURTH & FIFTH YEAR)**

**7<sup>th</sup> SEMESTER**

Sl No	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	16IMN701	Fundamentals of ERP	4-0-0	4	100	50	T
2.	16IMN702	Banking & Insurance Management	4-0-0	4	100	50	T
3.	16IMN703	Managerial Economics	4-0-0	4	100	50	T
4.	16IMN704	International Business	4-0-0	4	100	50	T
5.	16IMN705	Corporate Strategy	4-0-0	4	100	50	T
		<b>TOTAL</b>		<b>20</b>	<b>500</b>	<b>250</b>	

**COMPULSORY SUBJECTS OF 8<sup>th</sup> AND 10<sup>th</sup> SEMESTER**

Sl No	Sem ester	Sub. Code	Name of Subject	L-T-P	Credit	University Marks	Internal Evaluation	Theory (T) / Practical (P)
1.	8 <sup>th</sup>	16IMN804	Summer Internship Project	0-0-4	4	-	100	P
2.	10 <sup>th</sup>	16IMN1002	Seminar	0-0-3	3	-	100	P

**Note:** The assessment may be carried out weekly at college end.

  
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**ELECTIVE (SPECIALIZATION) SUBJECTS OF 8<sup>th</sup>, 9<sup>th</sup> & 10<sup>th</sup> SEMESTER**

**LIST OF SPECIALIZATIONS:**

(A student may take any two specializations from the following groups)

<b>a) MARKETING</b>							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801A	Consumer Behaviour	3-0-0	3	100	50
2.	8 <sup>th</sup>	16 IMN802A	Sales & Distribution Management	3-0-0	3	100	50
3.	8 <sup>th</sup>	16 IMN803A	Digital Marketing	3-0-0	3	100	50
4.	9 <sup>th</sup>	16 IMN901A	Service Marketing	3-0-0	3	100	50
5.	9 <sup>th</sup>	16 IMN902A	Retail Management	3-0-0	3	100	50
6.	9 <sup>th</sup>	16 IMN903A	Product & Branding Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16 IMN1001A	B2B Marketing	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

<b>b) FINANCE</b>							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802B	Financial Derivatives	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803B	Advanced Management Accounting	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901B	Project Appraisal and Financing	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902B	Business Taxation	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903B	Behavioural Finance	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

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c) HUMAN RESOURCES							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801C	Manpower Planning	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802C	Employee Relations	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803C	Compensation and Benefit Management	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901C	Performance Management System	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902C	Team Dynamics at work	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903C	Strategic HRM	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001C	Industrial Legislations	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

d) OPERATIONS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802D	Pricing and Revenue Management	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803D	Operations Strategy	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901D	Sales and Operation Planning	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902D	Management of Manufacturing System	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903D	Sourcing Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001D	Operations Research Applications	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>



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e) SYSTEMS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802E	Business Analytics	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803E	E-Commerce and Digital Markets	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901E	Managing Digital Platforms	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903E	Managing Software Projects	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001E	Strategic Management of IT	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

f) RURAL MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801F	Agribusiness Management	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802F	Rural Marketing	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803F	Rural Development	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901F	Livelihood and Development Management	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903F	Cooperative Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001F	Strategies for Smart Villages	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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### FIRST YEAR DETAIL SYLLABUS

1 <sup>st</sup> Semester	16IMN101	English Language Communication - I	L-T-P 4-0-0	4 Credits	35 hrs
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#### Module 1 Basics of Communication

Communication elements and process, the importance of Purpose and Audience profile; Awareness of Filters& Barriers& Strategies for overcoming them, Verbal and non-verbal communication, Principles of effective communication, Communication network in an organization.

#### Module 2: Listening & Speaking

**Listening:** Importance, Active & passive listening, barriers, strategies for improving listening skills.

**Speaking:** Characteristics of Effective Speech-Clear articulation; Rate of speaking; Voice quality; Eye Contact; Relevance of content for the audience  
The Sounds of English, IPA symbols, The Syllable-Rules for counting the syllables, dividing words into syllables, Reasons for Incorrect Pronunciation  
Stress and Intonation –word stress, Rules for intonation.

#### Module – 3: Reading & Writing.

**Reading :** Developing reading skills of skimming and scanning ; predicting, guessing the meaning of unfamiliar words, inferring ; reading critically, taking notes, Improving Comprehension skills along with exercises

**Writing:** The characteristics of effective writing, clear organization and structuring of ideas, summarizing, clarity of language, stylistic variation, précis writing, paragraph writing along with exercises.

#### Module 4: Grammar

English verbs; Tenses, Modals; Subject-verb concord, Negation; Interrogation: Clause and its types, Punctuation Marks.

#### Books:

- Communication Skills, Sanjay Kumar & Pushpa Lata, Oxford
- An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book.
- Better English Pronunciation, J.D.O.Connor (Cambridge)
- A University Grammar of English , Quirk et al, Pearson

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1 <sup>st</sup> Semester	I6IMN102	Business Organization	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Introduction to business:** Meaning of business; nature of business; objectives of business; essentials of a successful business; qualities of a successful businessman; Classification of industries; Modern Business Environment; Business Processes.

**Module-II:**

**Forms of business organization:** Meaning; characteristics of an ideal form of business organization. Sole Trader: meaning; features; merits and demerits. Partnership: meaning; characteristics; kinds of partners; partnership deed; advantages and disadvantages of partnership form of business organization; dissolution of partnership firms and different forms of Cooperatives.

**Module-III:**


**Joint Stock Company:** Meaning and definition; characteristics; kinds of companies; distinction between private and public company; merits and demerits of company form of business organization; Statutory Corporations; Formation of a company.

**Module-IV:**

**Organizational Structure:** Formal and informal organization- Line and staff organization, Delegation, Decentralization, structural configurations of functional, Divisional, Matrix, Network, Virtual and learning organizations; Federal decentralization, Principles underlying designing of a structure.

**Reference Books:**

- Modern Business Organisation Management-S. A Sherleker, Himalaya Publishing House
- Modern business Organisation-J P Mahajan- Himalaya Publishing House

  
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1 <sup>st</sup> Semester	16IMN103	Business Statistics	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I: Introduction:**

Meaning and definitions of statistics; importance of statistics in business; limitations of statistics; types of data, collection of data; classification and tabulation of Data; graphic and diagrammatic presentation of Data.

**Module-II: Measures of Central Tendency**

Introduction; The Arithmetic Mean; The Median; The Mode; comparison between mean, median and mode; The geometric Mean; The Harmonic Mean.

**Module-III:**

**Measures of Dispersion:** Introduction; The Range; The Quartile Deviation; The Mean Deviation; The Standard Deviation; Coefficient of Variation. Introduction, Skewness; Measures of Skewness; Moments; Kurtosis.

**Module-IV:**

**Probability:** Introduction; Basic terminology in Probability; three types of Probability; Probability Axioms; Probability under conditions of statistical independence and dependence; Bayes' Theorem.

**Books:**

- Statistics for Management – Lavin & Rubbin (TMH)
- Statistical Methods and Quantitative Techniques- Digambar Patri (KP)

  
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1 <sup>st</sup> Semester	16IMN104	Basic Financial Accounting -I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Introduction:** Accounting as a business function and language of business; Characteristics, Functions, Objectives, and Basis of Accounting; Users of Accounting information; Limitations of Accounting; Cyclical nature of business and Accounting cycle.

**Module-II:**

**Fundamentals of Accounting:** Accounting Equation; Accounting events and transactions; Classification of Transactions and their effects on Accounting Equation; Statements showing the effect of transactions on assets, liabilities and capital; Accounting concepts and GAAP – as applicable to Balance Sheet and Income Statements; The Rules of Debit and Credit.

**Module-III:**

**Recording Transactions:** The Journal; The ledger postings; Subsidiary Books of Accounts; Capital and Revenue transactions; Fixed Assets and Depreciation policy; Rectification of Errors, Trial Balance

**Module-IV:**

**Final Accounts of Trading Concerns:** Meaning of financial statements, Presentation of final accounts, Trading account, Profit & Loss Account, Balance Sheet, Manufacturing Account, Financial statements with adjustments.

**Books:**

- Financial Accounting, TMH
- Financial Accounting, Satapathy, Mohapatra and Patra



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1 <sup>st</sup> Semester	I6IMN105	IT for Management	L-T-P 4-0-0	4 Credits	35 hrs
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**Module - I:**

Role of Computer in various functional areas of business . Brief History of computer, Generation and its evolution (now and then), Classification, Characteristics and limitations of computers. Basic computing Architecture, CPU and its components. Components : Software, Hardware, Firmware, Input/output devices, Storage Units (CD, DVD, Hard Disks, Pen drive), Memory types (RAM, ROM, Cache). Operating Systems.

**Module-II:**

Process Management- Multi- programming, Multi-processing, Multi-tasking, Multi-threading, Memory Management- virtual memory; User Interface.Evolution of programming language, Classification, Features and selection of programming language;Software – Definition, System Software , Application Software; Graphics and multimedia concepts.

**Module - III:**

Database Management Systems: Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models.

**Module - IV:**

Basic concepts of Computer Networks, Internet and Security. Introduction to Networks: LAN, MAN, WAN, Topology, Data Communication, Transmission Media, Network Devices: Hubs, Switches, routers, repeaters. Introduction to Communication Protocol: TCP/IP, OSI model, Communication Connectivity: DSL, Dial-up, Broad Band. Internet and its Applications: Evolution of Internet, Basics of working of Internet, Service Providers, E-mail, Telnet, FTP, WWW. Internet Security: Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing. Cyber Law and Internet security Legislation.

**Books:**

- Information Technology for Managers, Sudalaimuthu & Hariharan, HPH
- Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
- Introduction to Computer Science, IITL Education Solutions Ltd, Pearson
- Information Technology, Dr Sushila Madan, Taxmann

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1 <sup>st</sup> Semester	16IMN106	English Language Communication - I Lab.	L-T-P 0-0-2	2 Credits
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Lab sessions will be used to provide practice activities based on the content of all four modules of theory.

1. Role plays for practice in **effective use of body language**, paralanguage and spatial communication.
2. **Phonemic transcription using IPAsymbols.**
  - (i) Transcription of words in normal English orthography(writing) into IPA symbols
  - (ii) Phonemic transcription of words presented orally
  - (iii) Syllable division and stress marking (in words presented in phonetic transcription)
3. **Listening exercises**
  - (i) Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation.
  - (ii) Listening for meaning: listening to a short talk / news bulletin.
  - (iii) Taking notes from a lecture/speech.
4. **Speaking exercises**
  - (i) Pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences.
  - (ii) Practicing word stress, and intonation.
5. **Reading exercises**

Note making after reading a text, showing the main idea and supporting ideas and the relationship between them.
6. **Writing exercises**


Practice in writing paragraphs based on a Topic Sentence.
7. **Practice exercises on the common grammatical errors.**

Remedial measures to focus on correct use of English verbs, sentence structures, clause-types, Interrogation and parallel structures.

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<b>1<sup>st</sup> Semester</b>	<b>16IMN107</b>	<b>IT Lab</b>	<b>L-T-P 0-0-2</b>	<b>2 Credits</b>
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1. Introduction to OS and Office Software.
2. Internet Basics, Types of Connection, Internet protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.
3. Working with Google Services : Docs, Spreadsheet, Presenter, Sites, etc.
4. Introduction to Oracle or MySQL.
5. Learning Basic DDL and DML Commands.  
  
a) Create, Alter, Drop, Truncate, View commands. b) Insert, Select, update, Delete commands.
6. Working with Microsoft Project.  
Introduction  
  
Creating a new project  
Building Tasks  
  
Creating Resources and Assigning costs  
Understanding of Views  
  
Tracking project progress

  
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2 <sup>nd</sup> Semester	16IMN201	English Language Communication -II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-1: Writing Letters, Memos, E-mail:**

Writing routines, good-news & goodwill messages; Writing bad-news messages; Writing persuasive messages.

**Module -2: Designing & Delivering Oral Presentations:**

Planning, writing and completing oral presentations; Enhancing oral presentations with electronic slide shows and overhead transparencies.

**Module -3: Writing employment messages and interviewing for jobs:**

Writing resumes and application letters; Interviewing for employment and following up.

**Module-4: Group Discussion & Business Etiquettes**

**Group discussion:** Types; Role Functions in GD; Non-functional Behaviour Patterns in GD; Guidelines for Effective Group Discussions.'

**Business Etiquettes**

**Books:**

- Business Communication Today – Bovee, Thill, Schatzman
- Business Communication, Meenakshi Raman & Prakash Singh, Oxford
- Business Communication- concepts, cases & applications, Chaturvedi & Chaturvedi, Pearson
- Communication for Management, Urmila Rai and S M Rai, HPH
- Business and Managerial Communication, Sengupta, PHI 5. Business Communication for Managers, P. Mehra, Pearson
- BCOM- Business Communication, Lehman, Sinha, Cengage
- Soft Skills – Alex, S.Chand

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2 <sup>nd</sup> Semester	16IMN202	Social Psychology	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-1:**

**Introduction :** Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology). Major Viewpoints – Behaviouristic approach, Gestalt school, Psychoanalytic school (Freud).

**Module-II:**

**Sensation, Attention and Perception :** a) Attributes and classification of sensation, (b) Attention – Determinants, shift, fluctuations, distraction, c) Perception – Definition, determinants.

**Module-III:**

**Learning Process :** Factors of Learning, Theories – Connectionism, Classical and Operant Conditioning, Programmed Learning.

**Memory :** Encoding, Storage, Retrieval; STM, LTM, Other types. Forgetting – its causes.

**Module-IV:**

**Emotion -** Reaction (types), Physiological basis.

**Intelligence -** Definition, Concept of IQ, Emotional Intelligence.

**Personality –** Definition, Types, Traits, Tests.

**Books:**

- Atkinson, R.L., Atkinson, R.C., Smith, E.E. & Hilgard, ER : Introduction to Psychology, Harcourt Brace Java Publishers
- Baron, R.A : Psychology : The Essential Science, Allyn and Bacon
- Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J : Introduction to Psychology McGraw Hill
- Munn, N.L., Ferland, L.D., and Ferland, P.S : Introduction to Psychology. Oxford, IBH Publishing
- Woodworth, R.S., & Scholberg, H : Experimental Psychology, Oxford & IBH Publishing

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

2 <sup>nd</sup> Semester	16IMN203	Quantitative Methods-I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I: Linear Programming:**

Basic concept; Structure of Linear Programming Model; Application areas of Linear Programming; General Mathematical Model of Linear Programming Problem; Guidelines on Linear Programming Model Formulation; Examples of LP Model Formulation in various functional areas of management; Graphical Solution Method of LP Problems; The Simplex Method (Maximization Case; Minimization Case- Two Phase Method & Big M Method).

**Module-II: Transportation Problem:**

Mathematical Model of Transportation Problem; The Transportation Algorithm; Methods for Finding Initial Solution (North-West Corner Method, Least Cost Method, Vogel's Approximation); Test of Optimality- MODI Method (Transportation Algorithm).

**Module-III: Assignment Problem:**

Mathematical Model of Assignment Problem; Solution Methods of Assignment Problem- Hungarian Method for solving Assignment Problem; Variations in the Assignment Problem- Multiple Optimal solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Restrictions on Assignments.

**Module-IV: Decision Theory and Decision Tree:**

Steps of Decision making Process; Types of Decision Making Environment; Decision Making under Uncertainty (Optimism Criterion, Pessimism Criterion, Equal Probabilities criterion, Coefficient of Optimism Criterion, Regret Criterion); Decision Tree Analysis, Decision Making with Utilities.

**Books:**

- Gupta & Hira, Operations Research, S.Chand.
- Sharma, Operations Research, Macmillan.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

2 <sup>nd</sup> Semester	16IMN204	Basic Financial Accounting-II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I: Company Accounts:** Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Discloser of Share capital in Corporate balance Sheet, Debentures and Bonds, Divisible Profit, Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies.

**Module-II: Discloser in Annual Reports:**

Discloser under the Companies Act,2013; Discloser under Listing Agreement;Discloser under Accounting Standards; Voluntary discloser; Key difference between existing Accounting Standard and Converted Ind Accounting Standard.

**Module-III: Analytical Accounting:**


Types of analysis, Horizontal and Vertical analysis, Trend analysis, Ratio analysis, Funds flow.

**Module-IV:Financial Shenanigans:**

Meaning,Techniques;Motivation for Financial Shenanigans; Oppertunities for Financial Shenanigans; Regulatory reactions; How to detect and prevent Financial Shenanigans.

**Books :**

- Financial Accounting, Satapathy, Mohapatra and Patra
- Modern Accountancy – Hanif and Mukherjee Part I & II (TMH)
- An Introduction to Accountancy- S N Maheshwari S K Maheshwari (Vikas)

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

2 <sup>nd</sup> Semester	16IMN205	Environmental Studies	L-T-P 4-0-0	4 Credits	35 hrs
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**Module –I:**

**Fundamentals of Environment Management :**

Definition, principles and scope; Types and components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.

**Module-II:**

**Environmental Issues and Controlling Measures:** Cause, Effect and Control measures of Pollution (Air, Water, Marine, Soil, Noise, Nuclear hazards); Cause, Effect, and Control measures of Urban and Industrial waste, Managing natural disasters (flood, earthquake, cyclone, landslides).

**Module-III:**


**Environmental Protection – Policies & Legislations :** National environmental policy, Environmental Legislations, International Conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

**Module-IV:**

**Environmental Management System :** ISO – 14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.

**Books:**

- Environmental Studies, Bosak, Pearson
- Environmental Studies, Asthana / Asthana – S. Chand
- Environmental Management – Pandey Vikash Publication.
- Environmental Management, N.K. Oberoi, Excell Books
- Environmental Management, G.N. Pandey, Vikas
- Text Book of Environment, K.M. Agrawal & P.K. Sikdar, MacMillan
- Environmental Impact Assessment, L.W. Canter McGraw Hill

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

2 <sup>nd</sup> Semester	16IMN206	English Language Communication -II Lab.	L-T-P 0-0-2	2 Credits
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1. Delivering Oral Presentations.
2. Writing Business Letters
3. Writing Memos and E-mails.
4. Group Discussions
5. Mock interviews

**Books:**

**Practical:**

1. English Language Lab, Nira Kanor, PHI
2. Guide to managerial Communication, Mary Munter, Pearson

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

**SECOND YEAR DETAIL SYLLABUS**

<b>3<sup>rd</sup> Semester</b>	<b>16IMN301</b>	<b>Quantitative Methods-II</b>	<b>L-T-P 4-0-0</b>	<b>4 Credits</b>	<b>35 hrs</b>
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**Module-I: Theory of Games:**

Concept of Games; Two-Person Zero-Sum Games; Pure Strategies (Minimax and Maximin Principles); Games with Saddle Point; Mixed Strategies: Games without Saddle Point; The rules (Principles) of Dominance; Solution Methods games without Saddle Point( Algebraic Method, Arithmetic Method, Graphical Method, Linear Programming Method).

**Module-II: Queuing Theory:**

The Structure of Queuing System- Calling Population Characteristics, Queuing Process, Queue Discipline, Service Mechanism; Performance measures of Queuing System-Transition-State and Steady-State; Classification of Queuing Models; Solution of Queuing Models.

**Module-III: Markov Chains:**


Concept, Characteristics of a Markov Chain; Applications of Markov Analysis; State and Transition Probabilities; Multi-Period Transition Probabilities-Procedure for formulate matrix of Transition Probabilities; Procedure for determining Steady-State (Equilibrium) Conditions.

**Module-IV: Simulation**

Definition of Simulation; Types of Simulation; Steps of Simulation Process; advantages and Disadvantages of Simulation; Stochastic Simulation and random numbers ( Monte Carlo Simulation, random Number Generation). Simulation of Queuing Problems.

**Books:**

- Gupta & Hira, Operations Research, S.Chand.
- Sharma, Operations Research, Macmillan.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

3 <sup>rd</sup> Semester	16IMN302	Principles of Management	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Introduction to Principles of Management :** Concept, functions and levels of Management, Skills and Roles of a Manager ; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

**Module-II:**

**Planning :** Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. **Decision Making :** Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making.

**Module-III:**

**Organizing:** Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentalization; Organization structure – forms and contingency factors.


**Module-III:**

**Directing:** Motivation – Concept & Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom); Financial and non-financial incentives of Motivation, Leadership – Leadership Theories, Leadership styles. **Communication –** Type, process and barriers.

**Controlling:** Concept and process; Effective control system; Techniques of control, Benchmarking.

**Books:**

- Management, Robbins, Coulter & Vohra, Pearson.
- Management: Text and Cases-VSP Rao, Excel Books
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – SubbaRao P & HimaBindu, Himalaya Publication.
- Principles and Practices of Management – Kaul, Vikas
- Principles and practices of Management – Pillai , Schand

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

3 <sup>rd</sup> Semester	16IMN303	Law of Contract	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Law of Contract:** Definition and nature of a contract. Offer and Acceptance. Consideration, free consent, and capacity of parties. Legality of Object. Performance and discharge of contract. Remedies for breach of contract.

**Module-II:**

Concept of Agency and various types of mercantile agents.

**Module-III:**


**Law of Partnership:** Definition and nature of partnership, rights and duties of a partner. Dissolution of a partnership.

**Module-IV:**

**Law of Sale of Goods:** Definition of Sales, essentials for contract of sale. Meaning of conditions and warranties. Implied warranties – Caveat Emptor. Transfer of ownership. Rights of Unpaid seller and other remedial measures.

**Books:**

- Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

3 <sup>rd</sup> Semester	16IMN304	Economic Analysis	L-T-P 4-0-0	4 Credits	35 hrs
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**Module - I The Art and Science of Economic Analysis:**

**The Economic problem:-** Scarce resources, Unlimited wants, Economic decision makers

**The Art of Economic Analysis:-** Rational self interest, choice requires time and information, Economic analysis is Marginal analysis, Micro economics and Macro economics

**The Science of Economic Analysis:-** The Role of Theory, The scientific method, Normative versus Positive, Predicting Average behaviour

**Some pitfalls of Faulty Economic Analysis:-** The fallacy that Association is Causation, The fallacy of Composition, The mistake of ignoring the secondary effects

**Module - II Consumer choice and Demand Analysis:**

Utility Analysis( The law of diminishing marginal utility), Measuring utility( units of utility, utility maximizing conditions), Marginal utility and the law of demand( consumer surplus, Market demand and consumer surplus), The role of Time in demand, Indifference curves theory of demand( properties of indifference curve, MRS,Budget line, consumer equilibrium, substitution and income effect), Determinants of demand, Law of demand and its exceptions, Demand schedule and demand curves, shifting of demand curves, Law of supply, Market equilibrium, Elasticity of demand: Price elasticity of demand and its categories, calculating price elasticity of demand, elasticity and total revenue, income elasticity of demand, cross price elasticity of demand

**Module - III Production and Cost Analysis:**


The organization of production and production Function, The production Function with one variable input, The production function with two variable input, The Nature of costs, costs as opportunity costs, Accounting versus Economic costs, Variable and Fixed costs, Short run cost function, Long run cost function, Economies and Dis economies of scale, Revenue concepts

**Module- IV Theory of Distribution:**

Marginal productivity theory; Theory of Wages, Concepts and Theories of Rent, Concepts and Theories of interest, Concepts and Theories of Profit

**Books:**

- Economic Analysis; Dr. D. M. Mithani, HPH
- Micro Economics; Dr. P. K. Meheta; Taxmann
- Macro Economics; Dr. Sangita; Taxmann
- Managerial Economics; Dr. P. N. Chopra; Kalyani

  
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3 <sup>rd</sup> Semester	16IMN305	Cost Accounting	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I. Introduction to Cost Management :**

**Basic concepts:** Scope of Cost Management. Types of Cost, Cost Accounting and Financial Accounting, Methods of Costing, Techniques of Costing, Installation of a Costing System. Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

**Module-II. Cost Accounting Systems :**

**Material Cost Management :** Material Costs, Valuing material issues and stock.

**Labour Cost Management:** Methods of remuneration, Labour Turnover, Effect and cost of Labour Turnover.

**Overheads:** Measuring and importance, production overheads, Primary Distribution and Secondary distribution, allocation and apportionment of cost, absorption by production units, Methods,

**Activity Based Costing.**

**Module-III. Methods and Techniques :**

**Job Costing:** batch costing method and contract costing.

**Process Costing:** Process losses and inter-process profits, Simple Equivalent Production, Joint Product and By Products.

**Service Costing:** Transport, Hospital, Canteen

**Marginal Costing:** Nature and scope, marginal cost equation. Profit volume Ratio, Break-even chart, Impact on profits due to changes in various factors, use of probabilities and Application of marginal costing for management decisions.

**Module-IV. Cost Management Tools :**

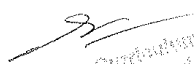
**Budgetary Control:** Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets.

**Standard Costing :** Standard cost and standard costing, standard costing and budgetary control, Advantages and disadvantages, Analysis of variances (Material, Labour, Overhead and Sales), Disposal of variances.

**Cost Reduction and Productivity (only concepts):** Cost reduction, value analysis, productivity, value added and Learning curves.

**Books :**

- Cost Accounting : Bhabatosh Banerjee, PHI
- Cost Management; Eldenburg and Wolcott, Wiley-India
- Cost Management: Arora M.M , Vikas

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

4 <sup>th</sup> Semester	16IMN401	Organizational Behaviour	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I : Fundamentals of OB:** Definition, scope and importance of OB, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Models of OB.

**Module II : Attitude:** Components of attitude, Relationship between behavior and attitude, Job attitude.

**Personality and values:** Concept of Personality, The Myers-Briggs Type Indicator and The Big Five personality model, Personality and job – fit theory, Personality Tests. Concept and type of values,

**Perception:** Meaning and concept of perception, Selective perception, Attribution theory, Perceptual process, Perception errors.

**Motivation:** Concept of Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.


**Module- III: Foundations of Group Behavior:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

**Managing Teams:** Why Work Teams, Developing Work Teams, Team Effectiveness & Team Building.

**Module – IV: Organizational Change:** Meaning and types of Organizational Change, Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's-Three step model, Learning Organization.

**Books:**

- Understanding Organizational Behaviour, Parek, Oxford
- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
- Organizational Behaviour, K. Awathappa, HPH.
- Organizational Behaviour, VSP Rao, Excel
- 5..Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
- Organizational Behaviour, Hitt, Miller, Colella, Wiley

  
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4 <sup>th</sup> Semester	16IMN402	Marketing Management-I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I Definition & Functions of Marketing:**

Scope of Marketing, Core concepts of Marketing such as Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer Loyalty - Marketing v/s Market, Selling versus Marketing, Marketing Myopia. 80: 20 Principle- Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept

**Module-II Concept of Marketing Environment:**

Macro and Micro environmental; analysis, Need for analyzing the Marketing Environment. .

**STP concept** - Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation - Target Market: Concept of target market and criteria for selection of target market - Positioning: Concept of differentiation & positioning, Introduction to the concepts of Value Proposition & USP.

**Module-III Understanding Consumer Behaviour:**


Buying motives, factors influencing buying behavior, meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, stages in consumer buying decision process- Perception , learning and personality affecting consumer behavior.

**Module-IV Contemporary Topics:**

Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing ( Concepts only)

**Books**

- Marketing: Baines, Fill and Page , Sinha , Oxford
- Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
- Marketing Management, Ramaswamy & Namakumari, McGrawHill
- Marketing Management – K Karunakaran, Himalaya Publishing House
- Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- Marketing Management – J.P Mahajan , Vikas
- Marketing Management - Rudani , Schand

  
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4 <sup>th</sup> Semester	16IMN403	Company Law	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Intriduction:** Features, Types of Companies, Memorandum and Articles of associations, Incorporation of a company, shares, share capital, dividends, investments, loans ,borrowings, debentures, directors of a company, meetings of the company, compromise, reconstruction and a malgamation, winding up of a company.

**Module-II:**

**Negotiable Instruments Act:** Definition of negotiable instrument. Promisory note, Bill Of Exchange and cheques. Parties to negotiable instrument. Discharge of parties from liability. Dishonour of a negotiable Instrument – Liabilities of Banker and drawer for dishonour of a cheque. Hundies.

**Module-III:**

**Law of Insurance:** Definition and elements of insurance contract, premium and reinsurance. Basic idea about life, fire, and marine insurance.


**Law of carriage:** Basic features of law relating to land, air, and sea carriers.

**Module-IV:**

**Company Law:** Definition and nature of a company, characteristics of a company. Difference between partnership and company. Formation of Company – Memorandum and articles of association. Issue of prospectus and membership of company, liability of a member. Share Capital: types of shares, allotment and transfer and purchase by a company of its own shares. Company Management: Appointment and removal of directors. Rights and liabilities of directors. Meetings: Statutory meetings, Basic knowledge of various types of resolutions. Protection of minority shareholders from mismanagement and oppression. Winding up by court and voluntary winding up.

**Books:**

- Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.

  
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4 <sup>th</sup> Semester	16IMN404	Entrepreneurship & Small Business Management	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

Entrepreneurship; General concept; Definition; Entrepreneurial Culture; Theory of Entrepreneurship; Types of Entrepreneurship; Entrepreneurial trade and motivation; Entrepreneur and Professional manager; Process of Entrepreneurial Development.

**Module-II:**

Starting a Small Scale Unit-Structure and Ownership; Establishment of Unit; Project Feasibility; Implementation; Tax benefits incentives and concessions.

**Module-III:**


Financial management of small business- financial planning, long term finance, working capital management; cash management; Recommendation of various committees; Role of various institutions; Both financial and non-financial institutions.

**Module-IV:**

Marketing strategy of small scale units-elements in marketing mix; Segmentation; Product-life cycle; Pricing; distribution channels; Export Promotion and Institutional support for marketing and exports.

**Books:**

- Malhotra & Gupts, Management of Small-Scale Industries, Galgotia Pub. Co.
- Desai & vasant, Management of Small-Scale Industries, Himalaya.
- Desai, Dynamics of Entrepreneurial Development and management, HPH.

  
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4 <sup>th</sup> Semester	16IMN405	Management Accounting	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:** Introduction to Cost and Management Accounting; Importance of Cost and Management Accounting; Difference between Cost and Management Accounting. Cost Concepts and classifications; Elements of Cost, Cost sheet, Accounting for material: Material Control, Pricing of material issues.

**Module -II:**

Labor: Labor cost control; labor turnover: meaning, indications of low labor turnover, causes, effects and measurement of labor turnover; Idle Time: meaning, causes and treatment; Over Time: meaning, causes and treatment; Systems of wage payments.

Overhead: classification; absorption of Overhead; under and over absorption of Overhead.

Contract Costing, Simple Process Costing (Excluding equivalent Production), and Marginal Costing including cost- volume- profit analysis.


**Module-III:** Cost Control and Cost Reduction: Meaning of cost control; cost control process; importance of cost control; meaning of cost reduction; importance of cost reduction; techniques of cost reduction; distinction between cost control and cost reduction. Budgeting and Budgetary Control: Meaning of a budget; budgeting and budgetary control; advantages of budgeting; limitations of budgeting; types of budget; process of budgeting; fixed and flexible budget; zero base budgeting.

Standard Costing: Introduction; standard cost and standard costing; standard costing vs. budgetary control; analysis of variance (for Material and Labor only); advantages and limitations of standard costing.

**Module-IV:** Funds flow statement: Meaning and Uses; Preparation of funds flow statement. Cash flow statement: Meaning; Preparation of cash flow statement; Difference between funds flow and cash flow analysis; utility and limitations of cash flow analysis.

**Books:**

- Cost Accounting: Principles and Practice – Jain & Narang(KP)
- Management Accounting: Principles and Practice – Sharma & Gupta(KP)
- Cost Accounting Principles and Practice- Manash Dutta (Pearson)
- Cost Accounting: An Introduction – Nigam & Jain ( PHI )
- Cost Accounting principles and practice- M N Arora (Vikas)
- Management Accounting- I M Pandey (Vikas)

  
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**THIRD YEAR DETAIL SYLLABUS**

5 <sup>th</sup> Semester	16IMN501	Financial Management-I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Introduction:** Introduction to Financial Management, Financial Process, Scope of Financial Management, Goals of the firm (Profit Maximum Vs Wealth Maximum), Objectives of Financial Management in contemporary business environment.

**Module-II:**

**Long-term Financing Decisions:** Financial Markets, Money Markets, Capital Markets (Capital market Institutions), Types of Issue, Types of share capital, Debentures, Relative merits and demerits; Stock Indices (Sensex, Nifty).

**Investment decisions:** Time value of money, Future value and compounding, Present value and discounting; Concept of Return and Risk, CAPM Model, Concept of value; Nature and Types of investment decision, Investment evaluation criteria (NPV, IRR, Payback, Discounted payback).

**Module-III:**

**Cost of Capital:** Significance of Cost of Capital; Determining components of cost of capital – Cost of Debt, Preference Share Capital, Equity share capital, Cost of Retained earning, WACC.

**Module-IV:**

**Capital Structure:** Concept of Leverage, Types of Leverage, Capitalization, Theories of capitalization, Over and under capitalization, watered stock/capital, Capital Structure Theories – Relevance and irrelevance theories.

**Books:**

- Van Horne, Bhaduri – Fundamentals of Financial Management- Pearson
- I.M. Pandey, Financial Management, Vikash Publications.
- Khan & Jain, Financial Management, Tata McGraw Hill

  
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5 <sup>th</sup> Semester	16IMN502	Marketing Management–II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I Fundamentals of Product and Brand Management:** Meaning of product, Goods & Services Continuum, Classification of consumer products and industrial products - Product Mix: Length, Width, Depth and Consistency- New Product Development & Product Life Cycle : New Product Development Process: Idea Generation to commercialization- Product Life Cycle: Concept & Characteristics of Product Life Cycle. Relevance of PLC and Strategies across stages of the PLC.

**Branding:** Introduction to Branding, Product vs. Brand, Meaning of a brand, brand equity & brand elements.

Packaging & Labeling : Meaning & role of Packaging & Labeling,

**Module-II Pricing Basics:** Meaning, Importance and factors influencing pricing decisions. Setting the price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, pricing approaches

**Module-III Distribution and Channel Management :** The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, Channel conflicts and resolution (Overview only).

Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

**Module-IV Basics of Promotion:** The role of marketing communications in marketing effort, Communication Mix Elements : Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC)

**Books:**

- Marketing: Baines, Fill and Page , Sinha , Oxford
- Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
- Marketing Management, Ramaswamy & Namakumari, McGrawHill
- Marketing Management – K Karunakaran, Himalaya Publishing House
- Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- Marketing Management – J.P Mahajan , Vikas
- Marketing Management - Rudani , Schand

  
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5 <sup>th</sup> Semester	16IMN503	Operations Management-I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-1 :Nature & Scope of Production & Operations Management :**

Nature of Production, Production as a system, Production as an organization function, Decision making in production, Importance of production function, Scope of Production & Operations management, Evolution of production function, Characteristics of Modern Production & Operations function, Productive system – examples, products vs. services.

**Module-II:Forecasting for Operations:** Nature and use of forecast, Sources of Data, Forecasting model – Quantitative or Time series Methods (simple Moving Average, weighted Moving Average, Exponential Smoothing Models, Forecast errors) Qualitative or judgmental methods (Delphi method, Market survey, Historical Analogy), Accuracy of forecasting Methods.

**Module-III: Product Design and Analysis:**

Concept, Product development –concept and steps; Product Life Cycle, Process design, Interrelationship of product design & process design, Process technology, Process technology life cycle, Economic analysis of production processes (cost function of processing alternatives, operating leverage, break even analysis, financial analysis).

**Module-IV: Inventory Management:** Meaning & definition, Objectives of inventories, Inventory Management & control, Factors influencing

inventory management & control, Benefits, Process of Inventory mgmt. & control, Inventory control techniques – ABC, HML, VED, SDE, FSN, EOQ, MRP & JIT, Kanban, Japanese Inventory system.

**Books:**

- Production & Operations Management : K Aswthappa & K S Bhatt(HP)
- Production & Operations Mgmt.: R. Paneerselvam(PHI)
- Production & Operations Management : S.N.Chary.
- Modern Production & Operations Management : Buffa and Sarin
- Essence of Operations Management : Terry Hills ( PHI )

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

5 <sup>th</sup> Semester	16IMN504	Human Resource Management-I	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Introduction to Human Resource Management:** Concept, Nature and scope of Human Resource Management; Evolution of Human Resource Management, Emerging trends of HRM in Globalized economy.

**Module-II:**

**Aquiring human resource:** Human Resource Planning(HRP)-Concept and Process. Job analysis and design, Recruitment & Selection-Concept & Sources of Recruitment, Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, Outplacement.

**Module-III:**


**Developing Human Resources:** Training & Development-Concept, Training Vs Development, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.

**Module-IV:**

**Monitoring and Evaluation:** Performance Management- Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, TQM, Kaizen, JIT and QC.

**Books:**

- Garry Dessler – Human Resource Management, Pearson / PHI
- Rao, P.S.-Essentials of Human Resource Management and IR, HPH
- Aswathapa, - Human Resource & Personnel Management, TMH

  
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5 <sup>th</sup> Semester	16IMN505	Employment Legislations	L-T-P 4-0-0	4 Credits	35 hrs
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**Module1:**

Labour and Employment Laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment injury, health, maternity benefit, Statutory Regulation of condition of service in certain establishments, voluntary retirement scheme and golden handshake, Overviews of labour laws in India.

**Module2:**

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

**Module3:**


Factories Act,1948; Employees' Compensation Act,1923.

**Module4:**

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

**Books:**

- Industrial Jurisprudence & Labour Legislation, A.M.Sharma, HPH
- Industrial Relations, Trade Union & Labour Legislation; Sinha, Sinha, Shekhar; Pearson
- Industrial and Labour Legislations; L.M.Porwal and Sanjeev Kumar; Vrinda
- Labour Laws; Taxmann
- Industrial Jurisprudence and Labour Legislation; Dr. A. M. Sharma; HPH

  
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6 <sup>th</sup> Semester	16IMN601	Financial Management-II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I:**

**Dividend policy:** Introduction, forms of dividend, stability of dividends, theories of dividend policy (Relevance and irrelevance theories), determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares.

**Module-II:**

**Working capital management:** Introduction to working capital, components of current assets and current liabilities, Objectives of Working Capital (Conservative vs. Aggressive policies), Static vs. Dynamic View of Working Capital, Factors Affecting the Composition of Working Capital, Independence among Components of Working Capital, Operating Cycle Approach to Working Capital, Criteria for evaluation of working capital management, Important working capital ratio.

**Module-III:**

**Receivables Management:** Purpose of Receivables, Cost of Maintaining Receivables, Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, and Collection Program), Credit Evaluation, The Process of Credit Evaluation, Decision, Tree Approach, Monitoring Receivables.


**Treasury Management & Control:** Different between profits and cash, Need for and Objectives of Cash Management, Factors for Efficient Cash Management, Internal Treasury Controls.

**Module-IV:**

**Financing Current Assets:** Behavior of Current Assets and Pattern of Financing, Accruals, Trade Credit, Provisions, Short-term Bank Financial, Public Deposits, Commercial paper, Factoring, Regulating of Bank Credit.

**Books:**

- Khan & Jain, Financial Management, Tata McGraw Hill.
- I.M. Pandey, Financial Management, Vikas publishing.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

6 <sup>th</sup> Semester	16IMN602	Research Methods	L-T-P 4-0-0	4 Credits	35 hrs
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**Module I: Introduction to BRM:** Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

**Module II: Measurement and Data Collection:** Primary data, Secondary data, Design of questionnaire ; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

**Module III: Data Analysis – I:** Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance. on-parametric Test – Sign Test, Run test, Krushall – Wallis test

**Module IV: Data Analysis – II:** Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

**Report writing and presentation:**


Research Report, Types and significance, Structure of research report, Presentation of report.

**Practical Aspect :** Students are expected to use the 40 days trial version of relevant software package to learn the following :-

- (i) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

**Books:**

- Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
- BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
- Research Methodology, by V. Upadade & A. Shende (S. Chand)
- Business Research Methods by Prahlad Mishra, Oxford
- Business Research Methods by Naval Bajpai, Person
- Business Research Method by Cooper et.al, McGraw Hill
- Research Methodology by Khatua and Majhi, HPH.
- Research Methodology by Swain, Kalyani Publishers
- Research Methodology by Ranjit Kumar – Sage Publication.
- Research Methodology by Kothari, Newage

  
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6 <sup>th</sup> Semester	16IMN603	Operations Management-II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I: Plant Location & Layout :**

Nature; Freedom of location; Errors in location; Steps in location; Locational models – Factor Rating, Point rating, Break Even Analysis, Quantitative factor analysis; Layout – meaning, Definition & scope; Factors influencing layout; Principles of layout; Types of layout – process, Product, static, group technology, hybrid; Work Study & Work Measurement: Introduction, objectives, Method study, Time study, relationship of time & motion study to work Study, work measurements – benefits, steps & techniques (time study, synthesis method, analytical estimation)

**Module-II: Aggregate Planning :**

Nature & objective, Need & steps, approach, costs, problem structure, capacity planning – types, measures decisions, classification; generation of alternative capacity plans, framework for analyzing capacity planning decisions; Aggregate capacity planning strategies – (Level capacity plan, Matching capacity with aggregate demand plan).

**Module-III:Resource Requirements Planning:**

Nature, Resource Requirements Planning system, MRP – I, MRP – II, Operation of MRP system, MRP computational procedure, Issues in MRP, Benefits from MRP, Implementation of MRP; Master production schedule (MPs), capacity Requirement Planning (CRP).

**Module-IV: Project Planning & control:**

Nature, Project life cycle, project organization, Role of a project Manager, problems in Managing a project, Project Planning & Control techniques – CPM, PERT;

Quality Assurance & Control: Meaning, the quality assurance system, choice & process & reliability, Control of quality, kinds of control, controlling the quality of services; Quality Control – nature, ensuring quality, quality control techniques; Statistical Quality control (SQC); types of control charts – Xchart, Rchart, construction of X – R chart.

**Books:**

- Production & Operations Management : K Aswthappa & K S Bhatt(HP)
- Production & Operations Mgmt.: R. Paneerselvam(PHI)
- Production & Operations Management : S.N.Chary.
- Modern Production & Operations Management : Buffa and Sarin
- Essence of Operations Management : Terry Hills ( PHI )

  
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6 <sup>th</sup> Semester	16IMN604	Human Resource Management-II	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I: Introduction to Compensation Management:**

Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation – Concept, Methods , Methods of wage determination in India, wage differential, Methods of payment, Broad- banding, Executive compensation, Incentive based pay system,

**Module-II:**

**Industrial Relations:** Concept, Approaches to Industrial relations; Unitary, Pluralistic, Systems and Radical approaches, Industrial Relation System, Role of State in IR.

**Trade Unionism:** Concept, function and structure, union registration and recognition, Present Trade Unionism in India,

**Module-III:**

**Industrial Disputes:** Concept, forms and types, causes, procedure for settlement of disputes in India.


**Collective Bargaining:** Nature, scope and functions, Stages & Bargaining Process, Theories of bargaining, Workers’ participation in Management: Concept, scope and objectives, Workers’ participation in Indian Industries.

**Module-IV:**

**International HRM:** Definitions and Approaches, Concepts of Expatriate, Parent country National (PCN), Host Country National (HCN)and Third Country National (TCN). Challenges of IHRM in dynamic business environment; Ethical issues in IHRM.

**Books:**

- R. K.Sahoo : Training for Development,Excel Books
- R.P.Lynton & U. Pareek : Training for Development
- R. Buckley & J. Caple : Theory and Practice of Training
- Peter Sheal : The Art of HRD (Vol 6 : Staff Development)
- TV Rao : HRD Audit
- D.M. Silvera : Human Resource Development – The Indian Experiences
- Mamoria & Mamoria, Dynamics of Industrial Relations, Himalaya Pub.
- D .K.Bhattacharya, International Human Resource Management, Himalaya Pub.

  
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6 <sup>th</sup> Semester	16IMN605	Business Ethics	L-T-P 4-0-0	4 Credits	35 hrs
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**Module-I Ethics & Business:**

What is Ethics; Facts and Values; Moral Development(Kohlberg's 6 Stages of Moral Development), Myth of a Moral Business.Definition of Ethics and Business Ethics; Need, Importance, Nature and Scope of Business Ethics, Objectives of Business Ethics, Characteristics of Business Ethics, Factors influencing Business Ethics.

**Module – II Decision Making(Normal Dilemmas and Problems)**

Ethical Subjectivism and Relativism, Ethical Decisions , How they are made?Ethical Conflict and Ethical congruence; Normative ethics in Management;Application of Ethical theories on Business (i) Utilitarianism (J.Bentham and J.S.Mill), (ii)Deontology (I.Kant), (iii) Virtue Ethics (Aristotle's Nicomachien Ethics).

**Module – III Managing Ethics:**

Ethical activities; Company Codes; recipients of the intended Ethical action;Codes of Ethics; Ethics Training Programmes; ethics commottees; Laws enforcing Eythical Issues; supporting of ethics in companies with two Ethical Titbits to muse.

**Module – IV : Ethical Issues in Functional Areas of Business:**

**Marketing:** Characteristics of Free and Perfect Competitive market, Monopoly oligopoly, Ethics in Advertising (truth in Advertising);**Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute; HR: Workers Right and Duties, Workplace safety, Sexual harassment; Wistle Blowing.

**Books:**

- C.S.V. Murthy, Business Ethics, Text and Cases, HPH
- Hartman, Perspectives in Business Ethics, TMH

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

#### FOURTH YEAR DETAIL SYLLABUS

7 <sup>th</sup> Semester	16IMN701	Fundamentals of ERP	L-T-P 4-0-0	4 Credits	35 hrs
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#### MODULE-I

ERP as Integrated Management Information System, Evolution of ERP, Benefits of ERP and Competitive Advantages, ERP vs. Traditional Information System.

**Business Process Reengineering**-need and challenges, Management Concerns about BPR, BPR to build Business Model for ERP.

#### MODULE-II

**ERP Packages:** Basic Constituent of ERP, Selection Criteria for ERP packages, Procurement Process for ERP Packages, Overview of ERP packages –PEOPLE SOFT,SAP-R/3,BAAN IV,MFG/PRO,IFS/AVALON,ORACLE-FINANCIAL.

#### MODULE-III

**ERP Implementation**-issues, Role of Consultants, Vendors, Users, Need for Training, Customization, ERP Implementation Methodology and Post Implementation Issues.

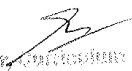
**Supply Chain Management**-Order Management, Logistics, SCM Basic Principles, Task and Competencies, Interfaces and Complexities. Types of SCM, Potential Benefits of SCM, Possible Obstacles, Application System Supporting SCM Engineering. Product Data Management, Sales, Procurement, Production, MRP, Distribution

#### MODULE-IV

ERP case studies in HRM, FINANCE, PRODUCTION, PRODUCT DATABASE, and MATERIAL SALES & Distribution.

#### Books:

- Enterprise Resource Planning Concepts And Practices By Vinod Kumar Garg & N K Venkatakrisna, PHI.
- Enterprise Resource Planning By S Sadagopan,PHI
- Enterprise Resource Planning, Murthy CSV, HPH
- Enterprise Resource Planning Alexis Leon Tata McGrew Hill.
- A Text Book Of ERP , Jaiswal M., Memillan

  
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7 <sup>th</sup> Semester	16IMN702	Banking & Insurance Management	L-T-P 4-0-0	4 Credits	35 hrs
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**Module I: Overview of Banking**

Evolution of Banking, Structure and Types of Banks (Commercial Bank, Cooperative Bank, Payment Bank, Small Banks), Roles of Banks (viz. Intermediation), Payment system, Financial services), Banking Services, Banking Products – Deposit and Loan products, Payment products. E-Banking, RTGS and NEFT.

**Module II: Banking Regulations and Financial Stability**

Need and importance of Banking regulation in India, Banking Regulation Act, 1949; KYC and AML guidelines, Banking Fraud, Banking Code, BASEL norms, SARFAESI ACT, ARCs, Banking ombudsman scheme; policies with respect to priority sector and MSMEs.

**Module III: Basics of Insurance**

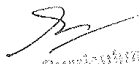
Basic principles of business of insurance, Types of insurance: Life and Nonlife Insurance, Re Insurance. Principles governing marketing of insurance products; Insurance regulations and role of IRDA. Extension of insurance to Niche areas: Pension plans, Bancassurance, ULIPs, TPA, Micro Insurance, Insurance Inclusion.

**Module IV: Insurance Risk and Claims Management**

Risk and Uncertainty, Risks associated with business of insurance i.e .pure risk, financial risk, fundamental risk. Classification of pure risk, overlapping risks; Rules of Risk management, Risk management techniques, Risk management process, Underwriting. Claims settlement procedure for Life insurance, Motor insurance and Health Insurance.

**Books:**

- Banking Theory, Law and Practice – Gordon – Natarajan, HPH
- Banking and Insurance – Mohapatra and Acharya, Pearson
- Insurance and Risk Management, P.K. Gupta – HPH
- RISK Management and Insurance – Tricchmann, Cengage
- Banking Theory & Practice – Shekhar / Shekhar (Vikas)
- Banking Law and Practice – S. Mishra (S Chand)
- Banking law and Practice – Maheshwari and Maheshwari, Kalyani
- RBI Bulletin 2013, 2014
- National Insurance Academy publications

  
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7 <sup>th</sup> Semester	16IMN703	Managerial Economics	L-T-P 4-0-0	4 Credits	35 hrs
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**Module - I: AN INTRODUCTION TO MANAGERIAL ECONOMICS:**

The Nature and Scope of Managerial Economics, The basic process of Decision making, The Theory of the Firm( Reasons for the existence of Firms and their functions, The objective and value of the Firm, Constraints on the operation of the Firm), Methods of expressing Economic relationships, Optimization Analysis( profit maximization by the total revenue and total cost approach, optimization by Marginal Analysis), constrained optimization, Management tools for optimization(Benchmarking, TQM, Re engineering). Marketing Research Approaches to Demand Estimation(consumer surveys and observational research), Demand Forecasting: qualitative forecasts(survey techniques,opinion polls,soliciting a foreign perspective).

**MODULE-II:PRODUCTION AND COST ESTIMATION:**

Optimal combination of inputs(isocost lines,optimal input combination for minimizing costs or maximizing output, profit maximization, effect of change in input prices), Emperical production function, innovation and production function, Estimation of short run and long run cost functions, cost-volume-profit analysis.

**Module - III: MARKET STRUCTURE AND PRICING PRACTICES:**

Market structure and Degree of competition, Perfect competition(Meaning and importance, Price and output determination), Monopoly(Meaning and Sources of Monopoly, Price and output determination), Monopolistic Competition(Meaning and importance, Price and output determination,product variation and selling expenses), Oligopoly(Meaning and sources, oligopoly models). Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing

**Module - IV: MACRO ECONOMIC ANALYSIS:**

Macro economics , the concepts of GDP, GNP, GDP deflator, concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies, Balance of Payment.

**Books:**

- Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
- Managerial Economics, Salvatre, Srivastava, Oxford
- Managerial Economics, Keat, Young, Banerjee, Pearson,
- Managerial Economics, H L Ahuja, S. Chand
- Managerial Economics Theory and Applications, DM Mithani HPH
- Managerial Economics, PL Mehta Sultanchand & Co.
- Managerial Economics, DN. Dwivedi, Vikash

  
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7 <sup>th</sup> Semester	16IMN704	International Business	L-T-P 4-0-0	4 Credits	35 hrs
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**Course Objective :**

To gain adequate knowledge about the different aspects of the international business environment and global investment arena.

**Module-I :**

**International Business Environment:** International Business –Definition –features, Internationalizing business-Advantages –Limitations, difference between domestic and international business, factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – protection Vs liberalization of global business environment.Promotion of global business – different forms of international business – advantages and disadvantages. Ethical issues in international business – Ethical decision-making, role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements. Prospects and challenges of International trade.

**Module-II :**


**International Trade And Investment:**Challenges for global business – global trade and investment – theories of international trade (Classical and Modern Theory). Theory of International Investment (FDI & FII) – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages. Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – **instruments of trade policy:** Concept, Tariffs, Import Quotas, Types of Quotas, Export Subsidies, Voluntary Export Restraints, Administrative Policies.

**Module III :**

**International Strategic Management:**Organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**Books:**

- International Business, Jaiswal, HPH
- International Business ,Rakesh Mohan Joshi, Oxford University Press
- International Business, Vyuptakesh Sharan, Pearson

  
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7 <sup>th</sup> Semester	16IMN705	Corporate Strategy	L-T-P 4-0-0	4 Credits	35 hrs
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**Course Objective:**

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

**Module I :**

**STRATEGY AND PROCESS :** External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

**Module II :**

**INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE:** Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies-core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

**Module III :**

**STRATEGY IMPLEMENTATION AND EVALUATION :** The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances -Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**Books:**


- Strategic Management & Business Policy, Azar Kazmi, TMH,
- Strategic Management, R. Srinivasana, PHI,
- Strategic Management, Haberberg & Rieple, Oxford ,
- An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
- Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

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8 <sup>th</sup> Semester	I6IMN804	Summer Internship Project	L-T-P 0-0-4	4 Credits	40 hrs
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**Summer Internship projects and Presentation Guidelines.**

- a. The students are required to choose an organization for summer internship on completion of the 2<sup>nd</sup> semester. The college authority need to provide adequate counseling to the students looking at his / her area of interest during the second semester.
- b. The student shall be attached to a faculty in the relevant area for guidance during the internship. The students shall maintain daily diary at the summer training venue. The daily diary shall form a part of the summer internship project report. He / She has to record progress and the discussion with the officials of the Organization. On completion of the summer training, the concerned faculty as well as the official of the concerned organization shall verify the record and authenticate it.
- c. The Students while preparing the project report shall devote one chapter as to what he / she has actually done during the training period. The students should not prepare vague or false report and should avoid writing a topic relating to an elective area yet to be studied.
- d. The students must make following analysis in four chapters:
  - i. Industry Analysis
  - ii. Company Analysis
  - iii. Competitors Analysis
  - iv. Clients or customer Analysis
  - v. Challenges faced by the company.
- e. The last chapter should mention about his / her training experience in the Organization. If the students believe that there are scopes for improvement (SFI) in the area of his / her training, he / she must mention the same.
- f. The Report should be limited to 20-25 pages.
- g. The summer internship evaluation should be done during the continuance of 3<sup>rd</sup> Semester. The evaluation should be made out of 100.
- h. The Principal shall form a committee of faculty members to take the viva voce and forward the marks to the University on notice. In case, he feels the need for an external examiner, he may invite a Professor of repute and expert in the field.

  
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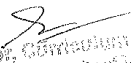
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**ELECTIVE (SPECIALIZATION) SUBJECTS OF 8<sup>th</sup>, 9<sup>th</sup> & 10<sup>th</sup> SEMESTER**

**LIST OF SPECIALIZATIONS:**

(A student may take any two specializations from the following groups)

<b>a) Specialization : MARKETING</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	8 <sup>th</sup>	16IMN801A	Consumer Behaviour	3-0-0	3	100	50
2.	8 <sup>th</sup>	16 IMN802A	Sales & Distribution Management	3-0-0	3	100	50
3.	8 <sup>th</sup>	16 IMN803A	Digital Marketing	3-0-0	3	100	50
4.	9 <sup>th</sup>	16 IMN901A	Service Marketing	3-0-0	3	100	50
5.	9 <sup>th</sup>	16 IMN902A	Retail Management	3-0-0	3	100	50
6.	9 <sup>th</sup>	16 IMN903A	Product & Branding Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16 IMN1001A	B2B Marketing	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN801A	Consumer Behaviour	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.
- To identify consumer behavior and to analyze emerging issues in buying behavior.

**COURSE OUTCOME:**

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

**Module -I:**

**Theories of Consumer Behaviour:** Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, implication of these theories, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

**Module - II :**

**Individual Determinants of Behaviour:** Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior, Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

**Module - III**

**Models of Consumer Behaviour:** Engel- Kollat-Blackwell Model. Changing Consumer Behaviour and its dynamics, Consumer Behaviour in online marketing, Characteristics of modern women and Netizens. Consumer decision Journey and stages, Omni Channel Behaviour.

**Books :**

- Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
- Consumer Behavior Indian Perspective , Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, Satish K. Bhatra& S H HKazmi, Excel Books

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN802A	Sales & Distribution Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
- To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

**Module-I :**

**Sales Management:** Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

**Module - II :**

**Distribution Management:** Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

**Module - III :**

**Logistics management :** Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

**Books :**

- Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, Tata McGraw
- Sales and Distribution Management – Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L.Gupta, Excel Books
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

  
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O.P.J.S. University of Technology, Oshana  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803A	Digital Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective :**

- To understand online consumer behavior and concept of cyber branding.
- To understand the technological importance of SEO
- How to creates Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight future trends that will affect future development of digital marketing.

**Module – I :**

**Basics of Digital Marketing :** Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen’s expectation & influence,

**Module – II :**

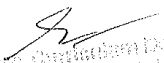
**Search Engine Marketing :** PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

**Module – III :**

**Google Analytics, AdWords, Ad Sense :** Display adverting, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

**Books :**

- Using Google™ AdWords and AdSense, M. Miller, Que Publishers
- Digital Marketing –Kamat and Kamat-Himalaya
- Marketing Strategies for Engaging the Digital Generation, D. Ryan,
- Digital Marketing, V. Ahuja, Oxford University Press
- Digital Marketing, S.Gupta, McGraw-Hill
- Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN901A	Service Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

**Module-I:**

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

**Module-II:**

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

**Module –III:**

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

**Books :**

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
- Services marketing, GovindApte, Oxford University Press
- Services marketing, Rajendranargundkar, Tata Mcgraw Hill

  
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Bokhola

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN902A	Retail Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

**Module - I :**

Emergence of organized retail in India, Retailing – Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

**Module - II :**

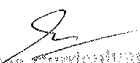
Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

**Module - III :**

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

**Books :**

- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc Graw Hill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management ,Suja Nair, Himalaya Publishing Home

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN903A	Product & Branding Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:**

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

**Module – I :**

**Product Management :** Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

**Module-II :**

**Branding :** Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

**Module- III :**

**Brand management :** Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

**Books :**

- Product Management, D. R. Lehmann & R. S. Winer, 4<sup>th</sup> Edition, TATA McGraw-Hill publications
- Brand Management Practices –Sashikumar -Himalaya
- Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
- Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- Product Management, S. A. Chunawalla, Himalaya Publishing House.
- Strategic Brand Management, K. L. Keller, 2<sup>nd</sup> Edition, Pearson Publications.

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

10 <sup>th</sup> Semester	16IMN1001A	B2B Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives:**

- To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.
- To study the Strategic Market Planning for Products and Channels in B2B Market

**Module-I**

**Introduction to Business Marketing:** The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

**Module-II**

**Segmentation, Targeting and Positioning of Business Marketing:** Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high performance, Pricing and bidding, Role of branding in B2B marketing.

**Module-III**

**Distribution Management:** Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management – need & importance in Business Marketing, Tendering and quotation management, negation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

**Books :**


- B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
- B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
- B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
- Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
- B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

  
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Kanchi



Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

b) Specialization: FINANCE							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802B	Financial Derivatives	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803B	Advanced Management Accounting	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901B	Project Appraisal and Financing	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902B	Business Taxation	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903B	Behavioural Finance	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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 Rourkela

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN801B	Security Analysis & Portfolio Management	L-T-P 3-0-0	3 Credits	35 hrs
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**OBJECTIVES:** To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

**Module-I:**

**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on single Asset and on 'n' assets portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

**Module-II**


**Investment Models, Selection:** Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optimal portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

**Module-III:**

**Fundamental and Technical Analysis and evaluation:** Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, Portfolio management strategies.

**Books:**

- Security Analysis & Portfolio Management, S.Kevin, PHI
- Security Analysis & Portfolio Management, P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
- SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill

  
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Dr. Parvati University of Technology, Odisha  
(P.U.T.O)

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN802B	Financial Derivatives	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:** This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

#### Module-I

**Financial Derivatives – An overview :** Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

#### Module-II


**Future Market :** Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

#### Module-III:

**Options Market and SWAP:**Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, And Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

#### Books:

- Options , Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management, Srivastava, Oxford
- Derivatives and Risk Management, Verma J.R, TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803B	Advanced Management Accounting	L-T-P 3-0-0	3 Credits	35 hrs
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**Module-I.**

**Introduction to Cost Accounting and Management Accounting:** Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

**Module-II.**

**Methods and Techniques:** Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Short term decisions using variable costing, short term decisions using relevant costing, Product costs using activity based costing.

**Module-III**

**Management Tools:** Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales). Balance Score card for measuring total business unit performance. Financial Measures of Performance : Investments and EVA

**Books:**

- A text book on Cost and Management Accounting, M.N Arora, Vikas
- Advanced Management Accounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House
- Management Accounting, Khan and Jain, Mc GrawHill

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN901B	Project Appraisal and Financing	L-T-P 3-0-0	3 Credits	35 hrs
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**Module - I: Project Identification and Formulation**

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

**Module-II: Project Cost Estimation and Project Appraisal:**


Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

**Module -III: Project Financing and Risk Analysis**

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination,

**Reference Books:**

- Project Appraisal and Financing – Lath, Prasar-Himalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.Singh-HPH
- Projects Management ,Prasanna Chandra, Mc GrawHill

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN902B	Business Taxation	L-T-P 3-0-0	3 Credits	35 hrs
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**Module-I:**

**Direct Taxation:** Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

**Module-II:**


**Income sources:** Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions.

**Module-III:**

**Introduction to indirect taxation:** Computation of tax under GST, Value added tax.

**Books:**

- Business Taxation – Mohapatra, Sahu - Himalaya
- Business Taxation - A. Pathak and S. Godiawala , Mc Graw Hill Publication
- Taxation - Singhanian , Taxmann
- Taxation – Hariharan

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN903B	Behavioural Finance	L-T-P 3-0-0	3 Credits	35 hrs
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**Module- I**

**Foundations of Finance:** Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

**Module –II**

**Prospect Theory:** Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

**Module-III:**

**External Factors and investors behavior:** Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

**Reference Books:**

- Behavioral Finance: Sinha PK - Himalaya
- Behavioral Finance: Shuchita Singh and Batt, Vikas.
- Value investing and behavioral Finance, Parag Parikh, TMH
- Understanding Behavioral Finance, Cengage
- Behavioral Finance, Chandra, Mc GrawHill

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

10 <sup>th</sup> Semester	16IMN1001B	Mergers and Corporate Restructuring	L-T-P 3-0-0	3 Credits	35 hrs
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**Module-I:**

**Financial Policy and Corporate Strategy:** Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

**Module-II:**


**Mergers and Takeover:** Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures

**Module-III:**

**Corporate Restructure:** Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

**Books:**


- Mergers Acquisiotn and corporate restructuring –Sinha PK - Himalay
- Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi
- Strategic Financial Management, Jakhotia, Vikas
- Strategic Financial Management, Ravi M Kishore, Taxman

  
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Punjab



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c) Specialization: HUMAN RESOURCES							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801C	Manpower Planning	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802C	Employee Relations	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803C	Compensation and Benefit Management	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901C	Performance Management System	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902C	Team Dynamics at work	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903C	Strategic HRM	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001C	Industrial Legislations	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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8 <sup>th</sup> Semester	16IMN801C	Manpower Planning	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objective:** To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

**Module – I :**

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting – Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

**Module – II :**


Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

**Module – III :**

Strategic HRP : Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

**Books :**

- Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya
- Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience, 1971
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

  
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8 <sup>th</sup> Semester	16IMN802C	Employee Relations	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVE:**

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

**Module - I:**

**Introduction to Employee Relations:** Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

**Module – II :**


**Industrial Relations :** Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function. Industrial Dispute : Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

**Module – III :**

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

**Books:**

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. Labour Welfare, Trade Unionism and Industrial Relation- Puneker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson
5. Industrial Relations, Monappa, TMH

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803C	Compensation and Benefit Management	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVE:**

- 1. To learn basic compensation concepts and the context of compensation practice
- 2. To learn the concepts of payment and employee benefits issues.
- 3. To understand various benefits an employee can avail during service.

**COURSE OUTCOME:**

- 1. Students can apply various compensation scheme and employee welfare measures at workplace which can help them for better human resource management.

**Module I:**

**Conceptual and Theoretical Aspects of Compensation:** Concept of compensation, The 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

**Module-II:**


**Wage Administration and Wage Determination:** Principles of Wage and Salary administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

**Module III:**

**Employees Benefits:** Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

**Books:**

- Compensation Management – Bhatia Kanchan, HPH
- Compensation, Milkovich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
- Compensation and Reward Management, B.D. Singh, Excel Books
- Compensation Management in a Knowledge, Based World, Henderson, Pearson

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN901C	Performance Management System	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives**

- 1. To describe the nature of performance management and outline the core objectives of performance management
- 2. To Identify the different performance appraisal techniques that can be used by organizations.

**COURSE OUTCOME:**

- Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

**Module-I: Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

**Module-II: Measuring Performance:** Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

**Reward Systems and Legal issues:** Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

**Module-III: Performance Management Application & Improvement:** Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

**Books :**

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu, Excel Books



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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	I61MN902C	Team Dynamics at Work	L-T-P 3-0-0	3 Credits	35 hrs
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**Module-I :**

**Characteristics and Process:** Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

**Module – II:**

**Basic issues before Team:** Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

**Module –III:**

**Organizational Context of Teams:** Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

**Books:**

- Group Dynamics for Teams, Daniel Levi, Sage Publications
- Group Dynamics and Team Intervention, Timothy M Franz, Wiley
- Team Building, Dyer and Dyer, Wiley
- Group Dynamics, Donelson R Forsyth, Thomson
- Successful Team Building Tools- Elaine Biech, Pfeiffer

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	I6IMN903C	Strategic HRM	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVE:**

To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

**Module – I :**

**Understanding Strategic HRM :** Introduction : Traditional Vs. Strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

**Module – II :**

**Aligning HR Systems with business strategy:** Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

**Module – III :**

**International and comparative strategic HRM:** Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

**Books :**

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Strategic Human Resource Management-Rajees Viswanthan -Himalay
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.

  
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10 <sup>th</sup> Semester	16IMN1001C	Industrial Legislations	L-T-P 3-0-0	3 Credits	35 hrs
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**Module- I:**

**Labour and Employment Laws in India:** Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act,1948; Employees' Compensation Act,1923,

**Module - II:**

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

**Module - III:**

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

**Books:**


- Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
- Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
- Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar ,Vrinda
- Labour Laws, Taxmann.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

<b>d) Specialization: OPERATIONS MANAGEMENT</b>							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	8 <sup>th</sup>	16IMN801D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802D	Pricing and Revenue Management	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803D	Operations Strategy	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901D	Sales and Operation Planning	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902D	Management of Manufacturing System	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903D	Sourcing Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001D	Operations Research Applications	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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8 <sup>th</sup> Semester	I6IMN801D	Supply Chain Management & Logistics	L-T-P 3-0-0	3 Credits	35 hrs
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#### COURSE OBJECTIVES

- To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students

**Module I : Supply Chain Foundations:** Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

**Module II: Distribution Management:** Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

**Module III: Aligning logistics to customer needs:** Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

#### Books:

- Supply Chain and Logistics Management, Bowersos, Mc GrawHill
- Operations and Supply Chain Management, Chase, Shankar, Jacobs, Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN802D	Pricing and Revenue Management	L-T-P 3-0-0	3 Credits	35 hrs
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#### COURSE OBJECTIVES

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

#### Module – I : Introduction to Revenue Management [RM] :

Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing – Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

#### Module – II : Economy of Revenue Management :


Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre-commitment and Demand Uncertainty, Peak-load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

#### Module – III : Network and Capacity Control in Revenue Management

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement

#### BOOKS :

- Kalyan T Talluri, Garrent J. Van Ryzin, The Theory and Practice of Revenue Management, Springer Publications, New York, 2004
- Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations, Amer Hotel and Motel Association, 2010

  
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2016-17

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803D	Operations Strategy	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVES**

- To make understand the students about what is operations strategy and how its applied in the field of operations management
- To offer operations strategy in terms of business process, capacity, technology and facilities domains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chain management

**Module – I : Operations strategy** – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

**Module – II : Systems & Processes and Capacity Strategy and Management** – Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

**Module – III : Quality Strategy, Purchasing and Supply network strategy** - Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain

**BOOKS :**

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications,

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9 <sup>th</sup> Semester	16IMN901D	Sales and Operation Planning	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVES**

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

**Module – I : Operations Planning:** Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

**Module – II : Capacity Planning:** Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

**Module – III : Operations Scheduling & Distribution Planning:** Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor–Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

**BOOKS :**

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> Edition, 2015
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN902D	Management of Manufacturing System	L-T-P 3-0-0	3 Credits	35 hrs
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#### COURSE OBJECTIVES

- To make the students to understand underlying concepts of general manufacturing systems
- To provide more insights on cellular manufacturing systems
- To expose the students in to Just-in-Time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and Flexible manufacturing systems

**Module – I : Manufacturing systems** – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements –Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis, Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis & minimization of inter-cell movement.

**Module – II : Just-in-time systems** – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems, –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

**Module – III : Synchronous manufacturing (Theory of Constraints)** – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS, Machine loading and scheduling.

#### BOOKS :

- Shahruckh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc., 1999
- T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> Edition, 2015
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014

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9 <sup>th</sup> Semester	16IMN903D	Sourcing Management	L-T-P 3-0-0	3 Credits	35 hrs
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**COURSE OBJECTIVES**

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

**Module – I : Introduction to Global Sourcing** – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy, Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation– Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

**Module – II : Supplier Research and Market Analysis**– Vendor Rating – Objectives, Self certify vendor management, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals – Planning and Methods, Contract negotiation, Vendor performance monitoring and controlling.

**Module – III : Analytical Tools in Sourcing, Pricing Analyses** : Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing, Green Sourcing.

**BOOKS :**

- Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications, 2011
- Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage Publications, 2017
- SathitParniangtong, Supply Management: Strategic Sourcing, Springer Publications, 2016
- Robert W. Turner, Supply Management and Procurement: From the Basics to Best-in-class, J.Ross Publishing, 2011

  
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10 <sup>th</sup> Semester	16IMN1001D	Operations Research Applications	L-T-P 3-0-0	3 Credits	35 hrs
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#### COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programming applications
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

**Module – I : Overview of Operations Research** –Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory’s Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

**Module – II :** Scheduling System – Single machine, Flow shop and Job shop Scheduling methods –Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

**Module – III :** Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale’s method and Wolfe’s method. Staff transfers Problem– Two stage supply chain distribution problem.

#### BOOKS :


- KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
- HamadyTaha: Operations Research, Mac Millan Co., 2016
- Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
- J.K.Sharma, Operations research Theory and applications, 2012
- Pradeepprabakarpai, Operations research – Principles and practice, oxford higher education, 2012
- Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003

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<b>e) Specialization: SYSTEMS MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	8 <sup>th</sup>	16IMN801E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802E	Business Analytics	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803E	E-Commerce and Digital Markets	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901E	Managing Digital Platforms	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903E	Managing Software Projects	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001E	Strategic Management of IT	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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8 <sup>th</sup> Semester	16IMN801E	Data Mining for Business Decisions	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- To acquaint students with the theoretical and practical elements of Data Mining and their applications.
- To acquire practical exposure in analyzing a business problem using appropriate model
- To develop the skills to use the model for a predictive analytical solution


**Module-I :** Introduction to Data Mining – Deriving Value from Data Mining – Applications– Basic concepts, Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis– Visualizing Data– Applications

**Module-II :** Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications. Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Applications

**Module-III :** Best Practices in Data Analytics and BI – clustering – Decision trees– Neural networks– Associations/Market Basket analysis– Text Mining

### Books :

- Anil Maheshwari, Data Analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung, Predictive Analytics, Wiley, 2015
- Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Wiley, 2014

  
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Florida

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8 <sup>th</sup> Semester	16IMN802E	Business Analytics	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives**

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty


**Module – I:** Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics; Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

**Module – II:** Data Visualization for Manager: Visualization imperative-Message to charts-Visual Perception-Grammar of Graphics (Using R)- Component level design of tables and graphs-Storytelling using Visualization;

**Module – III:** SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis; Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

**Books :**

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning
- SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing —, McGraw Hill
- Bernard Marr, “Big Data : Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
- R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), JorisMeys (Author)

  
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Bhubaneswar

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803E	E-Commerce and Digital Markets	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- Students will learn about foundations of E-Commerce.
- Students will be able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship

### Module – I:

**E-Commerce :** Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

### Module – II :

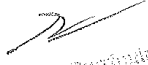
**Digital Payment Systems** Introduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

### Module – III:

**E-business Channel functions & E-Business Entrepreneurship** Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function, Designing Electronic market – strategic E-Marketing – E – Marketing Tool –E-Business Entrepreneurship

### Books :

- Kenneth C.Laudon Carol GuercioTraver —E-Commerce, 14<sup>th</sup> edition, 2018, Pearson.
- Russ, Henneberry —Digital Marketing for Dummies, Willey January 2017
- S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective, PHI, Edition, 2016
- Gary P.Schneider —Electronic Commerce Course Technology Inc 12th edition 2017
- VandanaAhuja —Digital marketing, OXFORD HIGHER Education, 3th edition 2017
- ShivaniArora —E-Commerce, 2017 edition.

  
Director, Curriculum Development  
Uttarakhand University of Integrated Health  
Nashik

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN901E	Managing Digital Platforms	L-T-P 3-0-0	3 Credits	35 hrs
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**Course Objectives**

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital Platform


**Module – I:** Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

**Module – II:** Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies ,Future of Digital Platforms – Participation – Social Media Strategies.

**Module – III:** Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self-Branding Strategies – Digital business Innovation – Decision Rights and Control

**Books :**

- Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
- Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
- Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
- Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
- Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08– Apr–2016

  
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Kolkata

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN902E	Managing Digital Innovation and Transformation	L-T-P 3-0-0	3 Credits	35 hrs
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#### Course Objectives

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

**Module-I :** Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

**Module-II :** Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

**Module-III :** Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

#### Books :

- Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
- Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan, J, and Suresh, J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

  
Director, Curriculum Development  
Biju Patnaik University of Technology, Odisha  
Rourkela

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN903E	Managing Software Projects	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- To understand software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for Software Projects.
- To know how to monitor and control Software Projects.

### Module – I:

**Introduction to Software Project Management :** Introduction– Software Project –vs– other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

### Module – II:


**Project Evaluation and Programme Management :** Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

### Module – III:

**Selection of an appropriate project approach and Software Effort estimation:** Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

### Books :

- Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
- Joel Henry, Software Project Management, Pearson, 2011
- Kathy Schwalbe, Project Management in IT, Cengage, 2011
- Sanjay Mohapatra – Software Project Management – Cengage –2011

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

10 <sup>th</sup> Semester	16IMN1001E	Strategic Management of IT	L-T-P 3-0-0	3 Credits	35 hrs
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### Course Objectives

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the Strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan


**Module – I: Strategy Formulation:** Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications **Value Chain Analysis:** The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

**Module – II: IT Strategy:** Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios, **Strategy Information:** Strategic information systems (SIS)– Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

**Module – III: Transformation Drivers:** Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

### Books :


- CA. Deepak Pandian & CA. Aneesh Noor Mohammed , Strategi Management & Information Technology Paperback, Kothari Academic & Research Publications ,2016.
- Neil Ritson , Strategic Management, Ventus Publishing ApS, 2011.
- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University , Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson MyLab Management with Pearson eText, Global Edition, ©2019 Availability: 01 Mar 2018 •
- Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers, 1st Edition, by J.–C. Spender, Oxford University Press, 2014
- Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010

  
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Rohatki



Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

<b>f) Specialization: RURAL MANAGEMENT</b>							
<b>Sl No</b>	<b>Sem ester</b>	<b>Sub. Code</b>	<b>Elective Papers</b>	<b>L-T-P</b>	<b>Credit</b>	<b>University Marks</b>	<b>Internal Evaluation</b>
1.	8 <sup>th</sup>	16IMN801F	Agribusiness Management	3-0-0	3	100	50
2.	8 <sup>th</sup>	16IMN802F	Rural Marketing	3-0-0	3	100	50
3.	8 <sup>th</sup>	16IMN803F	Rural Development	3-0-0	3	100	50
4.	9 <sup>th</sup>	16IMN901F	Livelihood and Development Management	3-0-0	3	100	50
5.	9 <sup>th</sup>	16IMN902F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	9 <sup>th</sup>	16IMN903F	Cooperative Management	3-0-0	3	100	50
7.	10 <sup>th</sup>	16IMN1001F	Strategies for Smart Villages	3-0-0	3	100	50
			<b>TOTAL</b>		<b>21</b>	<b>700</b>	<b>350</b>

  
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 Haryana

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN801F	Agribusiness Management	L-T-P 3-0-0	3 Credits	35 hrs
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### Module –I

#### Introduction of Agri Business

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

### Module-II

#### Agri-Business Environment

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

### Module – III


#### Legislations and Recent trends

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

#### Books:

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz  
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN802F	Rural Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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**Objectives:** Its objective is to equip students more strongly for a career in marketing agri-inputs and outputs, food products, consumer goods, crafts and services, and in developing rural markets and value chains.

**Module-I:**

Rural Market Structure, Rural consumer buying behaviour, Rural Marketing environment, Rural Marketing Information System, Research and Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of Rural marketing, Rural Marketing Agencies.

**Module-II:**

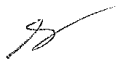
Rural Marketing Mix, Product decisions, Pricing Decisions, Promotion decisions, Distribution and Channel Management, Relationship Management, Physical distribution, Sales force management

**Module-III:**

Agri-marketing Scope, Role in Economics development, Demand and Supply of farm products, Marketing of Agricultural inputs and farm products, Strategy for agri-marketing

**Books:**

- Rural Marketing- R Ramakrishnan, Pearson
- Rural Marketing- Dogra and Ghuman, TMH
- Rural Marketing- Badi and Badi- HPH
- Rural Marketing, Kashyap

  
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Patna

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

8 <sup>th</sup> Semester	16IMN803F	Rural Development	L-T-P 3-0-0	3 Credits	35 hrs
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**Module-1 :**

Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

**Module-2 :**

Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

**Module-3 :**

Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

**Books:**

- Rural Development-Principles,Policies and Management, Katar Singh
- Fundamentals of Rural Development, TahirHussain
- Rural Development in India, B.K.Sahu

  
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Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN901F	Livelihood and Development Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Objective:** It is aimed at providing a closer understanding of various livelihood models and approaches, and their applications and experiences at national and international level, and the issues and challenges confronted in building sustainable livelihoods.

**Module-I :**

NGO Management, Agri-based, livestock-based and natural resource-based livelihood options in rural areas. Development Programs in various sectors (Health, Education, WASH, Food Security and Nutrition), policies, institutional mechanisms.

**Module-II:**

Decentralized planning and governance, Disaster Management, Relief and Rehabilitation and Development Training.

**Module- III:**

**Processing and preservation of foods.**


Scope of food processing; historical developments; principles of food processing and reservation. Processing and preservation by heat: blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation-types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

**Books:**

- Rural Development and Livelihoods in India, Niranjan Sahoo
- Food Processing and Preservation, S Sivasankar, PH

  
Director, Department of Applied  
Food Technology, O.P.J.S.  
Punjab University of Technology, Chandigarh

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN902F	Rural Credit and Micro Finance	L-T-P 3-0-0	3 Credits	35 hrs
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**MODULE -I:**

**Financing Rural development :** Functions and policies of RBI in Rural banking, NABARD---- Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing.

Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasing. Term loans for irrigation, Farm mechanization. Financing Rural Non Farm sector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

**MODULE-II:**

**Problems and Prospects in Rural banking and Priority sector financing :**

Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans. Role of Rural banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based Financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.


**MODULE: III:**

**Perspectives of Micro finance :** Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components

**Books:**

- Microfinance-Principles and Approach, V Rengarajan
- Microfinance in India, Rais Ahmad
- Essentials of Microfinance, Sulphrey, Vivek Vaswan

  
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 Kerala

Integrated MBA 5 Yrs Syllabus from Admission Batch 2016-17 onwards

9 <sup>th</sup> Semester	16IMN903F	Cooperative Management	L-T-P 3-0-0	3 Credits	35 hrs
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**Module- I :**

**Theory of Co-operation:** Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism- Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society- Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDDB, NCUI.

**Module – II**

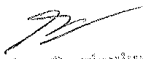
**Cooperative Management:** Concept of Management-Definition- Principles-Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-maintenance of Records and Statistics.

**Module – III:**

**Cooperative Banking :** Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions, Banking regulation Act as applicable to Cooperative banks in India.

**Books:**

- Co-operative Management- Principles and Techniques, S Nakkiran
- A text Book on Cooperative Management, DrP.C.Dhal

  
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