<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Course</th>
<th>Internal</th>
<th>Marks External</th>
<th>Max Marks</th>
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<tbody>
<tr>
<td>MBA-301</td>
<td>Supply Chain Management</td>
<td>30</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td>MBA-302</td>
<td>Total Quality Management</td>
<td>30</td>
<td>70</td>
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</tr>
<tr>
<td>MBA-303</td>
<td>Entrepreneurship and Small Management</td>
<td>30</td>
<td>70</td>
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<tr>
<td>MBA-304</td>
<td>Specialization Group – 1 Elective 1*</td>
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<td>MBA-308</td>
<td>Summer Training Project Report</td>
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</table>
### Elective Courses

**Specialization Group: Marketing (MK)**

<table>
<thead>
<tr>
<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>MBA MK 01</td>
<td>Consumer Behavior</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA MK 02</td>
<td>Sales and Distribution Management</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA MK 03</td>
<td>Retailing</td>
<td>(IV Semester)</td>
</tr>
<tr>
<td>MBA MK 04</td>
<td>Service Marketing</td>
<td>(IV Semester)</td>
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**Specialization Group: Financial Management (FM)**

<table>
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<tr>
<th>Course Code</th>
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<th>Batch</th>
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</thead>
<tbody>
<tr>
<td>MBA FM 01</td>
<td>Indian Financial System</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA FM 02</td>
<td>Security Analysis and Portfolio Management</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA FM 03</td>
<td>Project Management</td>
<td>(IV Semester)</td>
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<tr>
<td>MBA FM 04</td>
<td>Strategic Tax Planning &amp; Tax Management</td>
<td>(IV Semester)</td>
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**Specialization Group: Human Resource (HR)**

<table>
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<tr>
<th>Course Code</th>
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<th>Batch</th>
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<tbody>
<tr>
<td>MBA HR 01</td>
<td>Human Resource And Organisational Development</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA HR 02</td>
<td>Legal Framework Governing Human Relation (Part -I)</td>
<td>(III Semester)</td>
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<tr>
<td>MBA HR 03</td>
<td>Compensation Planning</td>
<td>(IV Semester)</td>
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<tr>
<td>MBA HR 04</td>
<td>Legal Framework Governing Human Relation (Part -II)</td>
<td>(IV Semester)</td>
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**Specialization Group: International Business**

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<th>Course Code</th>
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<tbody>
<tr>
<td>MBA IB 01</td>
<td>International Marketing</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA IB 02</td>
<td>International Business Environment and Foreign Exchange Economics</td>
<td>(III Semester)</td>
</tr>
<tr>
<td>MBA IB 03</td>
<td>Export Management and Documentation</td>
<td>(IV Semester)</td>
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<tr>
<td>MBA IB 04</td>
<td>International Logistics Management</td>
<td>(IV Semester)</td>
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**Specialization Group: Open Specialization (Choose any one in IV Semester)**

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Batch</th>
</tr>
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<tbody>
<tr>
<td>MBA OP 01</td>
<td>Rural Management</td>
<td>(IV Semester)</td>
</tr>
<tr>
<td>MBA OP 02</td>
<td>Insurance and Risk Management</td>
<td>(IV Semester)</td>
</tr>
</tbody>
</table>
MBA 301: SUPPLY CHAIN MANAGEMENT

UNIT I
Introduction. Basic Concept & philosophy of supply chain management; Essential features, Various flows (cash, value and information). Key issues in SCM. Benefits and case examples.

UNIT II
Logistics Management: Logistics as part of SCM, Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics, Distribution and warehousing management. Purchasing & vendor management: Centralized and decentralized purchasing, Functions of purchase department and purchase policies, Use of mathematical model for vendor rating / evaluation, Single vendor concept, Management of stores, Accounting for materials.

UNIT III
Inventory Management: Concept, various costs associated with inventory, various EOQ models, Buffer stock (trade-off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises - numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of inventory management.

UNIT IV
Recent Issues in SCM: Role of computer / IT in supply chain management, CRM Vs SCM. Benchmarking-concept, Features and implementation, Outsourcing-basic concept, Value addition in SCM-concept of demand chain management.

SUGGESTED READINGS
1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management. (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.)
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
UNIT I

UNIT II
Total Quality Management, Evolution of TQM, TQM models, Human and system components, Continuous improvement strategies, Deming wheel, Customer concept, Customer satisfaction index, Quality circle, SS principle, Top management's commitment and involvement. Quality management tools for business applications, Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability analysis, Reliability prediction analysis, Total productive maintenance.

UNIT III
Quality imperatives for business improvement, Leadership for quality management, Quality planning, Designing for quality and manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality assurance and ISO 9000, QS 9000 certification, ISO 14000.

Unit IV
TQM implementation strategies, Organizational structure and mindset of individuals, Motivational aspects of TQM, Change management strategies, Training for TQM, TQM Road map, Quality improvement index, Bench marking, Contemporary issues in quality – Benchmarking, JIT, Six Sigma.

SUGGESTED READINGS

2. Glen H. Besterfield and Mary Besterfield-Sacre, Total Quality Management, Pearson Education
3. D.D. Sharma, Total Quality Management: Principles, Practice and Cases,
MBA-303: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

UNIT I

UNIT II
Theories of Entrepreneurship—Innovation Theory by Schumpeter & Imitating : Theory of High Achievement by McClelland. X-Efficiency Theory by Leibenstein. Theory of Profit by Knight. Theory of Social change by Everett Hagen. Entrepreneurial traits, External influences on entrepreneurship development: Socio-cultural, Political, Economical, Personal, Entrepreneurial success and failure: Reasons and remedies. Scope of small business activities; Place in national economy; Institutional support programmes; Role and functions of major support institutions such as SBI, CSIO, SSDG, SISLs, etc. Entrepreneurship development programmes and management education for entrepreneurs. Women Entrepreneurs: Challenges to woman entrepreneurs, Achievements of woman entrepreneurs, Role models of woman entrepreneurs.

UNIT III
Different aspects of entrepreneurial organisations. Entrepreneurship and Management, Training and development programme; Evaluation of entrepreneurship development; Development of support systems, Need of license, Capital issues and legal environment of business. Entrepreneurial planning and monitoring, Entrepreneurship development during planned economy.


UNIT IV
Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc. — with special reference to 'Export oriented unites'.

Role of the following agencies in the entrepreneurship development:

Suggested Readings
1. Dynamics of Entrepreneurship Development – Vasant Desai,
3. Entrepreneurship Development New Venture Creation – Satish Tanveja, S.L. Gupta
4. Project management – K. Nagarajan,
5. Entrepreneurship: Strategies and Resources – Marc J. Doblin,

[Signatures]
UNIT I

Introduction to Consumer Behavior: -Nature and Importance of CB, Application of CB in Marketing
Consumer Research Process: Various Methods and techniques of consumer research,
Consumer Research Process, New developments in the field of consumer research.

UNIT II


Group Determinants of CB:- Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept, Family: functions of family, family decision making, family life cycle (FLC), Opinion Leadership and Personal Influence, Diffusion of Innovation: Adoption process. Diffusion process

UNIT-III

Consumer Decision making Process: Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

UNIT-IV

Input Process Output Model
Industrial Market & Consumer Behavior: Meaning, scope and characteristics of industrial markets Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process

Suggested Readings:
2. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9th Ed.)
3. Hawkins; Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9th Ed.)
UNIT I
Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of People Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of Successful Salesman, Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

UNIT II
Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

UNIT III
Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

UNIT IV
Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Suggested Readings
1. Donaldson B - Sales Management: Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spirt - Sales Force Management (Tata McGraw Hill, 11th Ed.)
5. Rosenblum - Marketing Channels (Cengage Learning, 7th Ed.)
UNIT-I
Framework of Indian Financial System
Financial System & Economic Development
Derivative market

UNIT-II
Factoring and Forfeiting – Distinctive functions of factors, Types, Difference between factoring and forfeiting,
Legal aspects, Advantages, Factoring vs. Bills Discounting, International Factoring

UNIT-III
Consumer Finance and Lease Financing
Bills Discounting – Types of Bills, Discounting of Bills, Purchasing of Bills,
Drawer & Drawee Bills. Credit Cards – Functioning of Credit Cards.
Lease Financing : Meaning and Types, Financial Evaluation from Lessor & Lessee Point of view, Economic
Aspect of Lease.
Installment payment.

UNIT-IV
Financial Intermediaries
Insurance : Introduction, Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General
Insurance, Pension Fund and Pension Plans Today.
Mutual Funds : Significance Types & Organization, Association of Mutual Funds in India, UTI
Disinvestment of PSUs
Credit Rating
Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard & Poor's
fifth rating.

Suggested Reading
2 S. Guruswamy, Financial Market and Instruments, Thomson.
4 M.Y. Khan, Financial Services, Tata McGraw Hill.
5 I M Bhole, Financial Institutions & Markets, Tata McGraw
MBA FM 02 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit I

Unit II
Utility Analysis An analysis of risk & return, types of risk, Valuation – bond and fixed income instruments valuation – bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets

Unit III

Unit IV

Suggested Reading
2) Security Analysis & Portfolio Management – Fisher and Jordan – 6/e Pearson, PHI
3) Investment science – David G. Luenberger. Oxford
4) Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
MBA-HR-01: HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

UNIT-I
HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.

UNIT-II

UNIT-III
Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring, Assessment Centers.
HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

UNIT-IV

Suggested Reading:
UNIT I
The factories Act, 1948 – Major provisions of factories Act with licensing, registration
Health safety and welfare, working hours of adult, penalties and procedure

UNIT II
Trade Union Act, 1926 – Definition of a trade union, Registration of trade union,
Right and duties of registered trade union, regulation, penalties.

UNIT III
The Industrial Dispute Act, 1947 - Concept, Settlement of Industrial dispute – procedure, power and duties of
Authorities, strikes and lockouts, retrenchment and lay off provisions.

UNIT IV
The Employee Provident Fund Act, 1952,
Industrial Employment (standing orders) Act, 1946 - Certificate, applicability, interpretation
appeal, disciplinary Action and grievance procedure.
The Apprentices Act, 1961

Suggested Reading:

2. P.L. Malik, Handbook of Industrial Law, Eastern Book
3. N.D. Kapoor, Handbook of industrial law, Sultan Chand & Sons
5. Ratna Sen, Industrial Relation in India, MacMillan India.
6. V.G. Goswami, Labour and Industrial Law, Central Law Agency
UNIT I
Overview of World Business and Framework of International Marketing:


World Market Environment:
Cultural Environment-Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process. Cultural Universals.

UNIT II
Planning for International Marketing:

UNIT III
International Marketing Decisions - I:
International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

UNIT IV
International Marketing Decisions - II:
International Promotion Strategies-Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations.
International Advertising – Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising
International Organizational Control

SUGGESTED READINGS
1. Ohri, N., & Ahmed, S. International Marketing (Pearson, 3rd Ed.)
2. Cheremisin F. -International Trade and Export Management (Himalaya, 2007)
3. Varshney R. L., Bhattacheraya B. -International Marketing Management (Sultan Chand & Sons, 9th Ed.)
4. Czinkota -International Marketing (Thompson, 8th Ed.)
5. Cateora Graham -International Marketing (TMH, 10th Ed.)
6. Jain S. - International Marketing (Thomson)
MBA IB 02: INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMY

UNIT I

Unit II
Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT III

UNIT IV
International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.
Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS:
1) Agarwal Raj -International Trade (Excel, 1st Ed.)
2) Hill C.W. -International Business (TMH, 5th Ed.)
3) Daniels -International Business (Pearson, 1st Ed.)
4) Black J. -International Business Environment (Prentice Hall)
5) Bhalla V.K. -International Business Environment (Arnold)