

Programme/Class: PG Degree	Year: 2	Semester: III		
<b>Subject: MBA</b>				
Course Code: F010901T	<b>Course Title: Operations Research</b>			
<b>Course outcomes:</b>				
<p>At the end of this course, students will be able to</p> <ul style="list-style-type: none"> <li>• Model the business problem into a linear program and obtain the optimal solution for the problem.</li> <li>• Determine the optimal strategy for Transportation problems.</li> <li>• Determine the optimal solution for Assignment problems.</li> <li>• Model competitive real-world phenomena in game situations and determine the best strategy.</li> <li>• Plan, Schedule, and Control the operation/projects.</li> </ul>				
Credits: 3		<b>Core Compulsory / Elective:</b> Core Compulsory		
Max. Marks: 25+75		Min. Passing Marks: 10+25		
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 0-0-4</b>				
Unit	Topics	No. of Lectures Total=45		
I	<p><b>Operations Research:</b> Uses, Scope and Applications of Operation Research in managerial decision-making.</p> <p><b>Decision-making environments:</b> Decision-making under Certainty, Uncertainty and Risk Situations; Decision Tree approach and its applications.</p> <p><b>Sequencing Problem:</b> Introduction to Sequencing Problem, Solution to Sequencing Problems, Gantt Chart, Johnson's Algorithm for n Jobs and Two Machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.</p>	10		
II	<p><b>Linear programming:</b> Mathematical Formulations of LP Models for product-mix problems; Graphical and Simplex Method of solving LP problems; Sensitivity Analysis; Duality, Use of EXCEL SOLVER to Solve LPP.</p> <p><b>Transportation problem:</b> Introduction to Transportation Problems, North-West corner rule, Least cost Method, Vogel's Approximation Method for obtaining IBFS, Stepping stone and MODI method to get Optimal Solution, Transhipment Problem, Use of EXCEL SOLVER to Solve TP.</p>	15		
III	<p><b>Assignment model:</b> Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem, Use of EXCEL SOLVER to Solve AP.</p> <p><b>Game Theory:</b> Concept of Game; Two-person Zero-sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.</p> <p><b>Queuing Theory:</b> Introduction, Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline, Characteristics of M/M/1 Queue model; Application of Poisson and Exponential Distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.</p>	10		
IV	<p><b>Replacement Problem:</b> Introduction to Replacement theory, Replacement of assets that deteriorate with time, replacement of assets that fail suddenly.</p> <p><b>Project Management:</b> Rules for drawing the Network Diagram, Applications of CPM and PERT techniques in Project Planning and Control, and Crashing of Operations.</p> <p><b>Simulation:</b> Introduction to Simulation, Process of Simulation, Monte Carlo Simulation, Simulation of Inventory System, Simulation of Queuing System, Using MS Excel for Simulation.</p> <p><b>Case Study related to the Entire Syllabus.</b></p>	10		
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Apte-Operation Research and Quantitative Techniques (Excel Books)</li> <li>2. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)</li> <li>3. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)</li> <li>4. Sharma J K - Operations Research (Pearson, 3rd Edition)</li> </ol>				
<p><b>Suggested Continuous Evaluation Methods:</b></p> <p>In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.</p>				

<b>Programme/Class:</b> PG Degree	<b>Year:</b> 2	<b>Semester:</b> III
<b>Subject:</b> MBA		
<b>Course Code:</b> F010902T	<b>Course Title:</b> Project Management, Planning and Analysis	
<b>Course outcomes:</b> On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• Understand the steps involved while preparing project proposal.</li> <li>• Study the various aspects of marketing and technical analysis of the project.</li> <li>• Understand how to make financial estimates and projections for projects.</li> </ul>		
<b>Credits:</b> 3		<b>Core Compulsory / Elective:</b> Core Compulsory
<b>Max. Marks:</b> 25+75		<b>Min. Passing Marks:</b> 10+25
<b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 3-1-0		
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures Total=45</b>
<b>I</b>	<b>Introduction to Project and Project Management:</b> Characteristics and types of projects, project life cycle and its phases. <b>Project Identification, Tools &amp; Techniques of Project Management</b> <b>Project Management:</b> Form of project organization, project planning, project control, Human Aspects of Project management.	12
<b>II</b>	<b>Market &amp; Demand Analysis:</b> Market planning, market environment, Demand forecasting techniques. <b>Technical Analysis:</b> Selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structural and civil work, environmental aspects, project charts and layouts.	11
<b>III</b>	<b>Financial Feasibility:</b> determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation <b>Investment Analysis:</b> Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, net present value method, internal rate of return.	12
<b>IV</b>	<b>Social Cost Benefit Analysis:</b> UNIDO approach, shadow pricing. <b>Infrastructure Projects:</b> Meaning, classification and features. PPP schemes and Modalities of PPP, state of infrastructure in India. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Prasanna Chandra, CFM_TMH Professional Series in Finance, 7<sup>th</sup> Edition.</li> <li>2. Project Management, S Chaudhry, TMH</li> <li>3. Total Project Management –The Indian Context, P.K. Joy, Macmillan Indian Ltd</li> <li>4. Project Management, Harvey Maylor, Pearson Education, New Delhi</li> <li>5. साहित्यभवनप्रकाशन, ISBN: 978-93-5047-356-6</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010903T(A)	<b>Course Title:</b> Security Analysis and Portfolio Management	
<b>Course outcomes:</b> On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• Understand the concept, tool and technique applicable in the field of security and portfolio analysis.</li> <li>• Explain that how to assess the performance of portfolios as well as managers monitoring them.</li> <li>• Explain that how to assess the performance of portfolios as well as managers monitoring them.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Finance)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Investment:</b> Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return. <b>Primary Market and Secondary Market:</b> Relationship between primary and secondary market. Function of primary market, Parties involved in new issues, Function of stock exchanges, Settlement cycle, Carry forward system, Over-the-counter exchange of India (OTCEI), Listing of securities.	13
II	<b>Fundamental Analysis, Technical analysis:</b> Tools of technical analysis, Dow Theory, trend – primary intermediate and short-term trends. Indicators – volume of trade, breadth of the market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). Charts- Point and figure charting, Bar charting <b>Regulatory Framework:</b> Securities and Exchange Board of India: Origin, function, organization and activities, National Securities Depository Ltd (NSDL) and Central Depository Services Ltd. (CDSL).	12
III	<b>Valuation of Securities:</b> Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates <b>Derivatives: Meaning:</b> Types, Valuation of Options and Futures <b>Efficient Market Hypothesis:</b> Testing for Market Efficiency <b>Portfolio Theory:</b> Diversification and Optimal Portfolios,	10
IV	<b>Portfolio Analysis:</b> Traditional portfolio analysis, Markowitz Theory <b>Portfolio Selection:</b> Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. <b>Capital Market Theory, Arbitrage Pricing Theory.</b> Portfolio Evaluation <b>Portfolio Revision-Meaning, Need and Strategies of portfolio revision.</b> <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Donald E. Fischer &amp; Ronald J. Jordan: Security Analysis and Portfolio Management, Prentice-Hall</li> <li>2. Punithavathy Pandian : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd</li> <li>3. Van Horne : Financial Management &amp; Policy, Prentice-Hall</li> <li>4. J.F Weston. &amp;E.F Brigham. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press</li> <li>5. E.W. Walker: Essential of Financial Management, Prentice-Hall</li> <li>6. Gitman &amp;Joehuk : Fundamentals of Investing, Pearson Addison Wesley</li> <li>7. S. Kevin, <i>Security analysis and portfolio management</i>, Prentice Hall</li> <li>8. प्रोफेसरवी.पी. अग्रवाल, , साहित्यभवनप्रकाशन</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010904T(A)	<b>Course Title:</b> Corporate Financial Decisions	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Estimate cash flows emerging from a financial decision.</li> <li>• Assess the impact of a financial decision on the value of a firm.</li> <li>• Understand how to recommend financing choices for enhancing value and aligning the financing decisions with the overall corporate strategy.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Finance)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
<b>I</b>	<b>Concepts in Valuation, Approaches to Valuation:</b> Discounted Cash Flow, Relative Valuation (Earnings multiples and Book Value multiples), Contingent Claim Valuation <b>Valuation of Securities</b> –Bonds and Shares, Asset Pricing models, Free cash flow approach to Equity and firm valuation.	12
<b>II</b>	<b>Investment in Assets and Required Returns,</b> Principles of Capital Investment, Allocating Capital and Corporate Strategy, Inflation and Capital Budgeting <b>Risk Management in Projects:</b> Sensitivity analysis, Monte Carlo Simulation, Real Options, Creating value through required returns.	12
<b>III</b>	<b>Financing policies:</b> Making Capital Structure Decisions, Taxes and Financing Choices, Long term-financing, Lease financing, Hybrid financing, Financing through Private Equity and Venture Capital. Managerial Incentives, Information and Corporate Control. Capital structure and Corporate Strategy.	11
<b>IV</b>	<b>Effect of various corporate actions</b> (Dividends, Share Buyback, Stock Splits, Rights issues, Spin-offs) on shareholders' equity, Capital market financing and risk management. Information Conveyed by Financial decisions. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Financial Management and Policy, Horne, Van and Dhamija, Pearson</li> <li>2. Strategic Financial Management, Kishore, Ram, 2013, Taxman</li> <li>3. Business Valuation, Mohanty, P, 2015, Taxman</li> <li>4. Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill</li> <li>5. Principles of Corporate Finance, Brealey, Myers and Allen, McGraw Hill</li> <li>6. Investment Valuation, Aswath Damodaran, Wiley</li> <li>7. डॉ. ए.एस. एसपीगुप्ता, भवनप्रकाशन, साहित्यभवनप्रकाशन</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010905T(A)	<b>Course Title: Banking and Financial Services</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>Understand the types of Banking and financial services available and exposure to the regulatory environment in which these operate.</li> <li>Understand the role of Financial Services in Business Organizations.</li> <li>Give an insight into the strategic, regulatory, operating, and managerial issues concerning select financial services.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective: Elective (Finance)</b>
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Banking and Financial Services:</b> An overview. Role of banks in the financial system. Sources and application of bank funds, Credit creation and different types of lending. Legal aspects of lending - Secured and unsecured loans. Negotiable Instruments, Retail and Corporate banking, Trade Finance – Letters of credit, E-payment systems and electronic banking. <b>Universal Banking:</b> Commercial and Investment Banking. Innovation and diversification in banking services.	12
II	<b>Merchant Banking:</b> services by merchant bankers, code of conduct and general obligations of merchant bankers, merchant bankers as lead managers, SEBI guidelines for merchant bankers, Issue management and Underwriting <b>Hire Purchase:</b> Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase. <b>Securitization:</b> Process and advantages	11
III	<b>Leasing</b> - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, , contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.	10
IV	<b>Venture Capital:</b> Genesis, meaning, features, scope, significance, method of valuation, stages of venture capital financing, analyzing venture capital proposals, Venture capital funds in India <b>Factoring:</b> Meaning, definitions, <b>Forfaiting:</b> Introduction, mechanism of forfaiting, Credit Rating agencies and scope of their functions. <b>Case Study related to the Entire Syllabus.</b>	12
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>Financial Services, R. Shanmugham, Wiley.</li> <li>Financial Services, Gurusamy, McGraw Hill</li> <li>Management of Financial services, C Rama Gopal, Vikas Publication</li> <li>Financial services, M Y Khan, Tata McGraw Hill</li> <li>Merchant Banking, Machiraju H.R., New Age publication</li> <li>Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House</li> <li>Financial Markets and Services, Gordon &amp; Natarajan, Himalaya Publication</li> <li>Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson</li> <li>ডা. সতীশকুমারসহা, ভারতীয়বৈকিগ্রন্থালী, ১০.০০.০০.০০.০০.০০০০০০০০, ০০০০</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010903T(B)	<b>Course Title: Consumer Behaviour</b>	
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Develop an understanding of factors that influence consumer buying behaviour.</li> <li>• Understand the influence of socio-cultural factors on consumer behaviour.</li> <li>• Learn how to base marketing decisions on consumer insights.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective: Elective (Marketing)</b>
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
<b>I</b>	<b>Introduction to Consumer Behaviour:</b> Introduction, Relationship between 'Marketing' and 'The Consumer', Meaning and Definition of Consumer Behaviour, Comparison between Traditional versus Customer Focused Marketing. <b>Understanding Consumer and Market Segments:</b> Culture and Sub-Culture, Reference Group and Family Influence, and Personal Influence.	10
<b>II</b>	<b>Motivation, Personality and Self Concept:</b> Introduction, Difference between Motives, Motivating and Motivation, The Dynamic Characteristics of Motivation, Meaning of Personality, Personality Influences and Consumer Behaviour, Self-Concept or Self Image, <b>Consumer Learning, Perception, Attitude Formation, and Change:</b> Introduction.	15
<b>III</b>	<b>Consumer Decision-making process:</b> Introduction, Meaning of Decision Making, Different Views of Consumer Decision making, Stages Involved in the Decision Making. <b>Consumerism:</b> Concept of Consumerism, Consumerism in India, The Indian Consumer, Reasons Behind Rise of consumerism, Government measures, The Consumer Protection Act, 1986.	10
<b>IV</b>	<b>Organizational Buying Behaviour:</b> Introduction, Organisational buying, The scope of Organisational Buying, Differences between consumer buying behaviour and Industrial buying process, Buying Decisions Involved in Industrial Buying Behaviour, Various sources of Information influence industrial Buying Behaviour. <b>Case Study related to the Entire Syllabus.</b>	10
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. L. G. Schiffman, L. L. Kanuk, &amp; S. R. Kumar, "Consumer Behavior", Pearson Education Inc.</li> <li>2. Kumar, S. Ramesh, "Consumer Behaviour- The Indian Context (Text and Cases)", Pearson.</li> <li>3. Dr.Dharmendra Kumar, "Basics of Consumer Behaviour", Sahitya Bhawan Publication.</li> <li>4. Gupta SL, Pal Sumitra, "Consumer Behaviour: An India Perspective", Sultan Chand &amp; Sons, India</li> <li>5. □□□□□□□□□□□□□□□□ - □□□□□□□□□□□□□□□□□□□□ - □□.□□.□□.□□. □□□□□□□□, □□□□</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III		
<b>Subject: MBA</b>				
Course Code: F010904T(B)	<b>Course Title: Integrated Marketing Communication</b>			
<b>Course outcomes:</b> On completion of the course, the learner will be able to: <ul style="list-style-type: none"> <li>• Create integrated marketing communications (IMC) for consistent brand messages.</li> <li>• Develop integrated communication plans that leverage various channels such as advertising, public relations, and digital media.</li> <li>• Design creative and compelling marketing messages that resonate with target audiences.</li> <li>• Evaluate the effectiveness of IMC campaigns and strategies through data analysis and measurement metrics.</li> </ul>				
<b>Credits: 3</b> <b>Core Compulsory / Elective:</b> Elective (Marketing) <b>Max. Marks: 25+75</b> <b>Min. Passing Marks: 10+25</b> <b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 3-1-0				
Unit	Topics	No. of Lectures Total=45		
I	<b>Introduction to Integrated Marketing Communication (IMC):</b> Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC. <b>Advertising Management:</b> Meaning, Nature, and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, Process of Advertising, Role of Advertising in STP Strategies.	12		
II	<b>Advertising Agencies</b> – their role, functions, organization, client-agency relationship, Management of Advertising Agencies, Testing Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising <b>Media Management</b> - Media Types and their characteristics; Setting Media Objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross-media concept; and media research.	11		
III	<b>Message</b> -The creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development, Communications appeals and execution, <b>Message strategy design considerations:</b> Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting.	11		
IV	<b>Emerging Concepts and Issues in Marketing Communications:</b> Sponsorship, POP, Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. <b>Case Study related to the Entire Syllabus.</b>	11		
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Siraj M Joseph &amp; Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning</li> <li>2. Kenneth Clow &amp; Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited</li> <li>3. Borden &amp; Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.</li> <li>4. Chunawala &amp; Sethia : Foundations of Advertising Theory &amp; Practice; Himalaya Publishing House</li> <li>5. Copley Paul : Marketing Communications Management Concepts &amp; theories, Cases and Practices; Butterworth-Heinemann Publication</li> <li>6. Duncon : Integrated Marketing Communications, Tata McGraw Hills</li> </ol>				
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.				

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010905T(B)	<b>Course Title:</b> Sales, Distribution and Retail Management	
<b>Course outcomes:</b> After completing the course students would be able to: <ul style="list-style-type: none"> <li>• Understand the concepts of sales and distribution management.</li> <li>• Appreciate various facets of the job of sales manager.</li> <li>• Make and implement decisions for sales and distribution management.</li> <li>• Build knowledge, understanding, and skills in retailing.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Marketing)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Sales Management:</b> Evolution of sales function, Objectives of sales management positions, Functions of Sales executives, Relation with other executives <b>Salesmanship:</b> Theories of personal selling, Types of Sales executives, Qualities of sales executives, Prospecting, pre-approach and post-approach, Organising display, showroom & exhibition	10
II	<b>Sales Organisation and relationship:</b> Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations. <b>Sales Force Management:</b> Recruitment and Selection, Sales Training, Sales Compensation	10
III	<b>Distribution Management:</b> Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics, Concept of physical distribution system; Growing importance of distribution for strategic advantage; Value chain and marketing intermediaries; Designing channel structure and strategy <b>IT enabled Distribution Systems:</b> Disintermediation vs Reintermediation; Cyber intermediary (e-commerce), Partial disintermediation, Infomediary; Intermediary empowerment; Framework for adoption of IT-enabled distribution systems; <b>Distribution and Logistics:</b> Logistics Information System and Order Processing, Distribution related Issues and Challenges for Logistics Management; Gaining competitive advantage through Logistics Management;	10
IV	<b>Retail Management:</b> An Overview, Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic Significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario <b>Retail Management Decisions:</b> Organizational buying formats and processes; Merchandise Planning systems; Category Management; Logistics issues in Retailing; Inventory Management and Replenishment Systems; Value of Information visibility, Functions, Costs, and Modes of Transportation, Selection of Transport Mode; Transportation Network and Decision. <b>Case Study related to the Entire Syllabus.</b>	15
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Still, Cundiff and Govoni: Sales Management: Decision Strategy And Cases, PHI</li> <li>2. Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:</li> <li>3. Agrawal D. K., Distribution &amp; Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd.</li> <li>4. Berman- Retail Management Strategic approach-13e, Prentice hall.</li> <li>5. Michael Levy, Barton A Weitz and Ajay Pandit, Retailing Management, McGraw Hill, New Delhi.</li> <li>6. एस.पी.माथूर-विक्रयप्रबन्ध-राजस्थानहिन्दीप्रत्ययाकादमी.</li> <li>7. जनकसिंहकुशवाह - खुदराप्रबन्धन - वालनटप्रकाशन.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010903T(C)	<b>Course Title:</b> Industrial Relations Management	
<b>Course outcomes:</b> Course outcomes: On completion of the course, the learner will be able to <ul style="list-style-type: none"> <li>• Understand the employer-employee relationship in an organization.</li> <li>• Developing analytical abilities to deal with the issues of the union and workers.</li> <li>• Develop insight on the statutory provisions and their implementation in organization.</li> <li>• Learn and find out application of disciplinary procedure and participative approaches.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Human Resource)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Industrial Relations</b> – Concept, nature, significance, parties to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop, Requirements of a good IR programme, changing dimensions of IR in India.	11
II	<b>Trade Unionism</b> – Concept, need, level of unions. <b>Trade Union Act, 1926</b> - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of registered trade unions, dissolution of unions. <b>Industrial Conflicts &amp; Disputes</b> – Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations. <b>Industrial Dispute Act, 1947</b> – Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure.	11
III	<b>Industrial Discipline</b> - Meaning, types, an overview of disciplinary enquiries, hot red stove rule. <b>Grievance</b> - Nature of grievance, grievance procedure <b>Collective Bargaining</b> – Meaning, objective, functions, types of bargaining, bargaining process, essentials of successful collective bargaining. <b>Worker's Participation in Management</b> – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context	12
IV	<b>Salient features and objectives</b> - Workmen Compensation Act,1923; Maternity Benefit Act,1961; Employees State Insurance Act,1923,Industrial Employment (Standing Orders)Act 1946, Industrial and Employees Provident Fund Act,1952. <b>Purpose and special features of the Model Standing Orders</b> - Manufacturing Sector, 2020, Service Sector, 2020. <b>Purpose and special features</b> -Industrial Relations (Central) Recognition of Negotiating Union or Negotiating Council and Adjudication of Disputes of Trade Unions Rules, 2021. <b>Case Study related to the Entire Syllabus.</b>	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Sharma, R.C., "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Delhi, 2016.</li> <li>2. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.</li> <li>3. Katju, Markandey, "Domestic Enquiry", Lexis Nexis, India, 1999, Sixth Edition.</li> <li>4. Taxmann's New Labour &amp; Industrial Laws, 2020</li> <li>5. Labour Laws 2021, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

Programme/Class: PG Degree	Year: 2	Semester: III
<b>Subject: MBA</b>		
Course Code: F010904T(C)	<b>Course Title:</b> Negotiation and Counseling	
<b>Course outcomes:</b> After completing the course, students would be able to: <ul style="list-style-type: none"> <li>• Understand complex theory and practice of negotiation in particular and conflict resolution in general.</li> <li>• Identify the challenges we all have in dealing with negotiation and conflict resolution.</li> <li>• Apply negotiation as a system and the important role of subsidiary factors.</li> <li>• Apply valuable skills, techniques, and strategies in counseling.</li> </ul>		
<b>Credits: 3</b>		<b>Core Compulsory / Elective:</b> Elective (Human Resource)
<b>Max. Marks: 25+75</b>		<b>Min. Passing Marks: 10+25</b>
<b>Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0</b>		
Unit	Topics	No. of Lectures Total=45
I	<b>Negotiation:</b> Introduction, nature, characteristics, need for negotiation, negotiation process, types and styles of negotiation; strategies and tactics; barriers in effective negotiation.	11
II	<b>Communication Style:</b> Breaking Deadlocks. <b>Role of trust in negotiations:</b> Types and importance. <b>Ethics in negotiation:</b> Approaches and principle. <b>Gender in negotiations:</b> Difference and affect.	12
III	<b>Counseling:</b> Introduction, Approaches to Counselling, Goals and Process of Counselling, Counselling Procedures and Skill. <b>Organizational Application of Counselling Skills:</b> Changing Behaviours through Counselling; Specific Techniques of Counselling, Role Conflicts of Managers and Counselling.	11
IV	<b>Application of Counselling in Specific Organizational Situations:</b> Dealing with problem Subordinates, Performance Management; alcoholism, and other Substance Abuse. <b>Ethics in Counselling:</b> Reasons for Ethical Codes, ethical Principles of Counselling, professional Codes of Ethics, ACA Code of Ethics. <b>Case Study related to the Entire Syllabus.</b>	11
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Singh Kavita - Counselling Skills for Managers (PHI)</li> <li>2. Carroll, M.: Workplace counseling, Sage Publication.</li> <li>3. Kottler, J. A., &amp; Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.</li> <li>4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.</li> </ol>		
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions, and Case Studies. This will instill in students a sense of decision-making and practical learning.		

<b>Programme/Class:</b> PG Degree	<b>Year:</b> 2	<b>Semester:</b> III						
<b>Subject:</b> MBA								
<b>Course Code:</b> F010905T(C)	<b>Course Title:</b> International Human Resource Management							
<b>Course outcomes:</b> After completing the course, students would be able to: <ul style="list-style-type: none"> <li>• Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment</li> <li>• Recognize and value cultural differences</li> <li>• Develop successful programs for international assignees (short term/long term)</li> <li>• Evaluate “best practices” across cultures</li> </ul>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>Credits:</b> 3</td><td colspan="2" style="text-align: center;"><b>Core Compulsory / Elective:</b> Elective (Human Resource)</td></tr> <tr> <td style="text-align: center;"><b>Max. Marks:</b> 25+75</td><td colspan="2" rowspan="2" style="text-align: center;"><b>Min. Passing Marks:</b> 10+25</td></tr> </table>			<b>Credits:</b> 3	<b>Core Compulsory / Elective:</b> Elective (Human Resource)		<b>Max. Marks:</b> 25+75	<b>Min. Passing Marks:</b> 10+25	
<b>Credits:</b> 3	<b>Core Compulsory / Elective:</b> Elective (Human Resource)							
<b>Max. Marks:</b> 25+75	<b>Min. Passing Marks:</b> 10+25							
<b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 3-1-0								
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures Total=45</b>						
<b>I</b>	<b>Introduction to IHRM-</b> The drivers of internationalization of business, Difference between IHRM and Domestic HRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model, European Model, Culture and employee management issues/ impact of Country culture on IHRM.  <b>Strategies for International Growth-</b> The logic of global integration, Mastering expatriation. Becoming locally responsive, Understanding diversity, Responding to diversity, The challenges of localization.	11						
<b>II</b>	<b>International Workforce planning and staffing-</b> International Recruitment function, Head-hunters, Cross-national advertising, e-recruitment, International staffing choice, Different approaches to multinational staffing decisions, Selection criteria and techniques, International staffing issues, Successful expatriation, Role of an expatriate, Female expatriation, Repatriation.	11						
<b>III</b>	<b>Developing Global Mindset: Global Leadership</b> , Cross cultural context and international assignees, Current scenario in international training and development, Training & development of international staff, Types of expatriate training, Repatriate training, Developing international staff and multinational teams.	11						
<b>IV</b>	<b>Performance Management:</b> Performance Management and MNE, Performance Management of International Assignees, Issues and challenges in international performance management, Country specific performance management practices.  <b>International Compensation and International Employment Laws and HRIS:</b> International compensation and international assignees, Forms of compensation, Key components of international compensation, Approaches to international compensation, compensation practices across the countries, Emerging issues in compensation management.  <b>Case Study related to the Entire Syllabus.</b>	12						
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition) Reference Books:</li> <li>2. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning 2. International Human Resource Management, Tony Edwards, Pearson Education</li> <li>3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya</li> <li>4. International Human Resource Management, Monir Tayeb, Oxford</li> </ol>								
<b>Suggested Continuous Evaluation Methods:</b> In addition to the theoretical inputs, the course will be delivered through Assignments, Presentations, Group Discussions. This will instill in students a sense of decision-making and practical learning.								

<b>Programme/Class:</b> PG Degree	<b>Year:</b> 2	<b>Semester:</b> III		
<b>Subject:</b> MBA				
<b>Course Code:</b> F010906R	<b>Course Title:</b> Summer Training/Research Project			
<b>Course outcomes:</b> Student will learn about research work.				
<b>Credits:</b> 2* (To be evaluated in IV <sup>th</sup> semester)	<b>Core Compulsory / Elective:</b> Core Compulsory			
<b>Max. Marks:</b> 100	<b>Min. Passing Marks:</b> 35			
<b>Total No. of Lectures-Tutorials-Practical (in hours per week):</b> L-T-P: 0-0-4				
<b>Guidelines for Summer Training/Research Project:</b> Student can select either Summer Training or Research Project. (Student of Lateral entry will do Research project instead of Summer training).  Summer Training is not compulsory in case if student want to do Research Project in III <sup>rd</sup> semester and for the students who are exiting the MBA programme with P.G. Diploma after one year.  Summer Training will be done by the student in summers after completion of II <sup>nd</sup> semester. Summer Training will be arranged by the student himself/herself.  Students who opt for research project (mentor/guide/advisor) will be nominated by the Head of the Department.				