

MBA SEM III

Core Courses

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> To provide a framework of strategic management To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills 		
<p>Learning Outcomes :</p> <p>Having successfully completed this module, you will be able to demonstrate knowledge and understanding of:</p> <p>I) the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation</p> <p>II) organizations’ ability to implement chosen strategies and identify the areas requiring change</p> <p>III) develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success</p> <p>IV) obtain, analyse and apply information from a variety of sources in the public domain</p>		
Units	Syllabus – <i>Strategic Management</i>	Hrs.
Unit No : 1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals	10
Unit No : 2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis-Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis	10
Unit No : 3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination.	10

	Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies	
Unit No : 4	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework	10
Unit No : 5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system.	10
Unit No : 6	Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Azhar Kazmi	STRATEGIC MANAGEMENT AND BUSINESS POLICY	2008	McGraw Hill	
2 – National	A. Bhandari, R. P. Verma	Strategic Management	2013	McGraw Hill	
3 – National	Srinivasan R	Strategic Management: The Indian Context	2014	PHI learning	
4 – International	Jay B. Barney and William S. Hesterly	Strategic Management and Competitive Advantage: Concepts (4th Edition)	2012	Pearson/Prentice Hall,	
5 – International	William F Glueck :,	Business Policy and Strategic Management		McGraw Hill International Book Co	
6 – International	1. Charles W.L Hill	<i>Strategic Management: An</i>		Houghton Mifflin	

	and Gareth R. Jones,.	<i>Integrated Approach,</i>			
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Online Resources:

Online Resources No	Web site address
1	www.ijsm-journal.org/IJSM
2	www.onlinelibrary.wiley.com/journal/10970266
3	www.emerald.com/insight/publication/issn/1755-425X

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	302	Operations Research for Managers	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) To introduce students to use quantitative methods and techniques for effective decisions–making.
- ii) To familiarize the students with the quantitative techniques for data analysis
- iii) To formulate, analyze, and solve mathematical models that represent real-world problems.

Learning Outcomes : After completion of this course, students will

- I) Understand Operations Research Concepts.
- II) Know the importance of Operations Research tools and techniques.

Units: -	Syllabus – Operations Research for Managers	Hrs.
Unit No : 1	Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.	10
Unit No : 2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions	10
Unit No : 3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel’s Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business.	10
Unit No : 4	Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.	10
Unit No : 5	Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and	10

	limitations.	
Unit No : 6	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sharma J. K.	Operations Research – Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2 – National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 – National	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 – International	Michael Carter, Camille C Price, Ghaith Raba di	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 – International	Greg H. Parlier, Federico Liberatore, Marc Demange	Operations Research and Enterprise Systems	2019	Springer
6 – International	S.A. Cropper, Michael C. Jackson, Paul Keys	Operations Research and the Social Sciences	2012	Springer

Online Resources:

Online Resources No	Web site address
1	en.wikipedia.org
2	www.springer.com
3	www.pearson.com
4	www.optimization-online.org

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	303	Entrepreneurship Development and Innovation Management	
Type	Credits	Evaluation	Marks
CORE	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> i) To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process. ii) To provide background knowledge for understanding of innovation management. iii) To focus on the interconnection between entrepreneurial thinking and innovation. iv) To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth; v) To acquire the knowledge and skills needed to manage the development of innovations, vi) To enable the students to effectively and efficiently evaluate the potential of new business opportunities. vii) To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations 			
Learning Outcomes :			
<ul style="list-style-type: none"> i) Think critically and creatively about the nature of business opportunities, resources and industries ii) Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society. iii) Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process. iv) Evaluate the various sources of raising finance for startup ventures. v) Understand the fundamentals of developing and presenting business pitching to potential investors. vi) Describe the processes by which innovation is fostered, managed, and commercialized. vii) Students will become familiar with the impact of innovation on competitiveness of the industry viii) Develop a new way of thinking to capitalize on different opportunities in an organization or business venture ix) Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead 			

Unit No	Syllabus: Entrepreneurship Development and Innovation Management	Hours
1	Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges.	5
2	Innovation: Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and Innovation, Innovation and entrepreneurship.	7
3	Innovation management: Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation.	6
4	Creativity: What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.	7
5	Crafting Business Models And Lean Start-Ups: Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching	7
6	Organizing Business and Entrepreneurial Finance: Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship.	4

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Booksurge Publishing
2.National	R. Gopal, Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books

3.National	Shlomo Maital and D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox : why good businesses kill breakthroughs and how they can change.	2014	Massachusetts (2014)
5.International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Timmons, Jeffrey A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.International	Hisrich,R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill
Journals:				
1	Journal of Business Venturing			
2	Entrepreneurship Theory and Practice			
3	Journal of Small Business Management			
4	Academy of Management Review			
5	Journal of Small Business and Entrepreneurship			
6	Venture Capital			
7	Small Business Economics			
8	Family Business review			

Online Resources:

Resource	Website Address
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No	
1	www.brikenbulbs.com
2	www.en.wikipedia.org/wiki/business.plan
3	www.brainstorming.co.uk
4	www.mind-mapping.co.uk
5	www.ecic.adelaide.edu.au
6	www.mckinsey.com/
7	www.ideo.com
8	www.business.gov.au
9	www.wdc-econdev.com
10	https://hbr.org/2013/07/innovation-isnt-an-idea-proble

MOOCs

Resources Name	Website Address
University of Florida	www.coursera.org
University of London	www.cefims.as.uk
Alison	https://alison.com/
Khan Academy - free online courses and lessons	https://www.khanacademy.org/
Swayam	swayam.gov.in

Semester	CourseCode	CourseTitle	
III	304	<i>Summer Internship</i>	
Type	Credits	Evaluation	Marks
CORE	6	CES	UE:IE = 50:50

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	305	Change Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE 100

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i) To understand the fundamentals of change management and the process of planned change. ii) To understand the different approaches of bringing about change in organizations. iii) To understand the importance of culture as a change facilitator. iv) To understand the impact of change on HR Initiatives of the organization. 		
Learning Outcomes :		
<ul style="list-style-type: none"> I) Understanding the change process in organizations and the factors hindering change. II) Understand the Organizational Development as a change process and have a knowledge of the various interventions. III) Appreciate the Organizational Work Processes and its implication for bringing about change in organizations. IV) Realize the significance of culture and leadership in managing change. V) Analyze problems emanating from the human side of the enterprise and apply HR initiatives to manage them. 		
Units: -	Syllabus – Change Management	Hrs.
Unit No : 1	Fundamentals of Change: Defining change Management, Forces for change; internal forces, external forces. Resistance to change; individual resistance to change, organizational resistance to change. Techniques to overcome resistance to change, Types of change, Strategies to manage change, Kurt Lewin’s Model of change.	03
Unit No : 2	Changing the Human Side of the Enterprise: Organizational Development; Definition, characteristics, process of Organizational Development, OD and Action –Research based model of change, Diagnostic Models; purpose of diagnostic models, Weisbord’s Six Box Model, Congruence Model, OD Interventions; definition and classification of OD interventions, Role of OD consultant, Ethical Issues in OD.	06
Unit No : 3	Organizational Change: Defining organizational change, targets of organizational change, Lewin’s	07

	Force –Field Theory of change, Evolutionary Change in organizations; TQM, Six Sigma, Flexible workers and Flexible Work Teams, Revolutionary Change in Organizations; Business Process Re-engineering, Restructuring, Innovation.	
Unit No : 4	Leading Change: Transformational and Transactional leadership, Visionary and Charismatic leadership, Creating Shared Vision, Leadership and change, Ingredients of leadership for creativity & Innovation, Challenges in leading for creativity & Innovation.	04
Unit No : 5	Change & HR Management: Role of HR professionals in managing change, Individual Issues in managing change; communication, employee training, creating a common value orientation, participative management. Group Issues in managing change; Team building, Self-Managed Teams, Cross Functional Teams, HRD initiatives and attitudinal change, attitude surveys, Overview of Performance Management, Performance Models, performance driven organizational change, Performance Matrix, managing change through Balanced Scorecard, HR Scorecard.	06
Unit No : 6	Culture and Change: Introduction, Concept of Organizational Culture, Dimensions of Culture, Types of Culture, Assessing Organizational Culture, Role of Culture in Managing Change, Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Organizational Politics; the link between Politics, Power and Conflict, Power and conflict in times of change. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	04

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dipak Kumar Bhattacharyya	Organizational Change and Development	2011	Oxford University Press in 2011
2 – National	Maheswari, B. L and D P Sinha.	Management of Change through HRD	1991	TMGH
3 – National	Gareth R Jones & Mary	Organizational	7 th Edition	Pearson

	Mathew	Theory ,Design and Change		
4-National	Nilanjan Sengupta, Mousumi.Bhattacharya &R.N.Sengupta	Managing Change in Organizations		PHI
5-National	Wendell L. French& Cecil H. Bell.	Organizational Development: Behavioural Science Interventions for Organization Improvement.	6 th Edition 1999	Pearson
6 – International	Andrew Pettigrew & Richard Whipp.	Change Management		Infinity Books
7 – International	Jean Helms Mills, Kelly Dye & Albert J.Mills.	Organizational Change		Routledge.
8 – International	AlfranchNahavandi,	The Art and science of Leadership,	7 th Edition,2018	Pearson.
9- International	Robert A Paton & James McCalman,	Change Management	3 Edition	Sage Publication.

Online Resources:

Online Resources No	Web site address
1	leanchange.org/blog
2	https://blog.simonassociates.net/
3	www.mindtools.com
4	www.questia.com

MOOCs:

Resources No	Web site address
1	ii) www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

MBA SEM III

Open Courses

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	306	DIGITAL MARKETING	
Type	Credits	Evaluation	Marks
Core	2	CES	IE 100

<p>Subject / Learning Objectives :</p> <ul style="list-style-type: none"> i) To introduce students to the fundamental concepts of Digital marketing ii) To make students aware about changing consumer behavior in the digital world iii) To give understanding of formulation digital marketing strategy iv) To introduce students with various digital marketing platforms v) To introduce students with digital marketing analytics vi) To introduce students with the concept of E-CRM 		
<p>Learning Outcomes :</p> <ul style="list-style-type: none"> I) Students will able to understand the concepts of Digital marketing II) Students will able to know the consumer behavior in the digital world III) Students will able to plan digital marketing strategy IV) Students will able to understand significance of various digital marketing platforms for digital marketing V) Students will able to understand and use CRM in digital marketing 		
Units: -	DIGITAL MARKETING	Hrs.
Unit No : 1	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards	5
Unit No : 2	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix.	5
Unit No : 3	Digital marketing Strategy : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.	5
Unit No : 4	Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media	5

	marketing	
Unit No : 5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.	5
Unit No : 6	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM	5

Student has to upgrade Knowledge by using below inputs:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	RPrasad	Digital Marketing			
2 – National	SameerKulkarni	Virtual Marketing			
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing			
4 – International	Arnold, etal	Web Marketing			
5 – International	Philip Kotler, Hermawan Kartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital			
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies		Wiley Publication	

Online Resources:

Online Resources No	Web site address
1	https://neilpatel.com/what-is-digital-marketing/
2	https://www.digitalmarketer.com/digital-marketing/

MOOCs:

Resources No	Web site address
1	https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses
2	
3	
4	

MBA Sem III

CORPORATE TAXATION

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	307	Corporate Taxation	
Type	Credits	Evaluation	Marks
Open	2	CES	IE=100

Subject / Course Objectives :

- i) To introduce and orient the students with the definition and underlying provisions of Direct tax law and
- ii) To develop broad understanding of the tax laws and accepted practices.
- iii) To make them understood regarding practical aspects of tax planning as an important managerial decision making process.

Learning Outcomes :

- I) UNDERSTAND various basic concepts/ terminologies related Taxation
- II) Calculation of Income under differential head of income
- III) Understand Basic concepts for taxation of companies
- IV) DESIGN/ DEVELOP / CREATE tax saving plan.
- V) EXPLAIN how tax planning can be done
- VI) ILLUSTRATE how online filling of various forms and returns can be done

Units: -	Syllabus – CORPORATE TAXATION	Hrs.
Unit No : 1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax	10
Unit No : 2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.	10
Unit No : 3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of	10

	companies, Minimum alternate tax.	
Unit No : 4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.	10
Unit No : 5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.	10
Unit No : 6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures'		, Taxman Publications New Delhi.	
2 – National	Ahuja Girish, Gupta Ravi,	, 'Simplified Approach to Corporate Tax planning and Management'		Bharat Law House Pvt. Ltd. New Delhi.	
3 – National	.) Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning',		Pearson Education	
4 – International	Alex Easson	Tax Incentives for Foreign Direct Investment		(Kluwer Law Internation).	
5 – International	Daniel Q. Posin	Corporate tax planning		(Little Brown & Company, London)	

6 – International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping		(Kluwer Law International).	
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Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	308	Negotiation Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> v) Understanding the role of manager as counsellor vi) comparing the techniques of counseling vii) appraise the ethical, cultural and gender issues in counseling viii) understanding the process for negotiation ix) comprehending the role of HR manager in negotiation x) improving and applying the negotiation skills 		
Learning Outcomes :		
<ul style="list-style-type: none"> I) Describe the role of counsellor II) applying the techniques of counseling III) Identify the ethical, cultural and gender issues in counseling IV) planning the negotiation meeting IV) developing the negotiation skills V) assess the role of HR manager as negotiator 		
Units: -	Syllabus : <i>Negotiation Management</i>	Hrs.
Unit No : 1	Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counseling- Need for Counseling	10
Unit No : 2	Development of Counselling Skill–Internal Frame of Reference– Attention and Interest–Managing resistance and making referrals– Active listening–Problem-solving–Coaching, demonstrating and rehearsing	10
Unit No : 3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers	10
Unit No : 4	Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process	10
Unit No : 5	Negotiating integrative agreements—HR Manager as Negotiator – Background to Negotiation– Development of Negotiation Skill— Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation	10
Unit No : 6	Current trends, issues and practices in Negotiation in Indian Industries	10

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual		Sage Publications Pvt. Ltd.	
2 – National	K. Singh	Counselling Skills for Managers		Prentice-Hall	
3 – National	F. Alan	Negotiation Skills and Strategies		Universities Press	
4 – International	Michael L Spangle, Myra Warren Isenhardt	Negotiation Communication for Diverse Settings		Regis University	
5 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling		Psychology Press	

Online Resources:

Online Resources No	Web site address
1	https://www.knowledgehut.com/tutorials/project-management/negotiation-skills
2	https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-

	skills/
3	https://www.prweb.com/releases/2006/01/prweb329478.htm
4	https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share
5	https://www.pdfdrive.com/counseling-books.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

MBA SEM III

SPECIALIZATION ELECTIVES

Elective - Marketing Management: Course - Consumer Behavior.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK01	Consumer Behaviour	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

Subject / Course Objectives:		
<ul style="list-style-type: none"> xi) To understand the importance Consumer Behavior in Marketing. xii) To study the individual determinants of Consumer Behavior. xiii) To realize the environmental influences on Consumer Behavior. xiv) To study the Buying decision making process and its types. xv) To study the Consumer Behavior in Indian context. xvi) To understand the role of B2B marketing. 		
Learning Outcomes:		
<ul style="list-style-type: none"> i) To learn the knowledge of the Consumer Behavior in Marketing. ii) To identify the needs and wants of the customers. iii) To analyze the environmental influences on Consumers. iv) To know to the steps in Buying Behavior process. v) To realize the Consumer Behavior in Indian context. vi) To learn the Consumer Behavior in B2B marketing. 		
Name: -	Syllabus – <i>Consumer Behaviour</i>	Hrs.
Unit No: 1	Introduction to Consumer Behavior: Meaning of Customers and Consumers, Difference between Customers and Consumers, Types of Customers and Consumers. Definition and Meaning of Consumer Behavior, Different Buying Roles in Consumer Behavior, Importance of Consumer Behavior in Marketing.	5
Unit No: 2	Individual Determinants of Consumer Behavior: Consumer Needs- Meaning of Consumer Needs, Maslow’s Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept–Meaning of Personality, Nature of Personality. Self-concept – Meaning of Self-concept, Components of Self-concept. Perception Learning– Meaning of Perception, Elements of Perception. Learning - Meaning of Learning, Elements of Learning. Attitude and Attitude change–Meaning of Attitude, Characteristics of Attitude, Strategies for Attitude change.	8

Unit No: 3	Environmental Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior.	5
Unit No: 4	Consumer Buying Decision Making Process: Need recognition, Information Search, Evaluation of alternatives, Purchase decision, Post Purchase behavior. Consumer Behavior Models: Howard Seth Model, Engel-Blackwell-Miniard Model and Nicosia Model of Consumer Buying behavior.	5
Unit No: 5	Types of Buying Behavior: Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual Buying Behavior and Variety Seeking Buying Behavior. E-Buying Behavior. Consumer Research: Meaning of Consumer Research, Consumer Research Process, Methods of Consumer Research, Role of Consumer Research in Consumer Behavior. Diffusion and Adoption of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Importance of Adoption and Diffusion of Innovation in Consumer Behavior.	8
Unit No: 6	Introduction to B2B Marketing - Meaning of Business Marketing, Business Market Customers, Characteristics of Business Markets, Organizational Buying Behavior, Marketing Strategies for Business Markets, Organizational Markets in India.	05

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 nd Edition 2014	Sultan Chand & Sons, New Delhi.
2 – National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 nd Edition 2015	Himalaya Publishing House.
3 – National	Michael D. Hutt &	Business Marketing	12 th	South-Western

	Thomas W. Speh	Management: B2B	Edition 2016	Publication.
4 – International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 th Edition 2017	Cengage Learning.
5 – International	Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar	Consumer Behavior	12 th Edition 2018	Pearson.
6 – International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 th Edition 2001	McGraw Hill Inc.

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b...
3	https://www.tandfonline.com/doi/ful
4	www.mheducation.com/hoghered/category.10366
5	https://books.google.co.in/books/consumer behaviour

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.mooc-list.com/tags/consumer-behaviour
4	https://alison.com/humanities/psychology courses/consumer behaviour
5	https://www.tandfonline.com/doi/full

Elective - Marketing Management: Course – Services Marketing

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

Subject / Course Objectives:		
xvii) To provide in-depth insight in managing and delivering of quality services xviii) To create awareness about the services sector, the challenges and opportunities therein. xix) To understand the need and importance of people, process and physical evidence in Services Marketing Mix.		
Learning Outcomes:		
After studying this course the learner would be able to		
i) Understand the challenges and opportunities involved in services sector. ii) Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.		
Name: -	Syllabus – Services Marketing	Hrs.
Unit No: 1	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.	8
Unit No: 2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing	11
Unit No: 3	People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in	5

	services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as ‘co-producers’ of services; Self Service Technologies	
Unit No: 4	Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.	4
Unit No: 5	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL	10
Unit No: 6	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, Mary Jo Bitner and Ajay Pandit	Services Marketing	4 th Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 nd Edition	Pearson Education
4 – International	Chrostopher Lovlock, Jayanta Chaterjee	Services Marketing	7 th Edition	Pearson Education

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.tandfonline.com/doi/full

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	FM01	<i>Investment Analysis and Portfolio Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment.
- ii) To explain the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) To explain the concept and applications of fundamental analysis and technical analysis for stock investments.
- iv) To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.
- v) To explain the calculation of the risk and return for securities and for portfolios.
- vi) To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

Learning Outcomes :

At the end of the programme students will able to-

- i) Understand the risk and return relationship and various investment alternatives available in India.
- ii) Comprehend the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) Understand how to use fundamental analysis and technical analysis for stock investments.
- iv) Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations.
- v) Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios.
- vi) Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

Units: -	<i>Investment Analysis and Portfolio Management</i>	Hrs.
Unit No : 1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy	8
Unit No : 2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of	7

	MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India	
Unit No : 3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making	8
Unit No : 4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	7
Unit No : 5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application	8
Unit No : 6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility, Indifference Curve	7

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17th Edition.	S.Chand& Sons,

4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5 – International	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio Management	2018, 7 th edition.	Pearson Education,
6 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management :Theory and Practice	2017	Cengage Learning

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Dr. Ranpreet Kaur

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario. To make critical appraisal of the working of the specific financial Services in India. To brief the students about developments in financial services. To provide a judicious mixture of theory and business practices of the contemporary Indian financial services. 		
<p>Learning Outcomes : After completion of this course, the student will be able to</p> <ol style="list-style-type: none"> Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services. Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context. Understand the concept of Rural Banking, Microfinance in Indian Financial service. Evaluate and create strategies to promote financial products and services. 		
Units: -	Syllabus – Management of Financial Services	Hrs.
Unit No : 1	<p>Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments.</p> <p>Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .</p>	5
Unit No : 2	<p>Financial Market Operations: Recent Development of Indian Capital and Money Market ,</p> <p>Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO’s in India.</p> <p>Money Market Operation: features and objective of money market,</p>	6

	Recent Developments, Composition of Money Market. Stock Market Operations: Stock Exchange functions in India, Listing of securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE	
Unit No : 3	Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities, Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI. Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights &facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India	10
Unit No : 4	Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines-Methods of venture financing. Case studies of Venture capitalist companies	6
Unit No : 5	Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	5
Unit No : 6	Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions- Role and function, Regulation of Rural Financial Services. Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.	4

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6 th Edition 2010	Himalaya Publishing House
2 – National	M.Y.Khan	Financial Services,.	2010	Tata McGraw Hill
3-National	<u>Bharati V. Pathak</u>	The Indian Financial System: Markets, Institutions and Services	2010	Tata McGraw Hill
5 –National	Ramesh Babu	Indian Financial System	2011	
6 –National	G.S. Batra	Financial Service New Innovation	2015	ND publication
7–National	<u>Gurusamy</u>	Financial Services	2009	Tata McGraw-Hill Education, 2009

Journals :

1. Indian Journal of Finance.
2. ICFAI Journal of Applied Economics
3. ICFAI Journal of Emerging Market Finance
4. Journal of Financial Research

Online Resources:

Online Resources No	Web site address
1	corporatefinanceinstitute.com
2	https://www.pdfdrive.com/banking-and-indian-financial-systems
3	https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions
4	https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-
5	https://www.google.co.in/books/edition/The Indian Financial System Markets Inst

MOOCs:

Resources No	Web site address
1	FinTech and the Transformation in Financial Services (Coursera)

2	http://ugcmoocs.inflibnet.ac.in/ Subject : Indian Financial Markets and Services (26)
3	https://www.edx.org/course/financial-development-and-financial-inclusion
4	https://www.coursera.org/specializations/digital-transformation-financial-services

Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Designation	Contact No
1	Mr.Gaurav Kothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. Suyog Amrutrao Professor and I/C Director – Dr.Babasaheb Ambedkar Marthwada University ,Sub Campus (Osmanabad)	91+ 9766350127
3.	Dr.Nanda Bhattad (Director -Disha Acadamay –FCA)	91+8805127099

Faculty from BV DU (Centers)

Sr.No	Name of the Experts & Designation
1	Dr.Sonali Dharmadhikar (Associate Professor-IMED,Pune)
2	Dr.Rodrigues (YMIM, Karad centre)
3	Dr.Anuradha Yesgunde (IMED,Pune)
4.	Prof.CA. S.R.Hiremath (BVAKIMSS,Solapur)

Prof.Shivganga C.Maindargi

BVAKIMSS-Solapur

Email-id: shivgangam6@gmail.com

Contact No: 91-9960199696

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	HR01	Human Resource Planning and Development	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i) Understanding the process of Human resource planning ii) Appraise the techniques of HR planning iii) Formulating the HR procurement and deployment iv) Understanding the role of training and executive development v) comparing and applying various methods of training vi) Determining the training designs and evaluation 		
Learning Outcomes :		
<ul style="list-style-type: none"> i) Describe the process of human resource planning ii) applying the techniques for human resource planning iii) Identify the human resource procurement an deployment iv) IV) Explain the role of training and development v) distinguish different methods of training and their applications vi) assess the design and outcome of training 		
Units: -	Syllabus : <i>Human Resource Planning and Development</i>	Hrs.
Unit No : 1	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning	10
Unit No : 2	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis	10
Unit No : 3	Recruitment plan ; career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design	10
Unit No : 4	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development	10
Unit No : 5	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing,	10

	management games, in basket exercise, sensitivity training, vestibule training, e-training.	
Unit No : 6	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	10

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand	
2 – National	Rolf, P., and Udai Pareek	Training for Development		Sage Publications Pvt. Ltd.	
3 – National	J.W. Walker	Human Resource Planning		Mc Graw Hill.	
4 – International	Noe, Raymond A., and Amitabh Deo Kodwani	Employee Training and Development		Tata McGraw Hill.	
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley	
6 – International	Paul Turner	HR Forecasting		CIPD	

		and Planning			
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Online Resources:

Online Resources No	Web site address
1	http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf
2	https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html
3	https://www.pdfdrive.com/human-resource-planning-development-e38508079.html
4	https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i. To understand the laws and rules pertaining to labor ii. To understand the various concepts and laws in Labour Welfare, health and safety iii. To understand the laws and rules pertaining to social security iv. To understand the laws related to discipline 		
Learning Outcomes :		
<ul style="list-style-type: none"> i. Understanding various importance's of labour laws in effective business management. ii. Understanding the legislation related to Labour Welfare, health and safety. iii. Understand various statutory provisions related with industrial relations and labour welfare. iv. Analyze issues and challenges of applying provisions as per legislations in the industry v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. 		
Units: -	Syllabus <i>Labour Laws-I</i>	Hrs.
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.	8
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties	8
3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act	8

4	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare	7
5	The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act,	7
6	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"	7

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	J.K.Bareja,	Industrial Laws, Galgotia and Sons
	P.R.N.Sinha	Industrial relations, Trade unions and Labour legislation, Pearson Edu
2 – National	Paul Blyton, Peter Turnbull,	Dynamics of employee relations, Macmillan
3 – National	V.P.Micheal,	Industrial relations in India and Workers Involvement
4 – National	C.B.Memoria,	Dynamics of Industrial Relations
5 – National	Agalgatti B B	- Labour Welfare and Industrial Hygiene , Nirali Prakashan

Online Resources:

Online Resources No	Web site address

1	https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm
2	https://guides.loc.gov/employment-and-labor-law/online-resources
3	https://guides.library.utoronto.ca/c.php?g=251198&p=1673409
4	https://labour.gov.in/
5	https://ec.europa.eu/social/main.jsp?catId=157

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T
2	https://swayam.gov.in/explorer?category=Law

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM01	Quality Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. ii) Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. iii) Stressing upon the importance of the quality principles on the business performance.		
Learning Outcomes :		
1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. 2. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. 3. Critically appraise the organizational, communication and teamwork requirements for effective quality management 4. Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans		
Units: -	Syllabus – Quality Management	Hrs.
Unit No : 1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality	10
Unit No : 2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.	10
Unit No : 3	Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p-chart,np-chart, c-chart. Construction & use of the control charts.	10
Unit No : 4	Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.	10
Unit No : 5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.	10
Unit No : 6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS	10

16949, Kaizen.	
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National					
2 – National	Sundarrajan	Total Quality Management 3rd Edition		PEARSON INDIA	
3 – National	P. I. Jain	Quality Control & Total Quality Management		Tata McGraw-Hill Education	
4 – International	John Bank	The essence of Total Quality Management		Prentice Hall	
5 – International	N. Logothetis	Managing for Total Quality		Prentice Hall; International Ed Edition	
6 – International	Dale H Bester field	Quality Control		Pearson Education	

Online Resources:

Online Resources No	Web site address
1	www.iso.org
2	www.bis.gov.in
3	https://asq.org/quality-resources/total-quality-management

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021	

Semester	Course Code	Course Title	
III	PM02	Business Process reengineering	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i) To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. ii) To introduce BPR as a change management tool. iii) To explore and master the fundamental principles of BPR. 		
Learning Outcomes :		
<ul style="list-style-type: none"> I) DEFINE the key terms associated with Business Process Reengineering. II) EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. III) APPLYING APPLY modeling tools for simple business processes IV) FORMULATE a working plan to establish a Business Process Reengineering team V) EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. VI) IMAGINE ways to improve business or non-business processes. 		
Units: -	Syllabus <i>Business Process reengineering</i>	Hrs.
Unit No : 1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Overview of business process reengineering, Business processes improvement	10
Unit No : 2	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement	10
Unit No : 3	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in	10

	business process.	
Unit No : 4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering	10
Unit No : 5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation	10
Unit No : 6	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	- Radhakrishnan, Balasubramanian	Business Process Reengineering		, PHI, Eastern Economy Edition, 2008	
2 – National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering		MGH.	
3 – National	- Dey,	Business Process Reengineering and Change		Biztantra.	

		Management			
4 – International	Harmon, P , Elsevier/Morgan	Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals,		Kaufmann Publishers.	
5 – International	Walford, R.B.,	Business Process Implementation for IT Professionals and Managers,		Artech House.	
6 – International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,		Harper Business	

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Business_process_re-engineering
2	https://searchcio.techtarget.com/definition/business-process-reengineering
3	https://www.minit.io/blog/business-process-reengineering-examples#accept
4	https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/
5	https://www.sweetprocess.com/business-process-reengineering/#chapter-8

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	IE:UE:50:50

Course Objectives:

Subject / Course Objectives :

- i) Explain what systems are and how they are developed.
- ii) Identify and describe the phases of the systems development life cycle.
- iii) Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner.
- iv) Develop and evaluate system requirements.
- v) Work effectively in a team environment.
- vi) Describe the role and responsibilities of the systems analyst in the development and management of systems.

Learning Outcomes :

- i) Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems.
- ii) Use tools and techniques for process and data modeling.
- iii) Describe the role and responsibilities of the participants in information systems^o development.
- iv) Develop a feasibility analysis of a proposed system.
- v) Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal.
- vi) Explain the common ways projects fail and how to avoid these failures.
- vii) Implement various project management tools.

Units: -	Syllabus – <i>System Analysis and Design</i>	Hrs.
Unit No : 1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system	10
Unit No : 2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis	10
Unit No : 3	3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD	10
Unit No : 4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.	10
Unit No : 5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management	10
Unit No : 6	Practical and case studies	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Awad	System Analysis and Design			
2 – National	Senn	System Analysis and Design:			
3 – National	Roger S. Pressman	. Software Engineering a Practioner's Approach			
4 – International					
5 – International					
6 – International					

Online Resources:

Online Resources No	Web site address
1	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm
2	https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> xx) Describe the general framework for IT risks and control. xxi) Identify the unique elements of computer environment and discuss how they affect the audit process. xxii) Describe the security aspect and audit issues related to computer security. xxiii) To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems. xxiv) Understand the audit objectives and procedures used to test data management controls. xxv) Discuss the stages in the SDLC 		
Learning Outcomes :		
<ul style="list-style-type: none"> I) Understand the difference between Security Metrics and Audits. II) Knowledge on Vulnerability Management III) Know the Information Security Audit Tasks, Reports and Post Auditing Actions IV) Understand Information Security Assessments V) Examine the multiple layers of IS security in organizations. VI) Analyze the risk management approach to information assets' security with respect to operational and organizational goals. VII) Evaluate physical and logical security controls, and the automated approaches in IS security. 		
Units: -	Syllabus – <i>Information System Security & Audit</i>	Hrs.
Unit No : 1	What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or	10

	through the computer	
Unit No : 2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.	10
Unit No : 3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds	10
Unit No : 4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and postimplementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)	10
Unit No : 5	5 Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact	10
Unit No : 6	6 Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Doug Dayton, Daug Dayton	“Information Technology Audit Handbook”,	(1997),	Prentice Hall, ISBN: 0136143148	
2 – National	Ron Weber	Information Systems Control and Audit”,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317-0472-1	
3 – National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470-00989-5 Willey publication	
4 – International	Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999)	“Information Technology Control and Audit”		Auerbach Pub, ISBN: 0849399947	
5 – International	James A. Hall	. “Information Systems Auditing and Assurance,”		South Western College Publishing, 1999.	
6 – International	Michael E. Whitman and Herbert J. Mattord	Principles of Information Security,”		“Thomson Course Technology, 3rd Ed., 2008.	

Online Resources No	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf

2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB01	<i>Regulatory Aspects of International Business</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> • To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. • To give background of legal framework of Cross border trade. • To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations 		
Learning Outcomes :		
<ul style="list-style-type: none"> ▪ The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. ▪ The course will help students to know the various legal compliances and documentations in the cross border trade. 		
Units: -	Syllabus – <i>Regulatory Aspects of International Business</i>	Hrs.
Unit No : 1	International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects	10
Unit No : 2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	10
Unit No : 3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	10
Unit No : 4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board	10
Unit No : 5	Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS	10
Unit No : 6	International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books	Name of the Author	Publishers
International	ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits	International Chamber of Commerce
International	Global Business Regulation by John Braithwaite	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International Business (Aspen College) by Eric L. Richards	Wolters Kluwer Law & Business (February 27, 2014)
International	International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri from Macmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications,Govt.of India
National	Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication	

Online Resources:

Online Resources	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme
7.	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover

MOOCs:

Resources No	Web site address
1	https://www.edx.org/learn/international-trade
2	https://www.openlearning.com/courses/GFML3073/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB02	<i>Export Import Policies Procedures and Documentation</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> To make students aware about the cross border trade procedures and practices in International Logistics 		
Learning Outcomes :		
<ul style="list-style-type: none"> The course will provide a clarity on the Import-Export cycle. The course will help students to know the various compliances and documentations in the Import Export Process The course will help students to know the logistic process and various agencies involved the export –import process. 		
Units: -	Syllabus – <i>Export Import Policies Procedures and Documentation</i>	Hrs.
Unit No : 1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import	10
Unit No : 2	World’s Foreign Trade Scenario and Trade Composition, India’s Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.	10
Unit No : 3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.	10
Unit No : 4	Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading	10
Unit No : 5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.	10
Unit No : 6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator,	10

	<p>Containerization – Types and Dimensions, Linear Shipping Services</p> <p><u>Project</u> –Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.</p>	
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2-National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher's, New Delhi
3-National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House, Mumbai
4-National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

Online Resources:

Online Resources No	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme

MOOCs:

Resources No	Web site address
1	http://niryatbandhu.iift.ac.in/exim/
2	https://www.edx.org/learn/international-trade
3	https://www.openlearning.com/courses/GFML3073/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment ii) To familiarize the students with the basic concepts of Rural Marketing, iii) To make the students aware of nature of the Rural Consumer iv) To give insights of marketing of agricultural inputs and produce.		
Learning Outcomes :		
I) Understand the importance of Rural Markets II) Sensitize to the needs and behavior of consumers and channels III) Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making IV) Understand the Rural Market Segmentation and Rural Products V) Expose the students to Rural Market Distribution and services		
Units: -	Syllabus – <i>Rural Marketing</i>	Hrs.
Unit No : 1	Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India	10
Unit No : 2	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption.	10
Unit No : 3	3 Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning	10
Unit No : 4	Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.	10
Unit No : 5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy	10

Unit No : 6	Cases related to the topics covered under earlier units.	10
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan,	“Rural Marketing” – Text and Cases		, Pearson education.	
2 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	, “Cases in rural marketing an integrated approach”.		Pearson education.	
3 – National	Robert Chambers	“Rural Development: Putting the last first		Pearson education.	
4 – International					
5 – International					
6 – International					

Online Resources:

Online Resources No	Web site address
1	
2	
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MOOCs:

Resources No	Web site address
1	mooc.org

2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM02	<i>Supply Chain Management in Agribusiness</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
I) Understand the principles of supply chain management and its importance in business management.		
II) Know the emerging practices, challenges and trends in supply chains.		
III) Understand the Supply Chain Strategy		
IV) Understand the Logistics Management in Supply Chains		
V) Understand the Information Technology for Supply Chain Management		
Learning Outcomes :		
I) Understand the principles of supply chain management and its importance in business management.		
II) Know the emerging practices, challenges and trends in supply chains.		
III) Understand the Supply Chain Strategy		
IV) Understand the Logistics Management in Supply Chains		
V) Understand the Information Technology for Supply Chain Management		
Units: -	<i>Syllabus Supply Chain Management in Agribusiness</i>	Hrs.
Unit No : 1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	10
Unit No : 2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	10
Unit No : 3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed	10

	Inventory.	
Unit No : 4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10
Unit No : 5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10
Unit No : 6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops,	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Altekar RV. 2006.	Supply Chain Management: Concepts and Cases		. Prentice Hall of India.	
2 – National	Monczka R, Trent R• & Handfield R.	. Purchasing and Supply Chain Management.		2002 Thomson Asia	
3 – National	. van Weele AJ. 2000.	Purchasing and Supply Chain Management Analysis ,Planning and• Practice		Vikas Publ. House	
4 – International	Fawcett, S., Ellram, L. and Ogden, J. (2007):	Supply Chain Management – From Vision to Implementation.		Pearson Prentice Hall, Upper Saddle River, NJ, USA.	
5 –	Fischer, C.	Agri-food		CAB	

International	and Hartmann, M. (2010):	Chain Relationships..		International, UK and US.	
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. Online Resources:

Online Resources No	Web site address
1	https://www.academia.edu/40734182/Principles_of_Agribusiness_Management
2	https://en.wikipedia.org/wiki/Agribusiness
3	https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf
4	http://eagri.org/eagri50/AECO341/index.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
i) To familiarize the students with evolution and growth of Retailing, expectations of customers and		
ii) To study the importance of retailing in the current business scenario.		
Learning Outcomes :		
I) Enable the students to gain knowledge on concepts, formats and managerial practices of retailing		
II) Enable the students to gain skills on analysis and decision making in retailing management		
III) Understand to the Product Categories, Types and Formats		
IV) Understand to the Retail Strategy		
V) Understand to the Store Operation and Services		
Units: -	Syllabus – <i>Introduction to Retailing</i>	Hrs.
Unit No : 1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.	10
Unit No : 2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,	10
Unit No : 3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.	10
Unit No : 4	4 Varsity of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.	10
Unit No : 5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing	10
Unit No : 6	Case Studies in Retail Management	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference	Name of	Title of the	Year Edition	Publisher	
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Books (Publisher)	the Author	Book		Company	
1 – National	Swapana Pradhan-	Retailing Management			
2 – National	Dravid Gilbert	- Retail Marketing			
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing			
4 – International	A. J. Lamba	The Art of Retailing			
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach			
6 – International					

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Online Resources:

Online Resources No	Web site address
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MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks

Core Elective	3	CES	UE:IE = 50:50
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Course Objectives:

Subject / Course Objectives : To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.		
Learning Outcomes :		
<p>I) Understand the retail sector and the range of retail occupations. II) describe the characteristics of the local retail environment III) identify different retail occupations and the related skills, attributes and behaviours. IV) state factors that influence customer expectations. V) explain how a Point of Sale is used in retail.</p>		
Units: -	Syllabus Retail Management and Franchising	Hrs.
Unit No : 1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non store retailing.	10
Unit No : 2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.	5
Unit No : 3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.	7
Unit No : 4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.	7
Unit No : 5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.	8
Unit No : 6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.	8

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference	Name of	Title of the	Year Edition	Publisher	
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Books (Publisher)	the Author	Book		Company	
1 – International	David Gilbert	Retail Marketing Management		Pearson Education	
2 –International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning	
3 –International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education	
4 –National	Agarwal, Bansal, Yadav & Kumar	Retail Management, Pragati Prakashan		W.K. Road, Merut.	
5-International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press	
6-International	John Stanley	Just About Everything a Retail Manager Needs to Know		Gray & Nash	
7-National	Swapna Pradhan	Retailing Management	2011	Tata McGraw-Hill Education	

Online Resources:

Online Resources No	Web site address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-

	store-management/
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MOOCs:

Resources No	Web site address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Elective - Project Management: Course - Project Risk Management.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR01	Project Risk Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <p>xxvi) To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register</p> <p>xxvii) To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure</p> <p>xxviii) To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools</p> <p>xxix) To understand how to Utilize Technique to Design your Risk Response Strategies</p> <p>xxx) To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff</p>		
<p>Learning Outcomes:</p> <p>vii) Develop skills to help you enhance your skills on project risk management.</p> <p>viii) Help in identifying and measuring risks in project development and implementation,</p> <p>ix) Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations..</p>		
Name: -	Syllabus – Project Risk Management	Hrs.
Unit No: 1	<p>Introduction to Risk Management</p> <p>Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register</p>	5
Unit No: 2	<p>Risk Management Planning</p> <p>Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan</p>	8
Unit No: 3	<p>Identify Risks</p> <p>Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in</p>	5

	Software Project	
Unit No: 4	Risk Analysis Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis	5
Unit No: 5	Planning Risk Responses Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning	8
Unit No: 6	Monitoring and Controlling Risks Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues	05

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 – International	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Ltd
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

Online Resources:

Online	Web site address
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Resources No.	
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb
2	https://www.edureka.co/blog/project-risk-management/
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html
4	https://projectriskcoach.com/identify-project-risks/
5	https://www.greycampus.com/opencampus/project-management-professional/risk-categories

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview
2	https://onlinecourses.swayam2.ac.in/nou21_ag10/preview
3	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview

Elective - Project Management: Course – Microsoft Project 2010

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR02	Microsoft Project 2010	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> i) To understand best in class templates ii) To schedule tasks effectively. iii) To collaborate with project partners with ease. iv) To understand how to get updates and stay current 		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> i) Understand the Microsoft Project 2010 Interface ii) Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists iii) Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review 		
Name	Syllabus – Microsoft Project 2010	Hrs.
Unit No: 1	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8
Unit No: 2	Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling	11
Unit No: 3	Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources	5
Unit No: 4	Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects	4
Unit No: 5	Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates	10
Unit No: 6	Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value	07

	Analysis, Responding to Changes in your Project	
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 st Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 st Edition	Sybex

Online Resources:

Online Resources No.	Web site address
1	http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf
2	http://www.asciutto.com/project2010/Project2010_eBook.pdf
3	https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf

MOOCs:

Resources No.	Web site address
1	https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/
2	https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718
3	https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba