

# **MATA TRIPURA SUNDARI OPEN UNIVERSITY, TRIPURA**



## **PROGRAMMEME PROJECT REPORT MASTER OF BUSINESS ADMINISTRATION (MBA) 2025-26**



Registrar

Mata Tripura Sundari Open University  
Gomati-Tripura

## **Introduction**

Masters of Business Administration – generally abbreviated as MBA is a highly valued post graduate degree designed specifically while keeping in mind to focus the essential skills required for careers in businesses, establishing ventures, imbibing entrepreneurial skills and managing organizations across globe. With the help of this programme, the University teachers and real time projects in close alignment with holistic learning approach help the students to define their hidden personality traits and develop managerial style that transforms students in to a variety of strategic thinkers, future leaders, economists and entrepreneurs.

MBA programme helps students to expand their knowledge of management theories and allows the student to specialize in their chosen sector(s). The students are motivated to expand and swim in vast networking opportunities provided during the tenure of the course that further enhances their own prospects. This programme helps students to become a change agent, ready to tackle a range of business issues and develop innovative solutions for the benefit of their own career.

### **A. Programme's Mission and Objectives**

#### **Mission**

To develop reached and unreached students into a new generation of leaders through updated quality education and carrier assistance by open and distance learning.

#### **Objectives**

The MBA programme of Mata Tripura Sundari Open University is designed after acknowledging essential quality inputs received from Academicians and Teachers, also incorporating the contribution of Industries' demands which enable a learner to get out of their comfort zones and make them understand how to deal with the latest domestic and international business issues. The Programme uses latest management techniques to solve/rectify strategic problems effectively and efficiently. The MBA programme will help students in acquiring specialised knowledge for quality business management practices in globalised India.

### **B. Relevance of the Programme with HEI's Mission and Goals**

The vision and mission of Mata Tripura Sundari Open University, Tripura are:

#### **Vision**

To be an institution where the most formative years of a young mind are spent in the guided pursuit of excellence while developing a spirit of inquisitive questioning, an ability to excel in the pressure of a fast-changing professional world and desire to grow into a personality than a person in an environment that fosters strong moral and ethical values, teamwork, community service and environment consciousness.

#### **Mission**

- To be the enablers of the confluence of academic rigor and professional practicality.
- To bring global best practices to students through widespread use of technology.
- To empower our faculty to constantly develop new skills and excel professionally.
- To provide the best campus environment to the students and faculty with all facilities to nurture their interest.

MBA programme of the University strives to realize its vision and mission by rectifying student centric issues on priority. The goals of ODL(Open Distance Learning) programme is to provide educational facilities to all qualified and willing persons who are unable to join regular courses due to personal or

professional reasons. There are many potential learners who cannot afford to join regular courses due to professional responsibilities and personal commitments. For such cases MBA through ODL mode can be helpful in increasing knowledge base and skill up-gradation.

The programme aims to provide alternative path to wider potential learners who are in need of refresher courses to update their skills.

### **C. Nature of Prospective Target Group of Learners**

Distance Education at Mata Tripura Sundari Open University (MTSOU) shall target the working professional's executives as well as those who cannot attend a full-time programme due to constraints. The candidates desirous of taking admission in MBA programme shall have to meet the eligibility norms as follows-

***To obtain admission in MBA programme, the learner must have completed graduation in any stream.***

The MBA programme offered by Mata Tripura Sundari Open University aims specially for working class people, people from Industry, business executives people who are designated at various government positions, academicians who seek to gain MBA degree to amplify their credentials, medical practitioners, medical executives (hospital administration), Business owners/Entrepreneurs, women/housewives. This gives an opportunity to the distance learner to attend distance programmes offer by the university to those who can't spare enough time to attend regular classes.

### **D. Appropriateness of Programme to be conducted to acquire specific skills and competence**

The University has identified the following programme outcomes and programme specific outcomes as acquisition of specific skills and competence for MBA Programme.

#### Programme Outcomes ( PO's)

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

#### Programme Specific Outcomes

PSO1: To understand various forms of business organizations and their functioning.

PSO2: To inculcate in student's the ability to gain multidisciplinary knowledge.

PSO3: To develop ability to adapt to dynamic changes in environment.

The University has developed the MBA programme for maintaining the quality and to train the students in order to face the competition at the National/International level.

### **E. Instructional Design**

The programme is divided into four semesters and minimum credit requirement is 84 to get MBA degree from Mata Tripura Sundari Open University. Minimum time period for acquiring MBA degree will be two years and maximum time (extended) period is four years. Students can select one elective.

**Evaluation Scheme  
Semester-I**

S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max. Marks	Max. Marks	
1	MGO-6101	Principles and Practices of Management	4	30	70	100
2	MGO-6102	Managerial Economics	4	30	70	100
3	MGO-6103	Accounting for Managers	4	30	70	100
4	MGO-6104	Business Statistics	4	30	70	100
5	MGO-6105	Communication for Management	4	30	70	100
Total			20	150	350	500

**Semester-II**

S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max. Marks	Max. Marks	
1	MGO-6201	Entrepreneurship & SMEs Management	4	30	70	100
2	MGO-6202	Business Environment	4	30	70	100
3	MGO-6203	Research Methodology	4	30	70	100
4	MGO-6204	Business Laws	4	30	70	100
5	MGO-6205	Human Resource Management	4	30	70	100
Total			20	150	350	500

### Semester-III

S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max. Marks	Max. Marks	
1	MGO-7101	Strategic Management	4	30	70	100
2	MGO-7102	Organizational Behavior	4	30	70	100
3	Three courses from any one area of the specialization and specialization area will remain same in 3 <sup>rd</sup> and 4 <sup>th</sup> Semester		4	30	70	100
4			30	70	100	
5			30	70	100	
Total			20	150	350	500

<b>Any one specialization area to be opted in the 3<sup>rd</sup> semester</b>	
<b>Marketing</b>	
MGO-7111	Marketing Management
MGO-7112	E-Marketing
MGO-7113	Retail Management
<b>Finance</b>	
MGO-7121	Financial Management
MGO-7122	Security Analysis & Portfolio Management
MGO-7123	Management of Financial Institutions & Services
<b>Human Resource Management</b>	
MGO-7131	Industrial Relations & Labour Enactments
MGO-7132	Global HRM
MGO-7133	Negotiation & Counseling
<b>Operations Management</b>	
MGO-7141	Project Management
MGO-7142	Logistics and Supply Chain Management
MGO-7143	Advanced Production and Operations Management

**Semester-IV**

S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max. Marks	Max. Marks	
1	MGO-7201	Business Ethics and Corporate Governance	4	30	70	100
2	MGO-7202	Global Business Management	4	30	70	100
3	Three courses from any one area of the specialization and specialization area will remain same in 3 <sup>rd</sup> and 4 <sup>th</sup> Semester		4	30	70	100
4			4	30	70	100
5			4	30	70	100
6	MGD-7200	Dissertation	4	0	100	100
Total			24	150	450	600

Any one specialization area to be opted in the 4 <sup>th</sup> Semester	
Marketing	
MGO-7211	Consumer Behavior & Marketing Communication
MGO-7212	Marketing of Services
MGO-7213	Sales and Distribution Management
Finance	
MGO-7221	Corporate Financial Restructuring
MGO-7222	Strategic Corporate Finance
MGO-7223	Management of Working Capital
Human Resource Management	
MGO-7231	Organization Development
MGO-7232	Group and Team in Organization
MGO-7233	Training and Development
Operations Management	
MGO-7241	Total Quality Management
MGO-7242	Service operation management
MGO-7243	Management of Technology

**MOOCS**

The University shall give flexibility in opting for MOOC(Massive Online Open Courses) by the students pertaining to the prescribed curriculum and also the credits earned in the MOOC courses may be dealt as part of the evaluation scheme as per UGC (Open and Distance Learning Programme) Regulations,2020.

**Syllabi and Course Materials**

Syllabi, PPR and self-learning materials are developed mostly by experienced faculty members of Mata Tripura Sundari Open University in consultation with contents experts and the same will be forwarded to CIQA and BoS/Academic Council for further suggestions and approval.

## SEMESTER-I

**Course Name: Principles and Practices of Management**  
**Course Code: MGO-6101**

**Credits: 4**

### Course Objective:

The main objective is to teach the students the main functions of management as they need a variety of skills to understand human behavior, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

**Course Outcomes:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1.	Extrapolate basics of management theory and its practices.	Understand
2.	Associate the functions of management.	Apply
3.	Identify individual, group and organizational components of organizational behaviour.	Remember
4.	Demonstrate skills related to work motivation and leadership.	Apply
5.	Visualize importance of group management in changing work environment.	Understand

### Block I: Introduction

**Unit 1:** Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions,

**Unit 2:** Managerial Skills, Tasks and Responsibilities of a Professional Manager;

**Unit 3:** Evolution of Management Thought, Taylor and Fayol's contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers

### Block II: Planning

**Unit 4:** The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises, Forecasting.

**Unit 5:** Decision Making; Organizing: Nature & Purpose of Organizing. Span of Management,

**Unit 6:** Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.

### Block III: Staffing

**Unit 7:** Staffing: Definition, Nature and Purpose of Staffing

**Unit 8:** Human Resource Management and Selection, Performance Appraisal and Career Strategy

**Unit 9:** Manager and Organization Development: Managing Change, Organizational Conflicts.

### Block IV: Leadership

**Unit 10:** Leading: Managing and the Human Factor.

**Unit 11:** Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life;

**Unit 12:** Leadership: Definition, Ingredients, Approaches;

**Unit 13:** Communication: Function, Process and Barriers to Communication;

**Unit 14:** Directing- Meaning, Nature and Scope, Direction and Supervision.

### Block V: Controlling

**Unit 15:** Controlling: Concept, the System and Process of Control, Control Techniques and IT, Productivity and Operations Control;



**Unit 16:** Controlling Methods: Budgetary and non- budgetary, Overall and Preventive Control.

**Unit 17:** The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control;

**Unit 18:** International Management: Towards a unified, global Management Theory.

**Text and Reference Books:**

1. Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.

**Course Name: Managerial Economics**  
**Course Code: MGO-6102**

**Credits: 4**

**Course Objectives:**

The objective of this course is to enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Elaborate various theories and laws of Managerial Economics.	Understand
2.	Visualize concepts related to demand, supply & revenue analysis.	Apply
3.	Examine pricing decisions for various markets.	Apply
4.	Identify various market structures and plan business accordingly.	Apply
5.	Demonstrate understanding of macroeconomic indicators and their impact on business.	Understand

**Block I: Introduction to Managerial Economics**

**Unit 1:** Basic concepts and principles of Economics,

**Unit 2:** Introduction to Managerial Economics: Nature, Scope,

**Unit 3:** Importance and Significance in decision making, Managerial Economist-Role, responsibilities and functions.

**Block II: Demand, Supply and Revenue Analysis**

**Unit 4:** Demand & supply analysis,

**Unit 5:** Consumer Preferences and choices.

**Unit 6:** Demand Elasticity;

**Unit 7:** Types & its relevance, demand forecasting, revenue analysis.

**Block III: Production & Cost Analysis**

**Unit 8:** Cost: Concepts, measurement & analysis,

**Unit 9:** Production Function & its managerial applications,

**Unit 10:** Cost curves: traditional & modern approach,

**Unit 11:** Production Function; Laws of returns.

**Block IV: Pricing Decisions & Profit Planning**

**Unit 12:** Market Structures, pricing under different market structures,

**Unit 13:** Perfect, imperfect and monopoly,

**Unit 14:** Break Even Analysis; Profit Planning;

**Unit 15:** Oligopoly (Cournot's model, kinked demand curve model, prisoner's dilemma).

**Block V: Macro Economics**

**Unit 16:** Concepts of national Income and methods of its measurement,

**Unit 17:** Inflation: Theories,

**Unit 18:** Introduction to business cycles

**Books Recommended/Suggested Readings:**

1. Geetika, Piyali Ghosh, Purba Roy Choudhury (Mc Graw Hill)
2. Mehta PL- Managerial Economics (Sultan Chand)
3. Dwivedi- Managerial Economics (Vikas)
4. Gupta- Managerial Economics (Tata McGraw-Hill)

**Course Name: Accounting for Managers**  
**Course Code: 6103**

**Credits: 4**

**Course Objectives:**

The main objective of this course is to make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Elaborate various concepts related to Indian and International accounting.	Understand
2.	Apply costing techniques for computing cost of products or services.	Apply
3.	Demonstrate various costing methods used in manufacturing and non-manufacturing concerns.	Understand
4.	Analyze decisions related to make or buy for a particular input.	Analyze
5.	Examine budgetary and financial statements.	Apply

**Block I: Accounting Framework I (Introduction to Accounting)**

**Unit 1:** Introduction, Nature, scope and importance of Accounting, Book Keeping,

**Unit 2:** Accounting Process, Users of an Accounting information and their needs,

**Unit 3:** Accounting Equation, Role and Responsibilities of an Accountant; GAAP and Accounting Standards-Indian and international.

**Block II: Accounting Framework II (Accounting Books and Final Accounts)**

**Unit 4:** Preparation of Journal, Ledger, Trial balance,

**Unit 5:** Cash book & other subsidiary books,

**Unit 6:** Preparation of Trading, Profit & Loss A/c and balance Sheet (with adjustments),

**Unit 7:** Depreciation Accounting

**Unit 8:** Preparation of BRS.

**Block III: Cost Accounting**

**Unit 9:** Meaning, importance of Cost Accounting,

**Unit 10:** Elements and classification of costs and Preparation cost sheet,

**Unit 11:** Inventory valuation.

**Block IV: Management Accounting**

**Unit 12:** Meaning, importance of Management Accounting,

**Unit 13:** Budgeting & Budgetary Control;

**Unit 14:** Preparation of Fixed & Flexible budget, Zero Based Budgeting.

**Block V: Financial Statements Analysis**

**Unit 15:** Meaning, importance of financial statement,

**Unit 16:** Ratio Analysis,

**Unit 17:** Preparation and Analysis of Fund Flow

**Unit 18:** Cash Flow Statements according to AS-3.

**Books Recommended/Suggested Reading:**

1. Gupta, Shashi K. and Sharma R.K. (2008)- Accounting for Managerial Decisions, Kalyani Publications (Ludhiana)
2. Tulsian, P.C. (2009)- Financial Accounting, Tata McGraw Hill Publication, New Delhi
3. Shukla, S.M. (2009)- Advanced Accounting, SahityaBhawan Publication, Agra
4. Ramachandran, N. and Kakani, R.K. (2008)- Financial Accounting for Management, Tata McGraw Hill Publication, New Delhi

**Course Name: Business Statistics**  
**Course Code: 6104**

**Credits: 4**

**Course Objectives:**

To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Demonstrate an understanding of decision making process under uncertainty using statistical tools.	Understand
2.	Explain correlation and regression analysis and their importance in decision making.	Understand
3.	Visualize the concept of time series in business decision making.	Apply
4.	Demonstrate an understanding of probability and probability distributions.	Understand
5.	Explore application of Estimation Theory and Hypothesis Testing in business decision making.	Understand

**Block I: Introduction**

**Unit 1:** Meaning and definitions of Statistical Data; Applications of Statistics in Managerial decision making;

**Unit 2:** Frequency Distributions; Measures of Central Tendency: Mean, Median, Mode and their implications;

**Unit 3:** Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

**Block II: Correlation and Regression**

**Unit 4:** Meaning and uses of correlation

**Unit 5:** Meaning and uses of regression.

**Unit 6:** Various methods of calculation of Coefficient of correlation and their analysis (Two Variable)

**Unit 7:** Regression analysis.

**Block III: Analysis of Time Series**

**Unit 8:** Concept; Additive model, Multiplication model,

**Unit 9:** Seasonal variation, Cyclical Variation;

**Unit 10:** Various methods of Time Series Analysis and their applications in business.

**Block IV: Probability**

**Unit 11:** Concept, its uses in business decision-making,

**Unit 12:** Addition and multiplication theorem of probability; Binomial theorem and its applications

**Unit 13:** Probability Distribution: Concept, applications of Binomial, Poisson and Normal Distributions.

**Block V: Estimation Theory and Hypothesis Testing**

**Unit 14:** Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses;

**Unit 15:** Application of Z-test, t-test,

**Unit 16:** F-test and ANOVA

**Unit 17:** Chi-Square test. Techniques of association of Attributes & Testing.

### **Text and Reference Books**

1. Business Statistics, 3<sup>rd</sup> Edition, JP Sharma, Pearson Publishing
2. Statistics for Management - Richard Levin, Pearson Publishing
3. Statistics for Management - G.C. Beri, Tata McGraw-Hill Education, 2010
4. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.

**Course Name: Communication for Management**  
**Course Code: MGO-6105**

Credits: 4

**Course Objective:**

The objective of this course is to equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Elaborate basic forms of communication & various communication models.	Understand
2.	Demonstrate verbal and non-verbal communication ability through presentations.	Understand
3.	Explore various forms of modern communication in business communications.	Apply
4.	Identify appropriate methods of report writing.	Apply
5.	Demonstrate understanding of various tools of organizational communication.	Understand

**Block I: Introducing Business Communication**

**Unit 1:** Basic forms of communication; Self Development and Communication Development of positive personal attitude

**Unit 2:** Communication models and processes; Self Development and Communication Development of positive personal attitude; Corporate

**Unit 3:** Audience analysis Principles of effective communication, formal and informal communication networks, Grapevine, miscommunication (barriers).

**Block II: Effective listening**

**Unit 4:** Principles of effective listening; Factors affecting listening exercise;

**Unit 5:** Oral, written and video sessions.

**Unit 6:** Modern forms of communicating;

**Unit 7:** Fax: E-Mail; Video conferencing etc. nonverbal aspects of communication, Kinesics, Proxemics, Para language, sign language.

**Block III: Writing skills**

**Unit 8:** Planning business message; rewriting and editing; the first draft; reconstructing the final draft.

**Unit 9:** Business letters; Appearance of request letters; Good news and bad news letter's; Persuasive letters;

**Unit 10:** Sales letters; Collection letters; Office memorandum, notice and circular.

**Unit 11:** Writing resume and letter of application.

**Block IV: Report writing**

**Unit 12:** Introduction to a proposal, short report and formal report, report preparation,

**Unit 13:** Sales presentation, training presentation,

**Unit 14:** Conducting surveys, speeches to motivate.

**Block V: Practices in business communication**

**Unit 15:** Group discussions; Mock interviews; Seminars; Effective listening exercises;

**Unit 16:** Individual and group presentations, Oral presentation:

**Unit 17:** Principles of oral presentation, Factors affecting presentation,

**Unit 18:** Interviewing skills: Appearing in interviews; conducting interviews

**Books Recommended/Suggested Reading:**

1. Bovee and Thill- Business communication today; Tata McGraw Hill
2. Ronald E. Dulek and John S.Fielder- Principles of business communication; McMillan
3. Randall E.Magors- Business communication :Harper and Row 4.Balasubramanyam- Business communications; Vikas Publishing House.



## SEMESTER-II

**Course Name: Entrepreneurship and SMES Management**  
**Course Code: MGO-6201**

Credits: 4

### Course objectives:

The main objectives of the course are to familiarize students with various concepts used in understanding processes involved in entrepreneurship and business formation and development. Provide context to those processes in the form of differences between small and large firms, and the economic environment.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Elaborate fundamentals of entrepreneurship and entrepreneurial process.	Understand
2.	Explain various theories of entrepreneurship.	Understand
3.	Design business plans.	Apply
4.	Describe MSME registration process and MSME promotional policies.	Apply
5.	Explain various concepts related to International Business.	Understand

### Block I: Entrepreneurship: A Conceptual Framework

**Unit 1:** Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development;

**Unit 2:** Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Entrepreneurship.

**Unit 3:** Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process;

**Unit 4:** Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

### Block II: Entrepreneurial Growth:

**Unit 5:** Role of Entrepreneurship in Economic Development, Entrepreneurial Theories; Factors affecting entrepreneurial growth

**Unit 6:** Entrepreneurial Challenges; New Product

**Unit 7:** Development and Growth Strategies for Entrepreneurial ventures.

### Block III: New Ventures Planning

**Unit 7:** Ownership Structures; Acquisition; Franchising, Marketing plan,

**Unit 8:** Marketing research, Marketing Mix; Business Plan-benefits of drivers

**Unit 9:** Perspectives in business plan preparation, elements of a business plan.

### Block IV: MSME Registration and Promotion

**Unit 10:** MSME registration, MUDRA Loan, Start-up India.

**Unit 11:** Make In India, Institutional Finance to Entrepreneurs

**Unit 12:** MSME and Economic Development,

**Unit 13:** Institutional Support for Small Enterprises.

### Block V: International Entrepreneurship:

**Unit 14:** Export Business Registration, Intellectual Property Protection- Patents,

**Unit 15:** Trademarks and Copyrights – importance for start-ups,

**Unit 16:** Legal acts governing business in India;

**Unit 17:** International entrepreneurship- opportunities and challenges,

**Unit 18:** Export Documentation in India.

**Books Recommended/Suggested Reading:**

1. Drucker, Peter. Innovation and Entrepreneurship. East-West Press (P) Ltd
2. Holt, David H. Entrepreneurship-New Venture Creation. Prentice Hall
3. Hisrich, Robert D and Peters, Michael P. Entrepreneurship: Starting, Developing and Managing a New Enterprise, Prentice Hall
4. Desai, Vasant: Small Scale Industries and Entrepreneurship. Himalaya
5. Gupta, C.B. and Srinivasan. Entrepreneurial Development in India. Sultan Chand
6. Pareek, Udai and Venkateswara Rao, T. Developing Entrepreneurship- A Handbook on Learning Systems

**Course Name: Business Environment**  
**Course Code: MGO-6202**

**Credits: 4**

**Course Objective:**

To analyze the overall business environment and evaluate its various components in business decision making.

**Course Outcomes:** At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Visualize various environmental factors that affect business.	Understand
2	Diagnose impact of various governmental policies on Business.	Analyze
3	Evaluate impact of socio-cultural environment on Business.	Analyze
4	Elaborate impact of political-legal environment on Business.	Understand
5	Identify role of multilateral institutions in facilitating world trade.	Understand

**Block I: Theoretical Framework of Business Environment**

**Unit 1:** Concept, Significance, of Business Environment

**Unit 2:** Nature, Elements & Dimensions;

**Unit 3:** Environmental Scanning and Monitoring.

**Block II: Economic Environment of Business**

**Unit 4:** Significance and Elements; Economic Systems; Economic planning in India; Government Policies- Industrial,

**Unit 5:** Fiscal, Monetary, EXIM; Public Sector and economic development; Development banks and its relevance to Indian business;

**Unit 6:** Economic Reforms, Liberalization and structural adjustment programmemes;

**Unit 7:** Regulation of Financial Markets, SEBI.

**Block III: Political and Legal Environment of Business**

**Unit 8:** Critical elements; Government and business;

**Unit 9:** Changing dimensions of political and legal environment in India;

**Unit 10:** MRTP Act, Competition Act, FEMA and licensing policy

**Unit 11:** Consumer Protection Act.

**Block IV: Socio-cultural Environment**

**Unit 12:** Social institutions, systems, values, attitudes, groups, etc;

**Unit 13:** Dualism in Indian society and problems of uneven income distribution;

**Unit 14:** Rural sector in India; Social Responsibility of Business; Consumerism in India.

**Block V: International and Technological Environment**

**Unit 15:** Multinational Corporations; Foreign collaborations and Indian business; NRIs and Corporate sector

**Unit 16:** International Economic Institutions- WTO, World Bank, IMF and their importance to India; Foreign trade Policies;

**Unit 17:** Impact of Rupee devaluation; Technological environment in India; Policy on research and development

**Unit 18:** Intellectual Property Rights; Technology transfer.

**Books Recommended/Suggested Reading:**

1. Adhikari, M- Economic Environment of Business, Sultan Chand & Sons
2. Alagh, Yoginder K- Indian Development, Planning and Policy, Vikas Publication
3. Aswathappa, K- Legal Environment of Business, Himalaya Publication
4. Chakravarty, S- Development Planning, Oxford University Press
5. Ghosh, Biswanath- Economic Environment of Business, Vikas Publication, New Delhi
6. Govt. of India- Economic Survey
7. Raj Agarwal and ParagDiwan, Business Environment; Excel Books
8. Cherunilam, Francis- Business Environment, Macmillan

**Course Name: Research Methodology**  
**Course Code: MGO-6203**

**Credits: 4**

**Course Objectives:**

To familiarize students with basic of research, research process and enable the participants in conducting research work and formulating research synopsis and report.

**Course Outcomes:** At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Elaborate various concepts related to Research.	Understand
2	Enumerate various kinds of research design & process	Apply
3	Develop adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis.	Apply
4	Demonstrate various techniques of data analysis-and hypothesis testing procedures.	Understand
5	Articulate appropriate research ethics for doing meaningful research.	Understand

**Block I: Research Formulation**

**Unit 1:** Introduction, meaning of research,

**Unit 2:** Types, Role of research in important area and Process of Research,

**Unit 3:** Defining research Problems, Hypothesis Formulation.

**Block II: Research Elaborated**

**Unit 4:** Research Design, Research plan,

**Unit 5:** Concept of sample, Sample size, Various types of sampling techniques.

**Unit 6:** Types of Data and Methods of its Collection; Questionnaire Design,

**Unit 7:** Precautions in preparation of questionnaire, Measurement scales.

**Block III: Data Analysis and Interpretation-1**

**Unit 8:** Processing and Analysis of Data by application of statistical tools,

**Unit 9:** Various kinds of charts and diagrams used in data analyses

**Unit 10:** Application of Data Analysis.

**Block IV: Data Analysis and Interpretation-2**

**Unit 11:** Hypothesis Testing (F-test, ANOVA, Chi –square test, t-test) ,

**Unit 12:** Multivariate Statistical techniques- Multiple regression, discriminate analysis,

**Unit 13:** Factor analysis, Multivariate analysis of variance,

**Unit 14:** Conjoint analysis, Cluster analysis, Multidimensional Scaling, Role of computer in research, Excel- A tool for statistical analysis, SPSS, Interpretation and conclusion.

**Block V: Report Writing**

**Unit 15:** Report Writing, Significance of report writing, Steps in report writing,

**Unit 16:** Layout of research report, Types of reports; Appendices;

**Unit 17:** Bibliography, Characteristics of a good report; Precautions for report writing

**Unit 18:** Ethics in business research.

**Books Recommended/Suggested Reading:**

1. Kothari CR- Research Methodology, New Age Publication
2. Panneer selvam R- Research Methodology (PHI)
3. Cooper, Donald, Schindler, Pamela- Business Research (TMH)
4. Bill Taylor, Gautam Sinha, Taposh Ghoshal- Research Methodology (PHI)

**Course Name: Business Laws**  
**Course Code: MGO-6204**

**Credits: 4**

**Course Objective:**

To acquire knowledge and understanding of major business, commercial and economic laws. The aim of this course is not just to teach Legal Regulatory framework, but to develop students in such a way that they equip with appropriate skills in legal requirements for managing business.

**Course Outcome:** At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Elaborate clear understanding for contracts and subsequently enter valid business propositions	Understand
2	Articulate legitimate rights and obligations under sale of goods Act, 1930.	Understand
3	Enumerate various legitimate rights and obligations under Negotiable Instrument Act	Analyze
4	Acquire skills to initiate entrepreneurial ventures as LLP or other new form of organization which are widely used across the globe	Understand
5	Attain insights into various company proceedings through Companies Act-1956 & Company Act-2013	Apply

**Block I: Contract Act, 1872**

**Unit 1:** Definition & Classification of Contract, Essential elements of a Valid Contract,

**Unit 2:** Quasi Contract – Various Forms,

**Unit 3:** Contingent contract,

**Unit 4:** Discharge & Breach of Contract, Remedies of breach of contract.

**Block II: Sales of Goods Act, 1930**

**Unit 5:** Contract of sale of Goods-Meaning, Essentials, etc.

**Unit 6:** Provisions relating to Conditions and Warranties, Provisions relating to Transfer of Property

**Unit 7:** Ownership, Provisions relating to Performance of Contract of Sale- Rights and duties of Unpaid Seller and Buyer.

**Block III: The Negotiable Instruments Act, 1881**

**Unit 8:** Negotiable Instruments- Meaning, Characteristics, Types, Parties- Holder and Holder in Due Course;

**Unit 9:** Negotiation and types of endorsements, Dishonour of Negotiable Instruments and Overdue Instrument,

**Unit 10:** Banker and Customer- Crossing of Cheques, Obligations of a Banker & a Customer, Bouncing of Cheques, Liabilities of parties.

**Block IV: Partnership Act, 1932**

**Unit 11:** Definition, Formation, Types and Registration of Partnership,

**Unit 12:** Kinds, Rights and liabilities of Partners, Minor's Status in Partnership Firm,

**Unit 13:** Dissolution of Partnership Firm.

**Block V: The Companies Act, 1956 & 2013**

**Unit 14:** Company- Definition, Meaning, Features and Types,

**Unit 15:** Incorporation of a Company- Memorandum & Articles of Association and their Alteration;

**Unit 16:** Prospectus, Management of company- Directors and Meetings,

**Unit 17:** Share capital-Account and Audit,

**Unit 18:** Winding up of companies.

**Books Recommended/Suggested Reading:**

1. Kuchhal, M.C. (2007). Business Law, Vikas Publishing House, New Delhi.
2. Tulsian, P.C. (2007). Business Law, Tata McGraw-Hill Publications, New Delhi.
3. Kuchhal, M.C. (2007). Mercantile Law, Vikas Publishing House, New Delhi.
4. Singh Avtar (2008). Mercantile Law, Eastern Book Company, Lucknow.
5. Kapoor, N.D. (2008). Elements of Mercantile Law, Sultan Chand & Sons Educational Publishers, Delhi.



**Course Name: Human Resource Management**  
**Course Code: MGO-6205**

**Credits: 4**

**Course Objective:**

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

**Course Outcomes:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate HRM and the role of HRM in effective business administration.	Understand
2	Identify the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.	Apply
3	Explain role of recruitment and selection in relation to the organization's business and HRM objectives.	Understand
4	Identify job-based compensation scheme and performance management system and appraisals.	Apply
5	Visualize emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.	Understand

**Block I: Introduction:**

**Unit 1:** Conceptual foundations; Human aspect of management; Human resource Management- concept, scope and importance;

**Unit 2:** Competencies of HR manager- employer branding and competency mapping;

**Unit 3:** Changing role of HRM- workforce diversity, Technological change, restructuring and rightsizing, empowerment; TQM.

**Unit 4:** Management of ethics.

**Block II: Human Resource Planning, Job Analysis, and Job Design:**

**Unit 5:** Assessing human resource requirements; Human resource forecasting;

**Unit 6:** Work load analysis; Job analysis; Job description and specifications;

**Unit 7:** Job design; Job characteristic approach to job design.

**Block III: Recruitment, Selection, Training, and Development:**

**Unit 8:** Factors affecting recruitment; Sources of recruitment (internal and external);

**Unit 9:** Basic selection model; Psychological tests for selection; Interviewing; Placement and induction;

**Unit 10:** Job changes- Transfers, Promotions, and Separations;

**Unit 11:** An overview of training and development; Emerging trends in recruitment, selection, and development.

**Block IV: Compensation Management, Performance Appraisal, and Audit:**

**Unit 12:** Compensation Management- Job evaluation, base compensation and supplementary compensation;

**Unit 13:** Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods-

**Unit 14:** MBO, 360degree appraisal, 720degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

**Block V: Emerging Horizons of HRM**

**Unit 15:** International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System);

**Unit 16:** Human resource audit;

**Unit 17:** Contemporary issues in human resource management

**Unit 18:** Moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

**Books Recommended/Suggested Reading:**

1. John Storey- Human Resource Management, Thomson Learning
2. R.S. Dwivedi- Managing Human Resources, Galgotia Publishing Company
3. Gary Dessler- Human Resource Management, Pearson Education
4. Aswathapa- Human Resource & Personnel Management, Tata McGraw Hill
5. Randy. L. Desimone, Jon & David Harris- Human Resource Development, Thomson.

## SEMESTER-III

**Course Name: Strategic Management**  
**Course Code: MGO-7101**

**Credits: 4**

### **Course Objective:**

To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy, formulation, implementation and control in organizations.

**Course Outcome:** At the end of the course student would be able to

S. No.	Course Outcomes	Cognitive level
1	Elaborate the basic concepts and principles of strategic.	Understand
2	Identify organizational strategies that will be effective in dynamic business environment.	Apply
3	Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.	Understand
4	Acquire capability of making own decisions in dynamic business landscape	Apply
5	Visualize various strategies for managing global competition.	Understand

### **Block I: Strategy-Introduction**

**Unit 1:** Concept, Levels at which strategy operates; Approaches to strategic decision making; Mission and Purpose,

**Unit 2:** Objectives and Goals; Strategic Business Units (SBUs);

**Unit 3:** Environmental Analysis & Diagnosis: Environment and its components;

**Unit 4:** Environmental Scanning & Appraisal; Organizational Appraisal; Strategic Advantage Analysis and Diagnosis.

### **Block II: Strategy and Structure**

**Unit 5:** Structural considerations, Structures for strategies; Organizational design and change.

**Unit 6:** Functional Strategies-Marketing, Production& Operations, Personnel,

**Unit 7:** Financial, R&D plans and policies.

### **Block III: Strategy Formulation and Choice of Alternatives**

**Unit 8:** Strategies- modernization, diversification, integration;

**Unit 9:** Merger, take-over and joint strategies;

**Unit 10:** Turnaround, divestment and liquidation strategies;

**Unit 11:** Process of strategic choice, competitor and SWOT analysis;

**Unit 12:** Factors affecting; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis.

### **Block IV: Strategy Implementation**

**Unit 13:** Inter-relationship between formulation and implementation,

**Unit 14:** Issues in strategy implementation; Resource allocation,

**Unit 15:** Strategy Evaluation & Control: Overview and Techniques.

**Block V: Global Issues in Strategic Management**

**Unit 16:** Global challenges, Advantages & Disadvantages of international operations,

**Unit 17:** Communication differences across countries, worldwide tax rates & their impact,

**Unit 18:** Participation of international institutions for international business.

**Books Recommended/Suggested Reading:**

1. Bhattacharya, S.K. and N. Venkataraman- Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House
2. Budhiraja, S.B. and M.B. Athreya- Cases in Strategic Management, Tata McGraw Hill
3. Coulter, Mary K- Strategic Management in Action, Prentice Hall 4.David, Fred R- Strategic Management, Prentice Hall

**Course Name: Organizational Behavior**  
**Course Code: MGO-7102**

**Credits: 4**

**Course Objective:**

The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behavior over time. The course will also make them capable of realizing the competitiveness for firms.

**Course Outcome:** At the end of the course student would be able to:

Sl. No.	Course Outcome	Cognitive level
1.	<b>CO1:</b> Understand the concepts of organizational behaviour and its relation with business management.	Understand
2.	<b>CO2:</b> Explain concepts of individual behaviour i.e. perception, attitude etc.	Explain
3.	<b>CO3:</b> Demonstrate process involved in group behaviour i.e. group dynamics, group decision making etc.	Demonstrate
4.	<b>CO4:</b> Describe the methods of leadership of a successful business owner/manager.	Describe
5.	<b>CO5:</b> Explain the organization system and process for smooth business operations.	Explain

**Block I: Introduction:**

**Unit 1:** Emergence of organizational behavior;

**Unit 2:** Management and OB; Hawthorne studies and human relations school;

**Unit 3:** Challenges and opportunities for organizational behavior;

**Unit 4:** Positive organizational behaviour.

**Block II: Individual Behavior:**

**Unit 5:** Foundations of individual behavior; Perception; Attribution;

**Unit 6:** Personality; Attitude; Learning and Values;

**Unit 7:** Motivation – theoretical and practical dimension.

**Unit 8:** Various theories of motivation

**Block III: Group Behavior:**

**Unit 9:** Group dynamics; Cohesiveness and productivity;

**Unit 10:** Group decision making; managing organizational conflict;

**Unit 11:** Managing misbehavior at work.

**Block IV: Leadership:**

**Unit 12:** Influence, Power and Politics;

**Unit 13:** Leadership

**Unit 14:** Theoretical and practical dimension.

**Unit 15:** Various theories of Leadership

**Block V: Organization System & Processes:**

**Unit 16:** Organization Structure – foundation and types;

**Unit 17:** Climate and Ethos;

**Unit 18:** Communication; Organizational effectiveness & performance, managing change.

**Books Recommended/Suggested Reading:**

1. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
2. Robins S.P., and Mathew, M, Organisational Theory: Structure, Design and Application, Prentice Hall of India Pvt. Ltd.
3. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York.
4. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.

**Course Name: Marketing Management**  
**Course Code: MGO-7111**

**Credits: 4**

**Course Objective:**

The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. More specifically, they will be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

**Course Outcomes:** At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Elaborate various concepts related to marketing.	Understand
2.	Explain concepts related to Marketing Mix.	Apply
3.	Demonstrate process involved with product planning and price determination.	Apply
4.	Describe process involved with promotion and distribution strategy.	Analyze
5.	Explore contemporary issues in marketing.	Understand

**Block I: Introduction**

**Unit 1:** Nature & Scope of Marketing, evolution of Marketing,

**Unit 2:** Marketing Environment. Segmentation,

**Unit 3:** Targeting and Positioning & Differentiation Strategies,

**Unit 4:** Marketing Organizations, Marketing Research

**Block II: Product Management**

**Unit 5:** Product, product levels, classifying products,

**Unit 6:** New Product Development, Product Differentiation,

**Unit 7:** Product Life Cycle, Branding, types of branding,

**Unit 8:** Packaging & labelling

**Block III: Pricing and Distribution**

**Unit 9:** Concept of Pricing, Relationship between pricing and product cost,

**Unit 10:** Pricing objectives Pricing Policies and Methods,

**Unit 11:** Distribution Channel Management, Intermediaries,

**Unit 12:** channel structure, managing relationships in the channel.

**Block IV: Promotion Mix decision**

**Unit 13:** Marketing Communication, Advertising;

**Unit 14:** Sales Promotion, Publicity & Personal Selling,

**Unit 15:** Public Relations and Direct Marketing.

**Block V: Emerging Trends in Marketing**

**Unit 16:** Marketing Ethics, (e-) marketing; (e-) services; (e-) Customer Relationship

**Unit 17:** Management; viral marketing,

**Unit 18:** Ambush marketing, green marketing.

**Books Recommended/Suggested Reading:**

1. Baines, Fill Page and Sinha; Marketing 2013
2. Marketing Management – Philip Kotler (Pearson)
3. Fundamentals of Marketing – Stanton
4. Marketing Management – V S Ramaswamy and S Namakumari (Macmillan)



**Course Name: E-Marketing**  
**Course Code: MGO-7112**

**Credits: 4**

**Course Objective:** This course is designed to impart the students with the knowledge, concepts and skills needed in marketing through digital channels. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing. The aim of this course is not just to teach E-Marketing but to develop students in such a way that they equip with adequate skills in E-Marketing for managing business.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Enumerate basic difference and similarities between non-digital and digital marketing	Understand
2	Examine consumer behaviour towards digital media.	Apply
3	Identify and develop digital strategies for Digital Market	Apply
4	Explain basic concepts of social media marketing.	Understand
5	Identify various tools for social media, web analytics	Understand

**Block I: Internet penetration and E-marketing**

**Unit 1:** Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media;

**Unit 2:** Similarities and differences between online and offline marketing;

**Unit 3:** Internet Marketing in India;

**Unit 4:** Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.

**Block II: Digital marketing strategy; Digital conversion funnel:**

**Unit 5:** Customer acquisition, conversion and retention;

**Unit 6:** Acquisition: search engine optimization; paid advertising, search advertising, display advertising,

**Unit 7:** Social media marketing, email marketing; measuring success of search engine optimization,

**Unit 8:** Mapping search engine journey; on page and off page search engine optimization.

**Block III: Online consumer behaviour: decision making process;**

**Unit 9:** Problem recognition, information search, evaluation, choice and post purchase behaviour;

**Unit 10:** Online consumer segmentation; online marketing mix;

**Unit 11:** Consumer segments and targeting; User experience.

**Block IV: Social Media analytics: data type and collection,**

**Unit 12:** Structured and semi-structured data, social media metrics, social media ROI,

**Unit 13:** Social networks and social network analysis; Social media analytics with unstructured data: text mining,

**Unit 14:** Social customer relationship management,

**Unit 15:** Text mining for communication and reputation management; Big data, Internet of things.

**Block V: Mobile Marketing, E-marketing; Internet marketing strategy: content marketing**

**Unit 16:** Mobile Marketing,

**Unit 17:** E-marketing;

**Unit 18:** Internet marketing strategy: content marketing.

**Suggested Readings:**

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press
5. Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.

**Course Name: Retail Management**  
**Course Code: MGO-7113**

**Credits: 4**

**Course Objective:**

The main objective of course is to providing insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Identify the basic concepts related to functioning of retail sector in India	Understand
2	Elaborate main drivers of growth in retail industry of India	Understand
3	Analyses issues relating to situational analysis in retail industry in India. .	Apply
4	Explain various strategies of managing retail business in India.	Understand
5	Visualize various issues emerging in international retailing.	Analyze

**Block I: Introduction**

**Unit 1:** Overview, Evolution of Retailing, cycle of Retailing, Functions of retailing;

**Unit 2:** Building and sustaining relationships, Structural change, Retailing Market structure,

**Unit 3:** Planning and development, process, Drivers for growth in retail.

**Block II: Situational analysis**

**Unit 4:** Types of retail outlets: Retail institutions by ownership,

**Unit 5:** Store-based strategy mix; non-store-based, and other forms of nontraditional retailing,

**Unit 6:** Targeting customers and gathering information; Communicating with customers; Promotional strategies,

**Unit 7:** Affecting factors in communication for growth, Choosing a store location:

**Unit 8:** Trading-area analysis; Site selection; Store design and layout-Objectives.

**Block III: Managing retail business**

**Unit 9:** Importance of HRM in retailing,

**Unit 10:** Retail organization and HRM; Operations management: financial and operations dimensions;

**Unit 11:** Managing retail services; Service characteristics;

**Unit 12:** Value and lifestyle profiles of Indian shoppers.

**Block IV: Delivering the product**

**Unit 13:** Retail Information Systems; Merchandise management, developing and implementing plans,

**Unit 14:** People in retailing, Merchandise plans for basic stock,

**Unit 15:** Negotiation in retail, display of merchandise, pricing, Factor affecting in price setting, Bases of pricing.

**Block V: International retailing**

**Unit 16:** Internationalization and Globalization; Shopping at World stores; Going International;

**Unit 17:** The Internationalization process; Culture, business and international management, FDI in retails,

**Unit 18:** Retailing in US and India, Importance of culture for retailing at global level.

**Books Recommended/Suggested Reading:**

1. Berman B and Evans J R- Retail Management (Pearson Education)
2. Michael Lervy M and Weitz B W- Retailing Management (Tata McGraw-Hill)
3. Newman A J and Cullen P- Retailing: Environment and Operations (Vikas)
4. Varley R and Rafiq M- Principles of Retail Management (Palgrave)
5. LaMBA- The Art of Retailing (Tata McGraw-Hill)

**Course Name: Financial Management**  
**Course Code: MGO-7121**

**Credits: 4**

**Course Objectives:**

To help the students to develop cognizance of the importance of Financial Management in corporate valuation.

**Course Outcomes:** At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Elaborate the core concepts and techniques of financial management.	Understand
2	Enumerate various techniques related to valuation of assets.	Apply
3	Demonstrate ability to conduct discounted cash flow analysis and estimate a company's cost of capital.	Understand
4	Evaluate various Capital Structure Theories and Policies for business decisions.	Understand
5	Analysis of working capital needs of the company	Analyze

**Block I: Nature of Financial Management**

**Unit 1:** Scope of Finance; Finance Function; Finance Manager's role;

**Unit 2:** Role of Finance Manager; Financial Goal;

**Unit 3:** Profit Maximization V/s Wealth Maximization;

**Unit 4:** Agency Problem; Emerging role of Finance Manager

**Block II: Valuation**

**Unit 5:** Time Preference for money; Future Value; Sinking Fund; Present Value;

**Unit 6:** Valuation of Bonds and Shares: Basics of Bond Valuation,

**Unit 7:** Valuation of ordinary Shares, Valuation of Preference Share;

**Unit 8:** Linkages between Share Price, Earning and Dividends.

**Block III: Cost of Capital, Operating, Financial Leverage and CoMBIed Leverage**

**Unit 7:** The concept of opportunity cost of capital; Cost of Debt,

**Unit 8:** Preference Capital and Equity Capital;

**Unit 9:** The weighted Average Cost of Capital; CAPM V/s Dividend Growth Model;

**Unit 10:** Financial, operating and CoMBIed Leverage- Concept and Measurement.

**Block IV: Capital Structure Theories and Policy**

**Unit 11:** Relevance of Capital Structure: NI and Traditional approach;

**Unit 12:** Irrelevance of Capital Structure: NOI Approach and MM hypothesis without taxes;

**Unit 13:** The trade off theory; Determinants of an appropriate Capital structure,

**Unit 14:** Dividend Theory and Policy.

**Block V: Management of Working Capital & Inventory Management**

**Unit 15:** Meaning, significance and types; Methods of assessing Working Capital requirements;

**Unit 16:** Classification of working capital

**Unit 17:** Norms of Bank Finance; Sources of Working Capital and factors affecting it;

**Unit 18:** ABC Analysis, EOQ Model, Safety Stock, Lead Time, etc.

**Books Recommended/Suggested Reading:**

1. Pandey, I.M ; Financial Management, Vikas Publishing House, New Delhi
2. Tulsian, P.C ; Financial Management, S. Chand & Co, Delhi
3. Chandra, Prasanna (2008)- Financial Management, Tata McGraw Hill, New Delhi
4. Khan & Jain: Financial Management, Tata McGraw Hill, New Delhi
5. Brealey, Richard A and Steward C. Myers (2006)- Corporate Finance, McGraw Hill

**Course objectives:**

To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors and Portfolio management practices in India. Also, to familiarize the students with the fundamental and technical analysis of the diverse investment avenues.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive level
1.	Describe the Investment concept.	Understand
2.	Discuss the Fixed Income Securities	Analyze
3.	Describe the fundamental analysis	Understand
4.	Explain the technical analysis.	Evaluate
5.	Know the basic concepts of Portfolio Analysis and Selection	Understand

**Block I: Investment Concepts**

**Unit 1:** Investment Styles- Active and Passive Investment Styles; Momentum, Growth and Value

**Unit 2:** Speculation; Gambling; Shorting; Trading; Hedging; Diversification;

**Unit 3:** Immunization; Arbitrage; Leveraging; margin Trading; ethical Investment

**Block II: Fixed Income Securities**

**Unit 4:** Bond Prices and Yields- Present Value Model of bond valuation,

**Unit 5:** Different bond- yield and return measures, The yield curve- Types,

**Unit 6:** Interpretation and factors affecting it,

**Unit 7:** Theories related to yield curve, Duration and fixed income derivatives

**Block III Fundamental Analysis**

**Unit 8:** Perfect Capital Markets; Efficient Market Hypothesis;

**Unit 9:** Top- down V/s Bottom- up approach of fundamental analysis,

**Unit 10:** Economic Analysis- Main Macro Economic Variables, business cycles, Inter- Industry and Inter-Firm analysis; Industry Analysis- Industry Life Cycle,

**Unit 11:** Effect of business cycles on industries, Role of external factors, Demand- Supply analysis,

**Unit 12:** Role of Pricing practices, Key factors of success, major types of risk faced by business

**Block IV: Technical Analysis**

**Unit 13:** Basic Philosophy, The Dow Theory, Select major chart patterns- Japanese Candlestick Charting,

**Unit 14:** Reversal Pattern in Japanese Candlestick Charting, Head and Shoulder Pattern, Double Top Formation, Rounding Top Formation,

**Unit 15:** Bar Charts, Points and Figure Charts, Relative Strength Index, Bollinger Bands, Elliot Wave Theory, Candlestick analysis

**Block V: Portfolio Analysis and Selection**

**Unit 16:** Portfolio Possibilities Curve, Efficient Frontier, Single Index Model, Multi Index Model,

**Unit 17:** Constructing the optimal portfolio using single index model, single index with shorting and constant correlation model,

**Unit 18:** Role of skewness, Beta ( $\beta$ ), Capital Asset Pricing Model- Efficient Portfolios, other portfolios, CAPM assumptions, Arbitrage pricing model

**Books Recommended/Suggested Reading:**

1. Amling: Fundamentals of Investment Analysis, Prentice Hall
2. Bhalla: Investment Analysis, S. Chand & Co
3. Chandratre, K.R. Capital Issue, SEBI & Listing, Bharat Publishing House
4. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
5. MachiRaju, H.R.: Merchant Banking; Wiley Eastern Ltd
6. MachiRaju, H.R.: Working of Stock Exchanges in India; Wiley Eastern Ltd



**Course Name: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES**

**Course Code: MGO-7123**

**Credits: 4**

**Course Objective:**

To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive level
1	CO1 - Describe the meaning and scope of financial markets as well as institutions in India.	Understand
2	CO2 – Discuss the concepts of Money Market and Capital Market	Understand
3	CO3 - Detail the Commercial Banking and its Current developments.	Understand
4	CO4 - Explain concept of Non-Banking Financial Companies (NBFC's)	Understand
5	CO5 - Examine the Financial Services Industry	Analyze

**Block I: Introduction**

**Unit 1:** An Introduction to Financial System, Components, Financial System and Economic Development,

**Unit 2:** Financial Inter-mediation, An overview of Indian Financial System since 1951,

**Unit 3:** Financial Sector Reforms since liberalization 1990-91.

**Block II: Financial Markets & Capital Markets**

**Unit 4:** Financial Markets: Money Market – functions, organisation and instruments.

**Unit 5:** Role of central bank in money market.

**Unit 6:** Indian Money Market – an overview. Capital Markets –Introduction, role and functions.

**Unit 7:** Components of Capital market. Cash markets- Equity and Debt, Depository (NSDL, CDSL).

**Unit 8:** Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Role of Stock Exchanges in India. SEBI and Investor Protection.

**Block III: Financial Institutions I**

**Unit 9:** Financial Institutions: Commercial banking – introduction, classification, its role in financing

**Unit 10:** Commercial and consumer, recent developments like MUDRA financing,

**Unit 11:** Problem of NPAs, Bankruptcy and insolvency Act, Financial Inclusion.

**Block IV: Financial Institutions II**

**Unit 12:** Life and non-life insurance companies in India:

**Unit 13:** Public and private. Mutual Funds – Introduction and their role in capital market development.

**Unit 14:** Types of mutual fund schemes (open ended vs close ended, Equity, Debt,

**Unit 15:** Hybrid schemes and ETFs. Non-banking financial companies (NBFCs).

**Block V: Financial Services Industry**

**Unit 16:** Overview of financial services industry. Merchant Banking – pre and post issue management, underwriting. Regulatory framework relating to Merchant Banking in India.

**Unit 17:** Leasing and Hire Purchase, Consumer and Housing Finance, Venture Capital Finance, Factoring Services,

**Unit 18:** Credit Rating, Financial Advisory and Portfolio Management Services.

**Books Recommended/Suggested Readings:**

1. Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company.
2. Kumar, V., Gupta, K., Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
3. Khan M.Y. and Jain, P.K Financial Services, Tata McGraw Hill.

**Course Name: Industrial Relations & Labour Enactments**  
**Course Code: MGO-7131**

**Credits: 4**

**Course Objective:**

This course is designed to impart the participants with the knowledge, concepts and skills needed in industrial relations management. Industrial relation aims at maintaining healthy, harmonious and cordial relationship between the employees and management and amongst the employees. The course seeks to familiarize the participants with the concepts and techniques of Industrial relations.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Enumerate conceptual understanding of various constituents of Industrial Relations.	Understand
2	Elaborate role of trade unions in maintaining harmonious industrial relationship.	Identifying
3	Identify and develop understanding various labour problems and their solutions	Apply
4	Acquire knowledge of various labour legislatives	Understand
5	Identify various tools of human welfare in industrial climate.	Analyze

**Block I: Overview of Industrial Relations**

**Unit 1:** Concept, Nature, Objectives of Industrial Relations;

**Unit 2:** Role of State; Employers' Organization; ILO in IR,

**Unit 3:** Central Organisations of Indian Trade unions: INTUC, AITUC, HMS and UTUC.

**Block II: Trade Unions**

**Unit 4:** Origin and growth, unions after independence, in the era of liberalisation;

**Unit 5:** Concept, objectives, functions and role of Trade Unions in collective bargaining;

**Unit 6:** Workers' participation in management;

**Unit 7:** Problems of Indian Trade Unions. Main provisions of the Trade unions Act, 1926

**Block III: Labour problems**

**Unit 8:** Discipline and misconduct; standing orders,

**Unit 9:** Grievance handling procedure; Labour turnover; Absenteeism;

**Unit 10:** Industrial accidents and Industrial unrest; Industrial Dispute Act, 1947;

**Unit 11:** Industrial Dispute Settlement Machinery in India.

**Block IV: Labour legislations**

**Unit 12:** National Wage Policy,

**Unit 13:** Minimum Wages Act 1948,

**Unit 14:** Payment of Bonus Act, 1965;

**Unit 15:** The Equal Remuneration Act, 1976

**Block V: Health, Safety, Security and Labour Welfare**

**Unit 16:** Industrial Health & Safety;

**Unit 17:** The Factories Act, 1948; Workmen's Compensation Act, 1923;

**Unit 18:** Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Employees Provident Fund Act.

**Books Recommended/Suggested Reading:**

1. Monappa A- Industrial Relations (Tata McGraw-Hill)
2. Sinha- Industrial Relations, Trade Unions, and Labour Legislation (Pearson Education)
3. Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication)
4. ND Kapoor, Industrial Relations and Labour Legislation

**Course Name: Global HRM**  
**Course Code: MGO-7132**

**Credits: 4**

**Course Objective:**

The objective of the course is to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

**Course Outcomes:** At the end of the course student would be able to

S. No.	Course Outcomes	Cognitive level
1	Explain HRM issues in international contexts	Understand
2	Analyze role that international culture and diversity in managing business	Apply
3	Demonstrate various issues related to selection process, expatriate management and repatriation.	Understand
4	Identify various concepts related to international training, compensation and appraisal.	Apply
5	Visualize emerging issues related to international mergers and industrial relations.	Analyze

**Block I: Introduction:**

**Unit 1:** Introduction to Global Human resource management;

**Unit 2:** IHRM in International Firms -the framework; Cross national differences in personnel

**Unit 3:** organizations- cultural factor in human resource policies;

**Unit 4:** Complexities and issues in managing human resource across countries; International HRM department and functions; Models of Global HRM.

**Block II: International Cultural Environment:**

**Unit 5:** The concept of culture, comparison of cross-cultural behaviour,

**Unit 6:** managing diversity- causes of diversity, the paradox of diversity,

**Unit 7:** Cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. panculturalism.

**Block III: International Staffing:**

**Unit 8:** Hiring– sources of international human resource power;

**Unit 9:** Staffing for international operations; Selection strategies for overseas assignments;

**Unit 10:** Hiring HCN"s and TCN"s; International transfers; Expatriate management-

**Unit 11:** Problems of repatriation of overseas expatriates and strategies to tackle these problems.

**Block IV: Training, Development and Compensation in International Perspective:**

**Unit 12:** Training and development for expatriates; Training and development for international staff

**Unit 13:** Compensation in international perspective- factors, package,

**Unit 14:** methods and trends; International reward system;

**Unit 15:** Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

**Block V: Industrial Relations and Other Issues in IHRM:**

**Unit 16:** A framework for international industrial relations; Employees participation – practices in various countries; Cross border ethics management;

**Unit 17:** Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies;

**Unit 18:** HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends-complexities, challenges, and choices in future.

**Books Recommended/Suggested Reading:**

1. Aswathappa, K. and Dash, S. (2008). *International human resource management*. India: Mc Graw Hill Education.
2. Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.
3. Dessler, G. & Varkkey, B. (2008). *Human resource management*. Delhi: Pearson Education
4. Dowling, Peter J., Festing M. & Engle, A.D. (2013). *International Human Resource Management*. Cengage Learning.

**Course Name: Negotiation & Counselling**  
**Course Code: MGO-7133**

**Credits: 4**

**Course Objective:**

The objective of this course is to provide insights into handling behavioral issues at work place by developing counselling skills. It is also intended to facilitate a Describing of the structure and dynamics of negotiation.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive Level
1	CO1: Identify the basic concept Counselling.	Apply
2	CO2: Describe Techniques of Counselling.	Understand
3	CO3: Evaluate the problems of Counselling.	Evaluate
4	CO4: Determine the nature and need for negotiation.	Evaluate
5	CO5: Cope the role of negotiation.	Evaluate

**Block I: Introduction to Counselling**

**Unit 1:** Counselling: Introduction, Approaches to Counselling,

**Unit 2:** Goals and Process of Counselling; Counselling Procedures and Skills,

**Unit 3:** Organizational Application of Counselling Skills.

**Block II: Techniques of Counselling**

**Unit 4:** Changing Behaviours through Counselling;

**Unit 5:** Specific Techniques of Counselling;

**Unit 6:** Role conflicts of Managers and Counselling.

**Unit 7:** Application of Counselling in Specific

**Block III: Organizational Situations**

**Unit 8:** Organizational Situations: Dealing with problem Subordinates;

**Unit 9:** Performance Management;

**Unit 10:** Alcoholism and Other Substance Abuse.

**Unit 11:** Ethics in Counselling.

**Block IV: Introduction to Negotiation**

**Unit 12:** Negotiation: Introduction, Nature and need for negotiation, negotiation process,

**Unit 13:** Types and styles of negotiation; strategies and tactics;

**Unit 14:** barriers in effective negotiation,

**Unit 15:** Communication Style, Breaking Deadlocks.

**Block V: Ethics in negotiation**

**Unit 16:** Role of trust in negotiations; negotiation and IT

**Unit 17:** Ethics in negotiation; cultural differences in negotiation styles

**Unit 18:** Gender in negotiations; context of mediation; negotiation as persuasion.

**Books Recommended/Suggested Readings:**

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.

## **Course Name: Project management**

**Course Code: MGO-7141**

**Credit 4**

**Course Objective:** The objective of this course is to enable the student to understand and analyze the iterative processes of a project correctly. Identify and effectively communicate best practices within the framework of project management. Evaluate and describe the process of progressive elaboration independently. Identify how organizational culture impacts a project.

**Course Outcome:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1.	Extrapolate basics of project management theory	Understand
2.	Associate the functions of project management.	Apply
3.	Identify and effectively communicate best practices within the framework of project management	Remember
4.	Demonstrate and describe the process of progressive elaboration independently	Apply
5.	Visualize importance of how organizational culture impacts a project.	Understand

### **Block I: Introduction**

**Unit 1:** Introduction to project and projects. Characteristics and types of projects.

**Unit 2:** Gaining importance, project life cycle and its phases.

**Unit 3:** Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

### **Block II:**

**Unit 4:** Financial feasibility,

**Unit 5:** determinants of cost of project, its financing and deciding optimum capital structure.

**Unit 6:** Cash flows from project and owner's perspective.

### **Block III:**

**Unit 7:** Project Appraisal.

**Unit 8:** Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation.

**Unit 9:** Sensitivity analysis, Hiller's model, scenario analysis, simulation.

### **Block IV:**

**Unit 10:** Network analysis, construction of networks,

**Unit 11:** CPM, various types of floats and their application, PERT and its applications.

**Unit 12:** Time cost relationship, crashing for optimum cost and Optimum time. Resource leveling.



**Block V:**

**Unit 13:** Introduction to project software and applications of MS Project.

**Unit 14:** Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

**Unit 15:** Project monitoring, Earned Value Analysis, abandonment analysis, Ph 41S, Project Termination and Audit. Reasons for failure.

**Text and Reference Books**

1. "The Project Management Body of Knowledge (PMBOK Guide)" by the Project Management Institute (PMI),
2. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner,
3. "Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland,
4. "Getting Things Done: The Art of Stress-Free Productivity" by David Allen,
5. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler,
6. "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink.
7. "Project Management for The Unofficial Project Manager" by Kory Kogon, Suzette Blakemore, and James Wood

## **Course Name: Logistics and Supply Chain Management**

**Course Code: MGO-7142**

**Credit 4**

### **Course Objective:**

The objective of this course is to enable the student to understand and introduce process and functions of physical distribution system. To introduce major building blocks, functions, business process, performance metrics and decision making in supply chain network, and to provide an insight into the role of Internet Technologies and electronic commerce in supply chain management

**Course Outcome:** At the end of the course student would be able to:

<b>S. No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Elaborate and describe the increasing significance of logistics and its impact on both costs and service in business and commerce.	Understand
2.	Visualize and incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies	Apply
3.	Examine and develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.	Apply
4.	Identify and describe the ways to shift the business culture from functional work to overall process-driven results	Apply
5.	Demonstrate and explain the rationale for statistical process control in minimizing or eliminating no value-added elements of the overall logistics process such as the cost of excess inventory driven by inaccurate forecasting.	Understand

### **Block I:**

**Unit 1:** Physical Distribution

**Unit 2:** Marketing Channels, Channel Members

**Unit3:** Market Segmentation

### **Block II:**

**Unit 4:** Managing the Marketing Channel

**Unit 5:** Channel Members, Channel Flows

**Unit 6:** Product issues in channel management

### **Block III:**

**Unit 7:** Building Blocks of Supply Chain Network

**Unit 8:** Performance Measurement and Controls

**Unit 9:** Models for Decision Making.

**Block IV:**

**Unit 10:** Supply Chain Inventory Management, Multichannel Inventory System,

**Unit 11:** Supply Chain Facility Layout, Capacity Planning

**Unit 12:** Inventory Optimisation, Routing and Scheduling

**Block V:**

**Unit 13:** E Business & Logistics,

**Unit 14:** Business Process Management

**Unit 15:** Customer Relationship Management

**Books Recommended/Suggested Readings:**

1. D.K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, Macmillan India Pvt. Ltd. New Delhi, 2008
2. N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University Press, 2010
3. Satish K. Kapoor & Purva Kansal, BASICA OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, Prentice – Hall India, 2003.
4. Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009 Bowersox & Closs,
5. LOGISTICS MANAGEMENT, Tata McGraw Hill, New Delhi, 2008

## **Course Name: Advanced Production and Operations Management**

**Course Code: MGO-7143**

**Credits: 4**

### **Course Objectives:**

To familiarize the students with the role of operations and its interaction with other activities of a firm and their integration in a highly competitive global environment.

To enable the students to apply the understanding of production processes in quantitative analysis of problems arising in the management of operations.

### **Learning Outcomes:**

- Understand the role of operations management in achieving organizational competitiveness.
- Appreciate the concepts of lean production and maintenance management in operations.
- Comprehend key decision areas of operations and analyze data for effective decision making in operations management.

## **BLOCK 1 INTRODUCTION TO PRODUCTION MANAGEMENT**

**UNIT-1** Introduction; Production Management; Scope of Production Management;

**UNIT-2** Production System; Types of Production; Benefits of Production Management;

**UNIT-3** Responsibility of a Production Manager; Decisions of Production Management

## **BLOCK 2:- PRODUCTION PLANNING AND CONTROL**

**UNIT-4** Meaning, Characteristics and Objectives of Production Planning and Control,

**UNIT-5** Stages of Production Planning and Control

**UNIT-6** Production Planning System

## **BLOCK-3:-PROJECT MANAGEMENT**

**UNIT-7** Meaning and Types of Project Management.

**UNIT-8** Techniques of Project Management (CPM/PERT)

**UNIT 9** Innovation Management

## **BLOCK 4 SUPPLY CHAIN MANAGEMENT**

**UNIT-10** Basics of MRP; MRP vs. ERP, JIT

**UNIT-11** Definition of Supply Chain Management, Information Technology and SCM

**UNIT-12** Logistics Operations in Supply Chain management and Documentation in Supply Chain Management,

**UNIT-13** Aggregate Product Planning

## **BLOCK 5 INVENTORY MANAGEMENT**

**UNIT-14** Introduction of Inventory and Evolution of inventory management

**UNIT-15** Different Types of Inventories

**UNIT-16** Independent and Dependent Demand Inventories

**UNIT-17** Factors affecting Inventory Operations

## **UNIT-18** Inventory Planning and Inventory Management Techniques

### **Suggested Readings:**

1. Production Management by Telsang Martand S Chand Publication
2. Project Management: Mr. Sanjiv Marwah- (Wiley Dreamtech)
3. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
4. Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)

## SEMESTER-IV

**Course Name: Business Ethics and Corporate Governance**  
**Course Code: MGO-7201**

**Credits: 4**

### Course Objective:

The purpose of this course is to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship.

**Course Outcomes:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate various concepts of Ethics, morals and values to Students.	Understand
2	Enumerate basic understanding of various ethical theories and approaches	Understand
3	Identify impact of corporate governance on Business	Apply
4	Examine role of various board committees, their composition and responsibilities.	Analyze
5	Visualize various ethical issues such as conflicts of interest and insider trading	Understand

### Block I: Introduction

**Unit 1:** Introduction to Ethics, Morals & Values,

**Unit 2:** Ethical Theories and Approaches– Teleological, Deontological,

**Unit 3:** Virtue and system development theories;

**Unit 4:** Conflict between moral demands and interest and Ethics in work.

### Block II: Ethics in Business

**Unit 5:** Ethical Aspects in Marketing, Finance, HRM; Global Business Ethics.

**Unit 6:** Meaning of corporate philanthropy, CSR-an overlapping concept, corporate sustainability reporting,

**Unit 7:** CSR through triple bottom line, CSR and business ethics,

**Unit 8:** CSR and corporate governance, environmental aspect of CSR, CSR models; drivers of CSR, global reporting initiatives.

### Block III: Corporate Governance

**Unit 9:** Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders;

**Unit 10:** Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control;

**Unit 11:** Theories and development of corporate governance; Models: Types and basis of adoption;

**Unit 12:** Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

### Block IV: Role Players

**Unit 13:** Role of Board of Directors: Role of board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director;

**Unit 14:** Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors' training and competence, board diversity, board evaluation;

**Unit 15:** Boards oversight of CEO, Auditors, SEBI and Government; SEBI guidelines and clause 49; Growth of Corporate Governance in India.

**Block V: Business Ethics and Corporate Governance**

**Unit 16:** Introduction, Importance and need for Business Ethics in Indian Context,

**Unit 17:** Roots of unethical behaviour and issues,

**Unit 18:** Corporate governance ethics.

**Books Recommended/Suggested Reading:**

1. Fernando A.C - Corporate Governance: Principles, Policies and Practices – Pearson
2. Murthy CSV – Business Ethics: Himalaya
3. Velasquez – Business Ethics: Concepts and cases – Pearson/PHI

**Course Name: Global Business Management**  
**Course Code: MGO-7202**

**Credits: 4**

**Course Objective:**

To expose students to various perspectives and concepts in the field of Global Business Management.

**Course Outcomes:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate characteristics and components of Global business Management	Understand
2	Enumerate internationalization process and managerial implications of internationalization.	Understand
3	Assess economic, political, cultural, legal, technological and competitive environments and its influence on international markets.	Apply
4	Identify various concepts and theories of Foreign Direct Investment.	Analyze
5	Acquire knowledge of multilateral trade agreements and use it in decision making.	Understand

**Block I: Globalization and International Management**

**Unit 1:** Introduction to Global Business, Concept of globalization and international Management,

**Unit 2:** Reasons for going International, Stages in the Internationalization of Business,

**Unit 3:** Global Challenges; Global Business Theories.

**Block II: International Marketing Environment and Marketing Strategy:**

**Unit 4:** An overview of International Business Environment:

**Unit 5:** Economic Environment; Political environment; Legal environment;

**Unit 6:** Demographic Environment; Socio-Cultural Environment in Global perspective

**Unit 7:** International Marketing & Intelligence system.

**Block III: Foreign Direct Investment-Theory and Application:**

**Unit 8:** Nature of FDI, Forms of FDI, Modes of FDI Entry, Theories of FDI,

**Unit 9:** FDI Theories for Emerging Market Firms,

**Unit 10:** Effects of Foreign Direct Investment,

**Unit 11:** Foreign Investment in India, Outbound Indian FDI.

**Block IV: Regional Economic Integration:**

**Unit 12:** Levels of Economic Integration: Free Trade Area;

**Unit 13:** The Customs Union; The Common Market;

**Unit 14:** The Economic Union;

**Unit 15:** The Political Union; Effects of Integration; Regional Trading Agreements.

**Block V: Trade and Investment Regulations:**

**Unit 16:** Basic principles of Multilateral Trade Negotiations;

**Unit 17:** General Agreement on Tariffs and Trade; GATT; WTO; TRIPS; TRIPS; GATS; GATT

**Unit 18:** WTO-Differences; WTO and India.



**Books Recommended/Suggested Reading:**

1. Justin Paul & Rajeev Aserkar: Export -Import Management; Oxford University Press, New Delhi.
2. Rakesh Mohan Joshi: International marketing, Oxford University.
3. Sumati Varma: International Business “Concept, Environment& Strategy”, Ane Books Pvt. Ltd., New Delhi
4. Vyuptakesh Sharan: International Business “Concept, Environment and Strategy”, Pearson Education.

**Course Name: Consumer Behaviour & Marketing Communication**  
**Course Code: MGO-7211**

**Credits: 4**

**Course Objective:**

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? The course aims to equip the participants to view marketing phenomena from a customer's perspective.

**Course Outcome:** After completing the course, the student shall be able to:

Sr. No.	Course Outcomes	Cognitive Level
1	CO1 - Identify the key concepts and theories of consumer behaviour.	Remember
2	CO2 – Describe psychological theories relevant for describing consumer behaviour.	Understand
3	CO3 - Describe the group dynamics and consumer reference groups.	Understand
4	CO4 - Define Integrated Marketing Communication.	Understand
5	CO5 - Develop appropriate marketing strategies Advertising and Media Planning.	Apply

**Block I: Introduction to consumer behavior**

**Unit 1:** Marketing success and failure and consumer behavior:

**Unit 2:** Manager and consumer perspectives, strategy consistency and inconsistency

**Unit 3:** Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches,

**Unit 4:** Howard and Sheth, Nicosia and Engle and Blackwell model.

**Block II: Consumer involvement**

**Unit 5:** Consumer involvement: perceived risk, antecedents and consequences Consumer decision making:

**Unit 6:** Psychology of simplification, elaborate to routine buying Habit: loyalty,

**Unit 7:** inertia and strategic implications for incumbent and entrant.

**Unit 8:** Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network,

**Unit 9:** Consumer learning: connectionist and non-connectionist approaches.

**Block III: Consumer Motivation**

**Unit 10:** Motivation and drive: theories and means and end chain, Hierarchical value mapping. Personality and self-concept influence:

**Unit 11:** Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image,

**Unit 12:** Measurement of personality and self-image, creating aspiration brand

**Block IV: Integrated Marketing Communication**

**Unit 13:** Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix,

**Unit 14:** Advertising - Meaning, objectives its role and functions, Classification of advertising, economic, social and ethical issues in advertising,

**Unit 15:** DAGMAR approach, STP strategies in advertising, Advertising Agencies,

**Block IV: Advertising and Media Planning**

**Unit 16:** Process in Advertising

**Unit 17:** Advertising Creativity

**Unit 18:** Media Planning and Strategy

**Books Recommended/Suggested Reading:**

1. Berman B and Evans J R- Retail Management (Pearson Education)
2. Michael Lervy M and Weitz B W- Retailing Management (Tata McGraw-Hill)
3. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer behaviour. USA: Thomson-South Western.
4. Evans, M., Jamal, A., & Foxall, G. (2009). Consumer behaviour (2nd ed.). New Jersey: John Wiley & Sons.

**Course Name: Marketing of Services**  
**Course Code: MGO-7212**

**Credits: 4**

**Course Objective:**

The purpose of this course is to familiarize the students with the role of Marketing of Services.

**Course Outcome:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Explains the basic concepts about services.	Understand
2	Define the marketing mix in terms of service sector.	Understand
3	Expresses scales related service quality and productivity.	Apply
4	Identify various Strategies in services marketing	Analyze
5	Acquire knowledge of recent trends in marketing of services.	Understand

**Block I: Introduction of Services Marketing**

**Unit 1:** Concept, characteristics of services, service marketing triangle,

**Unit 2:** purchase process of service marketing, challenges of services.

**Unit 3:** Goods V/S services marketing

**Unit 4:** Consumer behaviour, positioning a service in Marketplace

**Block II: Service Delivery**

**Unit 5:** Service product price mix, promotion and communication mix,

**Unit 6:** Place/ distribution of services people, Physical evidence.

**Unit 7:** Branding of services problem and solutions

**Unit 8:** Options for Service Delivery

**Block III: Service quality and productivity**

**Unit 9:** Improving service quality and productivity

**Unit 10:** Service quality GAP model, Benchmarking,

**Unit 11:** Measuring service quality

**Unit 12:** Defining productivity improving productivity

**Block IV: Strategies in services marketing**

**Unit 13:** International and global strategies in services marketing

**Unit 14:** Factors favoring transactional strategy,

**Unit 15:** Elements of transactional strategy

**Block V: Recent trends in marketing of services**

**Unit 16:** Recent trends in marketing of services

**Unit 17:** Ethics in service marketing

**Unit 18:** Unethical practices in service sector

**Books Recommended/Suggested Reading:**

1. Verma H.V.: Marketing of Services, Global Business Press. New Delhi.
2. Nargundhar: Services Marketing Tata McGraw-Hill New Delhi
3. Rao: Services Marketing Pearson, New Delhi
4. Verma: Services Marketing Pearson, New Delhi

**Course Name: SALES & DISTRIBUTION MANAGEMENT**

**Course Code: MGO-7213**

**Credits: 4**

**Course Objective:**

The purpose of this course is to familiarize the students with the role of sales & Distribution Management.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive Level
1	CO1 - Describe the objectives and Scope of Personal Selling.	Understand
2	CO2 – Detail market potential and sales forecasting methods.	Understand
3	CO3 - Evaluate sales Budget and distribution plans	Evaluate
4	CO4 - Explain distribution with other marketing variables.	Evaluate
5	CO5 - Explain diverse variables affecting the sales & distribution function.	Evaluate

**Block I: Introduction to Sales Management**

**Unit 1:** Introduction to Sales Management: Concept,

**Unit 2:** Evolution of sales function, Objectives of sales management positions,

**Unit 3:** Functions of Sales manager and their relation with other executives..

**Block II: Salesmanship**

**Unit 4:** Salesmanship: Theories of personal selling,

**Unit 5:** Types of Sales executives, Qualities of sales executives,

**Unit 6:** Personal selling process, Showroom & exhibition,.

**Block III: Sales Organization and Relationship**

**Unit 7:** Sales Organization and Relationship: Purpose of sales organization,

**Unit 8:** Types of sales organization structures,

**Unit 9:** Sales department external relations, Distributive network relations.

**Unit 10:** Sales Force Management: Recruitment and Selection,

**Unit 11:** Sales Training, Sales Compensation...

**Block IV: Distribution channels**

**Unit 12:** Distribution Planning, Role and Function of Intermediaries;

**Unit 13:** Selection and Motivation of Intermediaries;

**Unit 14:** Vertical & Horizontal Marketing; Channel Conflict

**Block V: Distribution System and Logistics**

**Unit 15:** Distribution System and Logistics, Physical Distribution System;

**Unit 16:** Different Modes of Transport in India;

**Unit 17:** Logistics– Functional Areas; Distribution Costs,

**Unit 18:** Supply Chain Management.

**Books Recommended/Suggested Reading:**

1. Donaldson B- Sales Management: Theory and Practice (Palgrave)
2. Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas)
3. Spiro- Sales Management (Tata McGraw-Hill)
4. Davar R S- Salesmanship and Publicity (Vikas)

**Course Name: Corporate Financial Restructuring**  
**Course Code: MGO-7221**

**Credits: 4**

**Course Objectives:**

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive Level
1	CO1 - Describe the Corporate Finance & Restructuring.	Understand
2	CO2 – Describe the dimensions of Mergers and Acquisitions	Understand
3	CO3 - Understand the valuation aspects of Corporate Restructuring	Understand
4	CO4 - Explain different approaches of valuation.	Evaluate
5	CO5 - Explain dimensions of Corporate Restructuring Financial Restructuring.	Evaluate

**Block I: Introduction to Corporate Finance & Restructuring**

**Unit: 1** Overview of Corporate Finance & Restructuring Financial Strategy and Planning,

**Unit: 2** Risk Evaluation and Capital Budgeting, Dividend and Retention Policies,

**Unit 3:** Designing Capital Structure

**Unit 4:** Introduction to corporate restructuring, different forms,

**Unit 5:** Motives & applications of corporate restructuring,

**Block II: Mergers and Acquisitions**

**Unit 6:** Dimensions of Mergers and Acquisitions Mergers & acquisitions concept,

**Unit 7:** Types and process, Accounting for Mergers & Demergers,

**Unit 8:** Regulatory frame work of mergers and acquisitions.

**Unit 9:** Cross-Border Mergers & Acquisitions.

**Block III: Valuation**

**Unit 10:** Valuation Aspects of Corporate Restructuring Methods of payment for M & A and Calculations of exchange ratio,

**Unit 11:** Fundamental and methods of business valuation,

**Unit 12:** Calculations of financial synergy and return,

**Block IV: Approaches of valuation**

**Unit 13:** Different approaches of valuation

**Unit 14:** Comparable Company & transaction analysis method,

**Unit 15:** DCF, Real Option method, Formula approach for valuation and other important methods of valuation

**Block V: Dimensions of Corporate Restructuring Financial Restructuring**

**Unit 16:** Dimensions of Corporate Restructuring Financial Restructuring & Divestiture,

**Unit 17:** Funding Options for M&A. Strategic Alliances & Joint Ventures,

**Unit 18:** Employee Stock Ownership, Going Private & Leveraged Buyouts

**Books Recommended/Suggested Readings:**

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition
3. Mergers& Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
4. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication



**Course Name: Strategic Corporate Finance**  
**Course Code: MGO-7222**

**Credits: 4**

**Course Objectives:**

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive Level
1	CO1 - Identify the key concepts Strategic Corporate Finance.	Remember
2	CO2 – Describe Management Buy-outs and Management Buy-ins.	Understand
3	CO3 - Describe the Restructuring of Firms.	Understand
4	CO4 - Develop appropriate understanding about potential purchaser.	Understand
5	CO5 - Explain the process of business and company valuation	Explain

**Block I: Introduction to Strategic Corporate Finance:**

**Unit 1:** Introduction to Strategic Corporate Finance: Strategy Vs Planning, significance of strategy in financial decisions,

**Unit 2:** Strategic Cost Management: Traditional costing Vs Strategic

**Unit 3:** Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance

**Unit 4:** Alternative sources of financing – Difference between traditional & alternative sources of finance, different types of alternative sources of financing.

**Block II: Management Buy-outs and Management Buy-ins**

**Unit 5:** Management Buy-outs: Establishing feasibility of the buy-out,

**Unit 6:** Negotiating the main terms of the transaction with the vendor including price and structure,

**Unit 7:** Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.

**Unit 8:** Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buyouts/buy-ins.

**Block III: Restructuring of Firms**

**Unit 9:** Financial Distress and Restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions (models) of bankruptcy,

**Unit 10:** Reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals.

**Unit 11:** Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities,

**Block IV: Potential purchasers**

**Unit 12:** Identification of potential purchasers, approaching the potential purchaser

**Unit 13:** Negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

**Unit 14:** Fundraising: identification of different sources of development capital, determination of capital structure

**Unit 15:** factors affecting the capital structure, cost of capital and cost saving strategy,

**Block V: Business Valuation**

**Unit 16:** Company Valuation: an overview of valuation, valuation principles, methods, approaches and practices, Value enhancement tools & techniques

**Unit 17:** Valuing Real Assets in the Presence of Risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy, Real options.

**Unit 18:** Other Strategic Issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management,

**Books Recommended/Suggested Readings:**

1. AswathDamodaran: Corporate finance theory and practice; John Willey Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)

**Course Name: Management of Working Capital**  
**Course Code: MGO-7223**

**Credits: 4**

**Course Objectives:**

The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive level
1	CO1: Describe the conceptual framework of working capital have an understanding the components of working capital.	Understand
2	CO2: Define cash management and Optimal Cash Balance	Demonstrate
3	CO3: Explain objectives of Receivables Management and credit policy.	Understand
4	CO4: Demonstrate Inventory Management and Inventory Control Systems	Understand
5	CO5: Identify sources of finance for Working Capital.	Apply

**Block I: Introduction to Working Capital**

**Unit 1:** Concepts of Working Capital, Components of Current Assets,

**Unit 2:** Permanent and Variable Working Capital

**Unit 3:** Determinants of Working Capital, Estimating Working Capital Needs,

**Unit 4:** Currents Assets Financing Policy, Operating and Cash Conversion Cycle. Case Study

**Block II: Cash Management**

**Unit 5:** Facets of Cash Management, Motives for Holding Cash,

**Unit 6:** Factors Determining Cash Needs,

**Unit 7:** Cash Budgeting, long – term Cash Forecasting,

**Unit 8:** Managing Cash Collections and Disbursements, Optimal Cash Balance, Investment of Surplus Cash.

**Block III: Receivables Management**

**Unit 9:** Objectives, Credit Policy: Nature and Goals,

**Unit 10:** Optimum Credit Policy, Credit Policy Variables, Credit Evaluation,

**Unit 11:** Credit Granting Decisions, Collection Policy, Factoring.

**Block IV: Inventory Management**

**Unit 10:** Nature of Inventories, Need to Hold Inventories,

**Unit 12:** Objectives of Inventory Management,

**Unit 13:** Inventory Management Techniques,

**Unit 14:** Analysis of Investment in Inventory, Inventory Control Systems.

**Block V: Working Capital Finance**

**Unit 15:** Accruals, Trade Credit and other current liabilities,

**Unit 16:** Working Capital Advance by Commercial Banks,

**Unit 17:** Regulation of Bank Finance, Public Deposits, Inter-corporate Deposits,

**Unit 18:** Short-term Loans from Financial Institutions, Commercial Paper.

**Books Recommended/Suggested Readings:**

1. V. K. Bhalla, Working Capital Management: Text and Cases, New Delhi: Anmol Publisher, 2008.
2. M .Y. Khan and P. K. Jain, Financial Management - Text, Problems and Cases, New Delhi: Tata
3. McGraw Hill, 2009
4. Hrishikesh Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: Prentice Hall of India Private Ltd, 2009.

**Course Name: Organizational Development**  
**Course Code: MGO-7231**

**Credits: 4**

**Course Objectives:**

To familiarize the students with fundamentals of organizational development, essential interventions and effective methods in organization development.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive Level
1	CO1 - Identify the basic concept organizational development.	Apply
2	CO2 – Describe Organizational Strategies for Change.	Understand
3	CO3 - Discuss the component of OD.	Analyze
4	CO4 - Explain the activities within an organization and recommend suitable OD interventions.	Evaluate
5	CO5 - Explain the Interpersonal and Team Development.	Evaluate

**Block I: Introduction of Organisational Development:**

**Unit 1:** Organisational Development: Introduction, Meaning and Definition,

**Unit 2:** History of OD, Relevance of Organisational

**Unit 3:** Development for Managers, Assumptions of OD.

**Block II: Change Process and Models:**

**Unit 4:** Organisational Change, Strategies for Change,

**Unit 5:** Theories of Planned Change (Lewin's change model, Action research model, Positive model),

**Unit 6:** Action Research as a Process, Resistance to Change.

**Block III: Process of OD**

**Unit 7:** Process of OD, Components of OD programme,

**Unit 8:** OD programme phases, Making an Entry,

**Unit 9:** Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview;

**Unit 10:** Classification of OD Interventions: Team Interventions, Inter group and third party peacemaking interventions,

**Unit 11:** Comprehensive OD interventions, Structural Interventions.

**Block IV: OD Interventions**

**Unit 12:** Evaluating OD Interventions: Evaluation, Types of Evaluation,

**Unit 13:** Methods of Evaluating Interventions.

**Unit 14:** Future of OD: Organisational Development and Globalization,

**Unit 15:** Emerging Trends in OD.

**Block V: Team Development**

**Unit 16:** Interpersonal and Team Development,

**Unit 17:** Intergroup and Work Team Development,

**Unit 18:** Transforming Entire Systems and Strategic Change

**Books Recommended/Suggested Readings:**

1. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson.
2. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., An experimental approach to Organization Development, 7<sup>th</sup> Ed. Prentice-Hall, Englewood Cliffs, N.J.

**Course Name: GROUP AND TEAM IN ORGANIZATION**  
**Course Code: MGO-7232**

**Credits: 4**

**Course Objectives:**

The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

**Course Outcome:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate art and science of leadership and attain new insights about the most suited leadership style	Understand
2	Enumerate understanding of how to develop younger leaders.	Apply
3	Explain how to adapt and lead teams more effectively	Understand
4	Identify various skills related to the Interpersonal Communication.	Apply
5	Discuss importance of interpersonal trust in group decision Making.	Understand

**Block I: Introduction to Leadership**

**Unit 1:** Leadership and management of team,

**Unit 2:** Approaches to leadership,

**Unit 3:** Traits, Behavioral,

**Unit 4:** Sources of powers and influence

**Unit 5:** Leadership models, the SOAR Peak performance model.

**Block II: Leadership Styles**

**Unit 6:** Contingency approach: Fiedlen Model

**Unit 7:** Situational leadership theory to effective leadership

**Unit 8:** Situational and Transformational leadership

**Unit 9:** Leadership in decision-making process.

**Block III: Leadership in times of change**

**Unit 10:** Global implications

**Unit 11:** Global leaders in Indian context – Steel King : strategies approach of steel kings LaxmiNivas Mittal & Ratan Tata.

**Unit 12:** Group as a Medium of Learning: Developing and Change.

**Block IV: Group Cohesiveness**

**Unit 13:** Influence Processes

**Unit 14:** Interpersonal Communication

**Unit 15:** Interpersonal Awareness and Feedback Process.

**Block V: Interpersonal Trust**

**Unit 16:** Group Decision Making;

**Unit 17:** Group Synergy;

**Unit 18:** Team Building.

**Books Recommended/Suggested Reading:**

1. Yukl-Leadership in Organisations, Pearson education
2. Hersey P; Blanchard K and Johnson D- Management of Organisational Behaviour, Prentice-Hall
3. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press
4. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. Englewood Cliffs, New Jersey, PHI



**Course Name: Training and Development**  
**Course Code: MGO-7233**

**Credits: 4**

**Course Objective:**

The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

**Course Outcomes:** After completing the course, the student shall be able to:

Sr. No.	Course Outcome	Cognitive level
1	CO1 - Describe the concept of training and development to companies.	Understand
2	CO2 – Explain the various methods of training and development.	Understand
3	CO3 - Describe the steps of executive development programmes.	Understand
4	CO4 - Evaluate the effectiveness of training and development programmes.	Evaluate
5	CO5 - Evaluate the emerging trends in training and development field.	Evaluate

**Block I: Introduction**

**Unit 1:** Training and Development- concept, rationale and nature; Training, Learning and Development interface;

**Unit 2:** Theories of management training and development and practical application of these theories in today's organisations;

**Unit 3:** Training needs assessment- meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage.

**Block II: Training and Development Methodologies**

**Unit 4:** Training– process and methods; human re-engineering; Principles of learning; Individual differences in learning, learning process.

**Unit 5:** Learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e-Learning; Technologies convergence and multimedia environment;

**Unit 6:** Development techniques for enhancing decision-making and interpersonal skills- case-study, inbasket exercise, special projects, multiple management Programme learning, action learning,

**Unit 7:** Syndicate work, games, action maze, role play.

**Block III: Executive Development**

**Unit 8:** Importance of executive development, steps in organisation of a management development programme/ executive development programme, methods/ techniques of management development programme;

**Unit 9:** Role of development officers, administrators, consultants, designers and instructors;

**Unit 10:** Trends towards performance management and its impact on training professionals.

**Block IV: Evaluation of Training and Development**

**Unit 11:** Reasons for evaluating training and development programmes, problems in evaluation; Evaluation planning and data collection- statistical methods;

**Unit 12:** Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up;

**Unit 13:** Costing of training, measuring costs and benefits of training programme, obtaining feedback of trainees; Kirkpatrick model of training effectiveness;

**Unit 14:** Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations.

**Block V: Emerging Trends in Training and Development**

**Unit 15:** Career development and planning; Career development programmes and counseling; Group projects; Training for international assignments;

**Unit 16:** Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation.

**Unit 17:** EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities;

**Unit 18:** Training and development initiatives of some selected companies from private and public sectors and MNCs.

**Books Recommended/Suggested Readings:**

1. Blanchard, P. N., Thacker, J. W., & Ram, V. A. Effective Training: Systems, Strategies, and Practices.
2. Dorling Kindersley (India) Pvt. Ltd.
3. Kumar, M., & Talwar, P. Human Resource Development. APH Publishing Corporation.
4. Lynton, R., & Pareek, U. Training for Development. New Delhi: Vistaar.
5. Noe, R. A., & Kodwani, A. D. (2012). Employee Training and Development (5th Edition ed.). Tata McGraw Hill.

**Course Name: Total Quality Management**  
**Course Code: MGO-7241**

**Credit 4**

**Course Objective:**

To understand the basic concepts and theories of Total quality Management. To appreciate the importance of cost of quality. To be aware of the statistical process control. To develop basic understanding of requirements of TQM.

**Course Outcome:** At the end of the course student would be able to:

<b>S. No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Demonstrate an understanding of the basic concepts and theories of Total quality Management. Understand	Understand
2.	Explain and appreciate the importance of cost of quality Understand	Understand
3.	Visualize and aware of the statistical process control.	Apply
4.	Demonstrate and develop basic understanding of requirements of TQM	Understand
5.	Explore application of TQM	Understand

**Block I: Introduction**

**Unit 1:** Definition, Historical Review of TQM, TQM Basic Concepts, Barriers in TQM Implementation, Benefits of TQM, 5-S PRINCIPLES, QUALITY CIRCLE

**Unit 2:** Steps in implementing TQM

**Unit 3:** strategic tools for TQM

**Block II:**

**Unit 4:** Benchmarking, Business Process Re-engineering (BPR)

**Unit 5:** Various methods of calculation of Coefficients and their analysis:

**Unit 6:** JIT – Just in time, Quality function deployment (QFD)

**Block III:**

**Unit 7:** TAGUCHI'S Quality Engineering, POKA YOKE

**Unit 8:** Quality education, Quality objectives and quality policy

**Unit 9:** Quality Planning, Quality information feedback

**Block IV:**

**Unit 10:** Service Quality

**Unit 11:** TQM Culture

**Unit 12:** Quality Audits

**Block V:**

**Unit 13:** The ISO 9000 Series, Need for ISO 9000- ISO 9000-2000, Quality system, Process of Obtaining ISO Certification

**Unit 14:** Essential steps to ISO Certification, Advantages of ISO Certification, New version of ISO Standards, documentation

**Unit 15:** ISO 14000, Concepts and Requirements of 14000, Benefits of ISO 14000

## **Text and Reference Books**

1. Sherman, Clayton V. "Total Management, Not Total Quality Management." *Journal For Healthcare Quality* 13, no. 1 (January 1991): 26–31. *Statistics for Management* - Richard Levin, Pearson Publishing
2. Gupta, Dr Rakesh. "Role of Total Quality Management in Education." *Global Journal For Research Analysis* 3, no. 2 (June 15, 2012): 7–8
3. Borri, Fabio, and Giuliano Boccaletti. "From total quality management to total quality environmental management." *TQM Magazine* 7, no. 5 (October 1995):
4. Ziegel, Eric R., A. Tenner, and I. DeToro. "Total Quality Management." *Technometrics* 35, no. 4 (November 1993): 466.

**Course Name: Service operation management**  
**Course Code: MGO-7242**

**Credit 4**

**Course Objective:**

The objective of this course is to understand major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating service organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

**Course Outcome:** At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1.	Elaborate and understand major concepts and tools used in the design and use of operations systems in organizations	Understand
2.	Demonstrate discipline and the role the function plays in a value-creating service organization	Understand
3.	Emphasis is given both to familiarization of various production processes and service systems	Apply
4.	Identify quantitative analysis of problems	Apply
5.	Demonstrate issues arising in the management of service operations.	Understand

**Block I: Introduction**

**Unit 1:** Definition and Perspectives of Services, Nature and characteristics of services

**Unit 2:** Classification of services and analyzing service operations, Strategic service vision, New service design and development

**Unit 3:** Service System Design and Delivery Process, Technology and automation, Service Encounter

**Block II:**

**Unit 4:** Human resource planning & employee selection, People management in services Work Measurement in services

**Unit 5:** Defining Service Quality, Quality Service by Design, Service Process Control

**Unit 6:** Quality Control Tools in services, Quality philosophy and performance excellence, Service recovery and service guarantee

**Block III:**

**Unit 7:** Process Analysis of Facility Layouts Facility location Decision factorsvQuantitative models for facility location, Service facility on a line or on a plane

**Unit 8:** Quantitative models for Facility Location, Based on different objective functions or optimization criteria, Quantitative models for multiple service facilities, Service facility design.

**Unit 9:** Forecasting demand in service, Smoothing customer demand in services, Service capacity management, Yield management

**Block IV:**

**Unit 10:** Resource and workforce scheduling in services, Introduction to Queuing system, Queuing system Characteristics

**Unit 11:** M/M/1Queuing Model, M/M/c QUEUING MODEL, M/M/1/N QUEUING MODEL

**Unit 12:** Service inventory management, Service supply chain, Processes of service supply chain

**Block V:**

**Unit 13:** Data Envelopment analysis – I

Data envelopment Analysis- II

**Unit 14:** Application of Simulation in Services Operations Management

**Unit 15:** Vehicle routing and scheduling

**Suggested Reading:**

1. Service Operations Management : Towards Excellence Paperback – 1 January 2019  
by Nitin Joshi (Author)
2. Service Operations Management:Improving Service Delivery | Fourth Edition | By Pearson
3. Service Operations Management, Second Edition, 2nd edition David W. Parker

**Course objectives:**

The aim of this course is:

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
5. To provide the theoretical models used in database management systems to answer business questions.

**Course Outcome:** At the end of the course student would be able to:

<b>S.No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Relate the basic concepts and technologies used in the field of management information systems;	Understand
2.	Compare the processes of developing and implementing information systems.	Understand
3.	Outline the role of the ethical, social, and security issues of information systems.	Apply
4.	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	Apply
5.	Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization	Understand

**Block I:**

**Unit 1:** Managers and Information Technology

**Unit 2:** Management Involvement and Governance, Information Resource Management

**Unit 3:** Strategic Management, Operational Management, Centralization versus Decentralization

**Block II:**

**Unit 4:** Managing IS Operations

**Unit 5:** Human Resource Management of IT

**Unit 6:** Network Management

**Block III:**

**Unit 7:** Advanced Technology Management,

**Unit 8:** Global Information Technology Management

**Unit 9:** Cultural, Political, and Geoeconomic Challenges

**Block IV:**

**Unit 10:** Global Business and IT Strategies,

**Unit 11:** Global IT Platforms,

**Unit 12:** The Internet as a Global IT Platform

**Block V:****Unit 13:** Global Data Issues**Unit 14:** Systems Development Strategies,**Unit 15:** You and Global IT Management**Suggested Reading**

1. 1. Jawadekar, W.S., “Management Information Systems”, Tata McGraw Hill Private Limited, New Delhi, 2009. 2.
2. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi. 3.
3. Alex Leon and Mathew Leon: “Data Base Management Systems”, Vikas Publishing House, New Delhi. 4.
4. Goyal, D.P.: “Management Information System”, MACMILLAN India Limited, New Delhi, 2008. 5.
5. Mahadeo Jaiswal, Monika Mital: “Management Information System”, Oxford University Press, New Delhi, 2008. 6.
6. Murthy C.S.V.: “Management Information System”, Himalaya Publications, New Delhi, 2008. 7.
7. Panneerselvam R.: “Database Management System”, PHI Private Limited, New Delhi, 2008. 8.
8. Philip J, Pratt, Joseph J. Adamski: “Database Management Systems”, Cengage Learning, New Delhi, 2009. 9.
9. Richard T. Watson: “Data Management “, WILEY INDIA Limited, New Delhi, 2008. 10.
10. Rob and Cornell: “Data Base Management Systems” Cengage Learning, New Delhi.



## Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions. The course material prepared by the faculty is at par with the regulations 2020.

**List of Faculty associated with MBA programme is as follows:-**

S. No.	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Saifullah Khalid	Associate Professor	Full-Time	Ph.D	Management
2	Dr. Nyarik Geyi	Assistant Professor	Full-Time	Ph.D	Management
3	Mr. Rana Taku	Assistant Professor	Full-Time	NET	Management

## Delivery Mechanism

The MTSOU follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in ODL of MTSOU is different from that of the conventional/regular programmes. Our ODL system is more learner-oriented and the learner is an active participant in the teaching-learning process. ODL of MTSOU academic delivery system comprises:

### A. Print Material

The printed material of the programme supplied to the students will be unit wise for every course.

### B. Counselling Sessions

There will be 6 counselling/ contact classes in face to face mode of two hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

### C. Medium of Instruction

Medium of Course Instruction:	English
Medium of Examination:	English

## Student Support Systems

University's Study Centres or Learner Support Centre shall be headed by a coordinator, not below the rank of Assistant professor and shall be augmented with academic and non-academic staff depending on the learner.

The university has made appropriate arrangements for various support services including counselling schedule and resource-oriented services evaluation methods and dates both online and offline modes for easy and smooth services to the students.

The University is not promoting any study centres outside the State of Tripura. All student support services will be provided to the student through the University Headquarters and the study centres.

## F. Procedure for Admissions, Curriculum, Transaction and Evaluation

### Admission Process

Admission to the MBA programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. Admission shall not be a right to the students and MTSOU, shall retain the right

to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

### Maximum Duration

The maximum duration of the M.B.A. Programme is four years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission.

The student can complete his programme within a period of 4 years failing which he/she shall seek fresh admission to complete the programme.

### Eligibility

A candidate should be a graduate in any discipline of course (10+2+3)/(10+2+4)/(10+3+3) with a minimum of 50% (45% for candidates belonging to reserved categories).

### Fee Structure

Name of the Programme	Degree	Duration	Year	Tuition Fee/Year	Exam Fee/Year	Total (in Rs.)
Master of Business Administration	PG	2 to 4 Years	1	25500	2000	27500
			2	24000	2000	26000
Total						53500

### Activity Schedule

S.NO.	Name of the Activity	Tentative months schedule(specify months) during year			
		From(Month)	To (Month)	From(Month)	To (Month)
1	Admission	Jul	Sep	Jan	Mar
2	Assignment submission (if any)	Sep	Oct	Mar	Apr
3	Evaluation of Assignment	Oct	Nov	Apr	May
4	Examination	Dec	Dec	Jun	Jun
5	Declaration of Result	Jan	Jan	Jul	Jul
6	Re-registration	Jul	Jul	Jan	Jan
7	Distribution of SLM	Jul	Sep	Jan	Mar
8	Contact Programme (counselling, Practicals.etc.)	Sep	Nov	Mar	May

### Credit System

MTSOU, proposes to follow the 'Credit System' for most of its programmes. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 8 credit course requires 240 hours, 6 credit course requires 180 hours, 5 credit course requires 150 hours, 4 credit course requires 120 hours and 2 credit course requires 60 hours of study. This helps the student to understand the academic effort to complete a

course. Completion of an academic programme requires successful clearing of both, the assignments and the term-end examination of each course in a programme.

Duration of the Programme	Credits	Name of the Programme	Level of the Programme
2 Yrs.	84	Master of Business Administration	Master Degree

### Assignments

Distance Education learners have to depend much on self-study. In order to ascertain the writing skill and level of comprehension of the learner, assignment work is compulsory for all learners. Each assignment shall consist of a number of questions, case studies and practical related tasks. The Assignment Question Papers will be uploaded to the website within a scheduled time and the learners shall be required to respond them within a specified period of time. The response of the learner is examined by a faculty member.

**Evaluation:** The evaluation system of the programme is based on two components:

**Continuous Evaluation in the form of assignments (weightage 30%):** This Component carries a weightage of 30%. There will be at least one graded assignment and test per course. These assignments are to be submitted to the Co-ordinator of the Study Centre to which the student is assigned or attached with.

**Term-end examination (weightage 70%):** This will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination only after she/he has registered for that course and submitted the assignment. For appearing in the Examination, every student has to submit an Examination form through online mode through our website ([www.mtsou.edu.in/](http://www.mtsou.edu.in/)) or offline before the due dates as given in the schedule of operations. If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 8 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of four semesters, since the date of registration of the course is valid for four semesters. Beyond this period she/he may continue for another four semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term-end examination will be retained and the student will be required to complete the left out requirements of such re-registered courses. Minimum requirement for passing a course will be 50% marks.

### G. Laboratory Support and Library Resources

The library of Mata Tripura Sundari Open University aims to empower the teaching mission and intellectual culture of the community through availability through an organized collection of information as well as instruction in its access, relevance and evaluation.

The University Library enriches advance learning and discovery by providing access to a broad array of resources for education, research and creative work to ensure the rich interchange of ideas in the pursuit of knowledge.

Mata Tripura Sundari Open University has a dedicated Library for ODL programme and acquiring printed books and e-books for this purpose. The required International and National subject journals are also provided. We already have annual journal subscriptions and the capacity can be enlarged at later stages as the University lines up with more online journals.

The collection of the Library is rich and diverse especially in terms of the breadth and depth of coverage. Collection encompasses subjects in Management, Commerce, Information Technology, Computer Applications, and other allied areas. This collection further includes Books, Research Journals, Project Reports/Dissertations and online Journals.

The University has well equipped Computer Laboratories, Lecture Capturing Systems, Audio Video facilities, ICT enabled class rooms, Wi-Fi facilities etc.

## **H. Cost Estimate of the Programme and the Provisions**

Initial expenses have been done by the University in terms of provision of infrastructure, manpower, printing of self study material and other. The University intends to allocate expenses out of the total fee collection as per following details:

SLM Development and Distribution	:	20%
Postal Expense	:	10%
Salary and other Administrative expenses	:	60%
Future development	:	10%

Once the programmes are operational, fee receipt from the programmes' budget will be planed as per the guidelines of University Grants Commission.

## **I. Quality Assurance**

The University has established the Centre for Internal Quality Assurance (CIQA) in the University campus. The CIQA will monitor and maintain the quality of the programmes. It has the following objectives in making the compliances of quality implementations.

### **Objectives**

The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes of higher education in the Open and Distance Learning mode being implemented by the Higher Educational Institution are of acceptable quality and further improved on continuous basis.

### **Functions of CIQA**

The functions of Centre for Internal Quality Assurance would be following

1. To maintain quality in the services provided to the learners.
2. To undertake self-evaluative and reflective exercises for continual quality improvement in all the systems and processes of the Higher Educational Institution.
3. To contribute in the identification of the key areas in which Higher Educational Institution should maintain quality.
4. To devise mechanism to ensure that the quality of Open and Distance Learning programmes matches with the quality of relevant programmes in conventional mode.
5. To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.
6. To suggest measures to the authorities of Higher Educational Institution for qualitative improvement.
7. To facilitate the implementation of its recommendations through periodic reviews.
8. To organize workshops/ seminars/ symposium on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.

9. To develop and collate best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution.
10. To collect, collate and disseminate accurate, complete and reliable statistics about the quality of the programme(s).
11. To ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme.
12. To put in place a mechanism to ensure the proper implementation of Programme Project Reports.
13. To maintain a record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports.
14. To provide inputs to the Higher Educational Institution for restructuring programmes in order to make them relevant to the job market.
15. To facilitate system based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.
16. To act as a nodal coordinating unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.
17. To adopt measures to ensure internalization and institutionalization of quality enhancement practices through periodic accreditation and audit.
18. To coordinate between Higher Educational Institution and the Commission for various quality related initiatives or guidelines.
19. To obtain information from other Higher Educational Institutions on various quality benchmarks or parameters and best practices.
20. To record activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.
21. It will be mandatory for Centre for Internal Quality Assurance to submit Annual Reports to the Statutory Authorities or Bodies of the Higher Educational Institution about its activities at the end of each academic session. A copy of report in the format as specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution shall be submitted annually to the Commission.

After enrolling in M.B.A. Programme of Mata Tripura Sundari Open University, the student will exhibit leadership skill and ability to work effectively in teams. After completion of M.B.A Programme, student will participate in business decision making and bring synergy to their ventures.