



**Hirachand Nemchand College of
Commerce, Solapur (Autonomous College)**

Dept. of Management Studies

(Affiliated to P. A. H. Solapur University, Solapur)



Syllabus for

Master of Business Administration (MBA)

Under the

**Faculty of Commerce and Management
with**

Choice Based Credit System (CBCS)

(w. e. f. June 2021)

MASTER OF BUSINESS ADMINISTRATION
(M. B. A. Part I Sem. - I and II) Semester Pattern
(Choice Based Credit System) June 2021

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. A. Basic objectives

The basic objectives of an M.B.A. course are-

1. To provide competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in Managerial/ administrative positions.
5. The course is conducted with semester system which includes Four semesters with following purposes:
 - a. **Hard core** subjects provide Foundation of Management.
 - b. **Soft core** subjects focus on preliminary knowledge to enhance specific skills and a student gets an opportunity to choose amongst the group of subjects.
 - c. **Skill core** subjects focus on in-depth knowledge and practical approach with the subjects. It aims to nurturing student's proficiency and skills.
 - d. **Open Elective** A subject elective course chosen generally, with an intention to seek cross-functional exposures is called Open Elective.

B. Program Educational Outcomes

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline
2. Set up business enterprise and manage diversified growth of entrepreneurship.

C. Program Outcomes:

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop skills on analyzing the business data application of relevant analysis and problem solving.
3. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding
4. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
5. Develop effective and oral communication especially in business applications, with the use of appropriate technology.

3. Eligibility for Admission

1. Candidate should have passed with minimum 50% marks in aggregate (45% marks in case of Backward class candidates from Maharashtra State only) in any full time Bachelor's Degree of Minimum 3 years duration in any discipline recognized by Association of Indian Universities.
2. Obtained score in one of the following CET examinations conducted by the Competent Authority. CET conducted by the Competent Authority, MBA/MMS CET by Maharashtra State Competent Authority, Common Admission Test conducted by Indian Institute of Management (CAT) and Common Management Aptitude Test Conducted by All India Council for Technical Education (CMAT) or Any other CET exams conducted by National level Agencies / institutes and as notified by State CET Cell and DTE to be eligible for Admission to MBA/MMS in the state.
3. Candidate should have completed the admission related process as prescribed by the Competent Authority for Common Admission Process (CAP) in the state.

4. Choice Based Credit System

With the view to ensure worldwide recognition, acceptability, horizontal as well as vertical mobility for students completing post graduate degree, the College is implementing **Choice Based Credit System (CBCS)** of Evaluation at Postgraduate level.

CBCS offers wide ranging choice for students to offer courses based on their aptitude and their career goals. CBCS works on the fundamental premise where students are matured individuals capable of making their own decisions.

Credit is a numerical value that indicates student's work load (Lectures, Seminars, Assignments, Group Exercises, seminars, mini projects etc.) to complete a course unit. In most of the universities 15 contact hours constitute one credit. The contact hours are transformed into Credits. As per present norms, there are 4 contact hours per paper (subject) per week which works out to be 60 contact hours per paper (subject) per semester.

In H. N. C. C. Solapur (Autonomous) and P.A.H. Solapur University, Solapur, for M.B.A-I, there are 8 subjects for each semester and each subject has 4 contact hours per week. Therefore, total contact hours per week are 32 for each class. The evaluation process includes an 80 + 20 pattern wherein the candidate has to appear for End Semester Examination (ESE) for 80 marks and a In Semester Examination (ISE) of 20 marks. This format is applicable for theory as well as practical subjects.

1. MBA Course Structure:

**MBA COURSE STRUCTURE FOR HNCC (Autonomous)
Choice Based Credit System w.e.f. 2021-22**

First Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
Hard Core						
MBA21-101	Principles of Management	80	20	100	4	4
MBA21-102	Financial Accounting	80	20	100	4	4
MBA21-103	Managerial Economics	80	20	100	4	4
MBA21-104	Organizational Behaviour	80	20	100	4	4
MBA21-105	Business Statistics	80	20	100	4	4
Soft Core (Select Any Two Subjects)						
MBA21-106	Computer Operations And Management	80	20	100	4	4
MBA21-107	Business Law.	80	20	100	4	4
MBA21-108	Disaster Management	80	20	100	4	4
MBA21-109	Banking Operations & Services	80	20	100	4	4
Skill Core						
MBA21-110	Enhancing Business Communication Skills	80	20	100	4	4
	TOTAL	640	160	800		32

Hard Core and Skill core subjects are compulsory subjects while students can choose **Any Two** subjects **From Soft Core**.

Second Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
Hard Core						
MBA21-201	Marketing Management	80	20	100	4	4
MBA21-202	Financial Management	80	20	100	4	4
MBA21-203	Human Resource Management	80	20	100	4	4
MBA21-204	Production Management and Operational Research	80	20	100	4	4
MBA21-205	Research Methodology	80	20	100	4	4
Soft Core (Select Any One Subject)						
MBA21-206	Event Management	80	20	100	4	4
MBA21-207	Hospitality & Tourism Management	80	20	100	4	4
MBA21-208	Logistics and Supply Chain Management	80	20	100	4	4
Skill Core						
MBA21-209	Employability Skills	80	20	100	4	4
Open Elective						
MBA21-210	Digital Business	80	20	100	4	4
	TOTAL	640	160	800		32

Hard Core, Skill core and open Elective subjects are compulsory subjects where as students can choose **Any One** subject from **Soft Core**.

2. Schedule of Teaching and Examination:

This is full time, Masters Degree program. The curriculum of the course is of Two years divided into Four semesters. The teaching for Semester I will start from 1st August and that of Semester III should be conducted from 20th July up to 20th November and teaching for Semester II and Semester IV should be conducted from 1st January to 20th April. There will be a End Semester Examination (ESE) in December and May for all Semesters. In addition there will be In Semester Examination (ISE) for each paper.

3. Internal Evaluation

The internal evaluation will be undertaken on continuous basis for 20 marks and will consist of following heads scaled down to mentioned weight-age of marks

Elements for Continuous Internal Evaluation	Marks
MCQ Online Test (2 Test of 25 marks each)	05
Assignments (Minimum 2) (Open Book/ Class/ Home)	05
Seminar / Group Exercises (Minimum 2)	05
Case Studies (Minimum 3)/ Industry Analysis/ Computer Lab Exercise.	05
Total	20 Marks

The Continuous Assessment Evaluation will be done accordingly throughout the semester and ISE marks shall be submitted to the Controller of Examinations, HNCC (Autonomous College) before the End of Semester Examination

Semester – I

Semester : I	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-101	Principles of Management	ESE	ISE	Total		
Subject Title		80	20	100	4	4
Course Objectives	1. To introduce students to basic functions of management. 2. To develop holistic approach towards management. 3. To make students as effective manager.					
Course Outcomes	<ul style="list-style-type: none"> • Better understanding of management and linking to organizational contexts • Better decision making ability • Making familiar with Contemporary Issues in Management 					
Module 1	Introduction				08	
Concept, definitions and levels, Managerial roles and Challenges, skills and functions, Evolution of management thought- F.W. Taylor & Henry Fayol contribution, Modern management- Bottom of Pyramid- Prof. C. K. Pralahad, Characteristics of 21st century executives.						
Module 2	Business Environment and Planning				10	
Concept of environment, factors of environment and changing Indian business environment, meaning, definition importance and nature of planning, steps and levels in planning process; kinds of organizational plans- strategic, tactical and operational. Objectives – management by objectives (MBO) method. Decision making-types, decision making conditions and steps in decision making						
Module 3	Organizing and Staffing				10	
Definition, basic elements of organizing, Departmentalization, basis for departmentalization, Types of organization-Line, Functional, Line and Staff, Project, Matrix, Network, Free Form-boundary less organization, work from home, outsourcing, virtual organizations. Staffing: - Meaning, elements of staffing, advantages of proper staffing, Principles in Staffing						

Module 4	Directing	10
<p>Concept and importance, concept of motivation, Theories of motivation –Maslow theory of human needs, Herzberg’s theory of motivation, Stacy Adam’s Equity theory, McGregor’s theory X & theory Y, William Ouchi- Theory Z and Goal Setting Theory - Edwin A. Locke</p>		
Module 5	Leadership, Creativity and Innovation	12
<p>Leadership-traits, styles, behavior – Likert’s four systems, Managerial Grid, Hersey-Blanchard’s Situational Model, Leadership styles in Indian organizations, Transactional and transformational theory Creativity, creative thinking, characteristics of creative people, stimulating innovation in organizations.</p>		
Module 6	Controlling and Contemporary Issues in Management	10
<p>Concept, importance of controlling, controlling process, types of control, factors influencing control effectiveness.</p> <p>Contemporary Issues in Management – Business Ethics, Corporate Governance in India, Corporate Social Responsibility, Seven Habits of Highly Effective People, Seven Habits for Managers.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Management Text and Cases - V S P Rao, Excel Books (ISBN : 978-81-7446-317-3) 2. Principles of Management - P C Tripathi and P N Reddy, Himalaya Publishing House . (ISBN-10: 978-00-7133-333-9; ISBN-13: 978-00-7133-333-7) 978-93-5260-535-4) 3. Principles and Practice of Management - L M Prasad, S. Chand and Sons (ISBN : 978-93-5161-050-2) 4. Principles of Management - T. Ramaswamy, McGraw Hill Education - (ISBN-10: 818-48-8871-6, ISBN-13:978-81-8488-87-1) 5. Principles of Management - Knootz & O’Donell, Tata McGraw Hill (ISBN-10:0070581924, ISBN-13:978-00-7058-192-)0 6. The 7 Habits of Highly Effective People - Stephen R. Covey, , Simon & Schuster Publishers India Pvt. Ltd, (ISBN-13 : 978-1471195709) 7. Seven Habits for Managers - Stephen R. Covey- Franklin Covey Co; (ISBN-13 : 978-151133551) 	

Semester : I	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-102	Financial Accounting	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students understand the Accounting Concepts and process of Accounting from Journal Entry to Final Accounts. 2. To make students capable of implementing accounting process practically with any business activities 3. To make students understand the features and benefits of Computerized Accounting. 4. To make students capable of using Accounting Package Tally in real business environment and generate various reports from the software. 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of this course, the students will be able to do practical accounting for any business in books as well as using Accounting Software and extract various reports useful for the organization. 					
Module 1	Introduction to Financial Accounting					8
	<ul style="list-style-type: none"> • Meaning of Book-keeping and Accountancy • Objectives of Accountancy • Branches of Accounting • Users of Accounting information • Accounting Principles – Concepts and Conventions • Basic Accounting Terminologies 					
Module 2	Accounting Cycle – Process & System					12
	<ul style="list-style-type: none"> • Concept of Accounting Process and stages • Double entry system • Classification of Accounts, Golden rules of accounting. • Recording the business transactions in Journal • Maintaining different Ledger Account 					
Module 3	Capital & Revenue income and Expenses, Preparation of Final Accounts					10
	<ul style="list-style-type: none"> • Classification of Capital & Revenue Income & Expenses • Meaning and effect of Deferred Expenses • Preparation of Trial Balance. • Introduction to different Financial Statements • Preparation of Final Accounts including adjustments 					

Module 4	Computerized Accounting Package	15
<ul style="list-style-type: none"> Working of Tally - Features, – Accounting, Taxation, Payroll and Financial MIS. Company creation, Company features and configuration, Financial accounting using tally: Creation of Ledgers, Ledger Groups, Voucher Types, Voucher entry, Day book and ledgers, Final Accounts Reports. Display, Printing. 		
Module 5	Depreciation Accounting	5
<ul style="list-style-type: none"> Meaning of Depreciation Causes of depreciation. Different methods of depreciation Problems on Straight Line Method, Written Down Value Method. 		
Module 6	Inventory Accounting	10
<ul style="list-style-type: none"> Introduction to Inventory Inventory Valuation Policies : LIFO, FIFO, Simple Average, Weighted Average Inventory Ledgers Inventory Accounting in Tally – Stock Groups, Stock Items, Units of Measure, Inventory vouchers, Invoice Entry. 		
Recommended Books	<ol style="list-style-type: none"> Financial Accounting – Dr. K. A. Sontakke – Himalaya Publishing House (ISBN : 978-83-5142-201-3) Financial Accounting & Analysis – Dr. Prashanta Athma – Himalaya Publishing House (ISBN : 978-93-5051-483-2) Simple Tally 9 – Asok K. Nadhani – BPB Publications (ISBN : 978-81-8333-244-8) Tally ERP 9.0 in Simple Steps – DT Editorial Services – Dreamtech Press (ISBN : 978-93-5004-053-9) Financial Accounting - V. Rajasekaran and R. Laitha, Pearson Publication (ISBN 10: 8131731804 / ISBN 13: 978-81-3173-180-2.) Accounting For Management - S. N. Maheshwari, Vikas Publishing (ISBN: 9325956195, 978-93-2595-619-3) 	

Semester: I	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-103	Managerial Economics	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce Micro Economics concepts to student Managers. 2. To teach students application of Macro Economic Theories in life situations. 3. To deal with practical case studies and prepare students to face corporate world. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will be able to take appropriate decisions after learning demand analysis and market structure. • Students will become familiar with international economic environment and know concepts of Indian Economy. • Students will be ready with corporate requirements and attract favorable placements 					
Module 1	Introduction to Managerial Economics					10
<p>Meaning, Nature, Scope and Significance of Managerial Economics, Importance of managerial economics in decision making of an organization, Theory of consumer choice and law of diminishing Marginal utility. The Indifference Curve Analysis, Demand analysis, Elasticity of demand. Types of elasticity of demand, Methods of measuring Price elasticity. Demand Forecasting, Methods of Demand Forecasting. Supply analysis - Law of supply, Elasticity of supply.</p>						
Module 2	Revenue and Cost Analysis					10
<p>Introduction to concepts of Revenue, Total revenue, Marginal revenue Average revenue and their relationships. Cost Analysis: Short run cost analysis Fixed, Variable and Total cost curves, Average and Marginal Cost curves. Long run cost analysis- Long run average and Marginal cost curves. Economies and diseconomies of scale.</p>						
Module 3	Market Structures and Pricing Policies.					12
<p>Concept of Market Structure, Characteristics of different market structures.</p> <p>Perfect competition- Concept, Properties and determination of output and Price.</p> <p>Monopoly- Concept, Properties and determination of output and Price. Price discrimination, International price discrimination and dumping.</p> <p>Monopolistic Competition - Concept, Properties and determination of output and Price.</p> <p>Oligopoly: Concept, Properties and Kinked Demand Curve.</p> <p>Pricing Policies, Practices and Methods, Break Even Analysis</p>						

Module 4	Introduction to Macro economics and Indian Economy	12
Introduction, composition and features of Indian Economy, Major problems of Indian Economy, Planning and Development. New Economic Policy and reforms in Indian economy, Liberalization, Privatization and Globalization. Concept of GDP & GNP, National Income and methods of measuring National income, Inflation & deflation- types, causes, effects, Measures to control Inflation and Deflation, Stagflation, Disinflation and Reflation.		
Module 5	Economic Policies	06
Monetary Policy and fiscal policy, Public economies- public revenue, public expenditure and public debt, Budget and types of budgets. Demonetization and its impact on Economy		
Module 6	Recent Trends in India's Foreign Trade	10
Recent Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade, Role of MNCs in India's foreign trade, Foreign Direct Investment Balance of Payment- equilibrium and disequilibrium in the BOP, measures to correct India's adverse Balance of payment.		
Recommended Books	<ol style="list-style-type: none"> 1. Managerial Economics - Theory and Applications, Dr. D.M Mithani, Himalaya Publishing House (ISBN Number : 978-93-5262-330-3) 2. Managerial Economics - D.N.Dwidevi, Vikas Publishing House Pvt. Ltd (ISBN : 8125923470, 978-81-2592-347-3) 3. Managerial Economics - P. L. Mehta, S. Chand & Sons, New Delhi (ISBN 10: 8180549607 / ISBN 13: 978-81-8054-960-1) 4. Indian Economy - Ruddar Datt and K.P.M Sundharam, S. Chand & Sons (ISBN: 97893525312955.) 5. Indian Economy - S.K. Mishra and V.K. Puri, Himalaya Publishing House (ISBN-10: 9352731727, ISBN-13: 978-93-5273-172-5) 6. Managerial Economics - H. L Ahuja, S. Chand & Sons, 2011 (ISBN:978-93-5253-518-7) 7. International Business (Text and Cases)-P. Subba Rao, Himalaya Publishing House. (ISBN Number : 978-93-5367-011-5) 	

Semester : I	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-104	Organizational Behaviour	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	1. To impart basic knowledge into Organization Behaviour. 2. To provide insights into Individual & Group Behaviour and its implications in modern Organizations. 3. To deliver basic knowledge of Organization Culture and its role in Management.					
Course Outcomes:	<ul style="list-style-type: none"> • Understand the determinants and various theories of personality development. • Understand the concept of attitude, perception and the process. • Understand the various strategies for managing conflicts in organization. • Understand the concept of organizational culture, organizational change and Development. 					
Module 1	Introduction to Organizational Behaviour					08
	<ul style="list-style-type: none"> • Meaning and Definition • Levels of OB • Approaches to OB • Factors affecting individual behavior- Environmental factors, Personal Factors 					
Module 2	Individual Behaviour					12
	<ul style="list-style-type: none"> • Attitude <ul style="list-style-type: none"> ○ Types of attitudes ○ Cognitive dissonance theory • Learning <ul style="list-style-type: none"> ○ Meaning and definition ○ Learning theories – classical & operant conditioning. • Perception <ul style="list-style-type: none"> ○ Meaning and Definition ○ Perceptual Process ○ Factors influencing perception • Personality: <ul style="list-style-type: none"> ○ Meaning ○ Traits of personality ○ Big five ○ Myers-Briggs Type Indication 					

Module 3	Group Behaviour and Group Decision Making	12
<ul style="list-style-type: none"> • Group Behaviour: <ul style="list-style-type: none"> ○ Definition and Classification of Groups ○ Group dynamics - Group cohesiveness ○ Stages of group development • Group Decision Making <ul style="list-style-type: none"> ○ Group decision making process ○ Strategies to improve group decision making 		
Module 4	Teams and Emotional Intelligence	08
<ul style="list-style-type: none"> • Teams – Definition. • Teams vs. groups, Types of teams. • Emotional Intelligence (EI) – Meaning, Importance, and Models of EI: Daniel Goleman’s Model and Mayer, Salovey and Caruso Model, Emotional Intelligence and its relevance in Team Building. 		
Module 5	Organizational Change	10
<ul style="list-style-type: none"> • Meaning, Definition, Levels of change. • Forces for change – External & Internal forces. • Change Process – Unfreezing, changing, refreezing. • Resistance to change – Individual & Organization resistance. • Managing resistance to change. 		
Module 6	Organizational conflict and stress	10
<ul style="list-style-type: none"> • Organizational Conflict <ul style="list-style-type: none"> ○ Meaning and concept ○ Functional and dysfunctional conflicts ○ Levels of conflicts • Stress <ul style="list-style-type: none"> ○ Meaning and Importance ○ Sources of stress and its consequences ○ Managing Stress 		

Recommended Books	<ol style="list-style-type: none">1. Organizational Behavior – Stephen Robbins. Prentice-Hall of India (ISBN-10: 8120328752, ISBN-13: 978-81-2032-875-4).2. Organizational Behaviour – K. Ashwathappa, Himalaya Publishing (ISBN: 8183188346, 978-81-8318-834-0)3. Organizational Behaviour – P.G.Aquinas, Excel Books. (ISBN-10: 8174464743, ISBN-13: 978-81-7446-474-3)4. Organizational Behaviour – Rao & Narayana. Konark Publishers. (ISBN : 8122000274, 978-81-2200-027-6)5. Organizational Behaviour – Dr. S. S. Khanka, S.Chand (ISBN:978-81-2192-014-8)6. Organizational Behaviour – Suja R.Nair, Himalaya Publishing (ISBN: 8178667509, 978-81-7866-750-8)
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Semester : I	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-105	Business Statistics	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To educate about different statistical methods. To teach data presentation techniques. To apply different statistical techniques in business/real-life conditions. To develop the knowledge on descriptive & inferential statistics. To train students on statistical computations using Microsoft Excel 					
Course Outcomes:	On completion of this course, the student will be able to: <ul style="list-style-type: none"> Understanding different statistical methods for data analysis and presentation. Applying different statistical techniques in business/real-life conditions. Solving statistical problems. Statistical calculations using Microsoft Excel in less time and more efficiently 					
Module 1	Introduction to Statistics					10
	<ol style="list-style-type: none"> Definition of Statistics – Importance and scope of Statistics, Statistical Data: types of data –Classification and tabulation of data Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. Graphical Representation: Histograms, Frequency Polygon, Frequency curve, Cumulative Frequency Curves or Ogives. 					
Module 2	Measures of Central Tendency & Measures of Dispersion					16
	<ol style="list-style-type: none"> Arithmetic Mean, Missing frequency problems, Combined Mean Median and Mode and their implications Range, Quartiles, Quartile Deviation Mean deviation, Standard deviation and Combined Standard Deviation, Variance-Coefficient of Variation 					
Module 3	Correlation & Regression					14
	<ol style="list-style-type: none"> Concept, Scatter Diagram, Bivariate and Multiple Correlation, Karl Pearson's coefficient of Correlation, Spearman's Rank Correlation, Concept of regression, calculations- regression of X on Y and Y on X 					
Module 4	Time Series Analysis					6
	<ol style="list-style-type: none"> Introduction, Objectives of Time Series Identification of Trend Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation 					

Module 5	Index Numbers	7
<ol style="list-style-type: none"> 1. Meaning, Types of index numbers, uses of index numbers 2. Construction of Price, Quantity and Volume indices 3. Fixed base and Chain base methods 		
Module 6	Business Analytics	7
<ol style="list-style-type: none"> 1. Concept of Business Analytics- types and application of Business Analytics 2. Use of Spread Sheet to analyze data-Descriptive analytics and Predictive analytics, Prescriptive analytics 		
Recommended Books	<ol style="list-style-type: none"> 1. Statistical Methods - S. P. Gupta, S. Chand & Sons (ISBN 8180548627, 978-81-8054-862-8) 2. Statistics for Management - Richard I Levin & David S. Rubin, PHI Learning (ISBN-10: 9332581185, ISBN-13: 978-93-3258-118-0) 3. Statistics for Management - P. N. Arora & S. Arora, S Chand & Sons (ISBN:978-81-2192-285-2) 4. Business Statistics - S. C. Gupta & Indra Gupta, Himalaya Publishing House (ISBN-13:978-93-5097-407-0) 5. Statistics for Management - T N Srivastava & Shailaja Rego, Tata McGraw Hill (ISBN, 0070660298, 978-00-7066-029-8) 	

Semester : I	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-106	Computer Operations & Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students Understand Computer system and its importance in an Organization. 2. To make students capable of organizing of computers and effectively using software tools that are mostly required to complete office activities viz., Documentation, Data computation and presentation. 3. To make students capable of using internet services securely and efficiently. 4. To provide conceptual knowledge of use of computer system for information procession and decision making through knowledge of MIS. 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of this course, the students will understand computer system better and handle the most used tools of word processing, spreadsheet, presentation and internet well organized, effectively and efficiently. 					
Module 1	Introduction to IT					08
	<ul style="list-style-type: none"> • Concept of IT, IT Application in Management, Components of IT • IT Infrastructure: Hardware Components (Input/output Devices, Memory, Secondary Storage Devices, Processing, Networking. • Software System, Application, Packaged, Programming • Networking: Types – LAN; MAN; WAN; Protocols. Concept of Web Technology, Internet, Intranet, Extranet application, Cloud computing -Meaning, benefit and model. 					
Module 2	Computer Organization using MS Windows					08
	<ul style="list-style-type: none"> • Meaning & Functions of Operating System • Organization of Elements in Computers, Folders, Files, Shortcuts – Creating, Relocating, Replicating, Deleting, restoring. Concept of Window, Path, Addresses and Locations. Searching • Elements of Windows OS Interface – Desktop, My Computer, My Documents, Network places, Start Menu, Quick launch bar, Recycle Bin, Control Panel – Display, Taskbar, Date & Time, Mouse, Regional & Language, Programs & Features settings. 					

Module 3	Word Processing using MS Word	10
<ul style="list-style-type: none"> • Concept of Word Processing, Overview of MS Word. • Creating, Editing, spell & Grammar check, Text & Paragraph Formatting, Tabs spacing. • Tools : Find – Replace, Header and Footer, Autocorrect, • Working with Pages - Page Setup, Margins, Mirror Margins, • Inserting Hyperlink, Book Marks, Table of Contents, Saving in different formats. • Working with Tables – Rows Columns, Insert, Merging, Splitting, Delete, Borders, Alignments, Sorting, Simple Formulae, Convert to Text. • Mail merge • Printing Documents. 		
Module 4	Spreadsheets using MS Excel	14
<ul style="list-style-type: none"> • Concept of Spreadsheet, Working with spreadsheet using MS excel, Formatting Cells, Concept of cell address, creating well formatted tables, Manipulating in respect of Cells, rows, columns, sheets. Freeze Panes, • Formulas and Functions: Cell referencing – Absolute & relative, Math & Trig, Statistical, database, text, date functions. (Sum, Average, Max, Min, Count, Countif, If, Dget, Proper, Left, Right, Concatenate, Len, , Today) • Conditional Formatting, Sorting and Filtering Data. • Charts & Graphs, Data Security – Cell Level, Sheet Level, Book Level. • Printing Spreadsheets 		
Module 5	Presentations using MS PowerPoint	08
<ul style="list-style-type: none"> • Concept of Presentation, Overview of MS Power Point • Elements of PowerPoint presentation, Slides, Layouts, Adding Content, rearranging, Duplicating and reusing slides, applying themes, shapes, text, charts, • Animation: Using Animation for entry, exit, motion and emphasis, Custom Animation, Transition of Slide, Rehearse timings. • Printing Presentations. 		

Module 6	Management Information System:	12
	<ul style="list-style-type: none">• Concept of Information System, Components , Uses, of information System, Major roles of information systems, Types of Information Systems – TPS, MIS, OAS, DSS, ESS, ES, KWS, Relationship between different Information systems.	
Recommended Books	<ol style="list-style-type: none">1. Computer Fundamentals – Pradeep K. Sinha, Priti Sinha, BPB Publications (978-81-765-6752-7)2. Microsoft Office 2016 All-in-one for Dummies – Peter Weverka – Wiley India Pvt. Ltd. (ISBN : 978-81-265-5903-4)3. Microsoft Office – Laurie Ann Ulrich, McGraw Hill Osborne (ISBN : 0-07-222937-3)4. Information Technology for Management – Ramesh Behl, Tata McGraw Hill Education (ISBN - 13: 978-1-25-900479-7 / ISBN-10 : 1-25-900479-1)5. Management Information Systems – Text & Cases – Waman S. Jawdekar, Tata McGraw Hill Education Pvt. Ltd. (ISBN: 978-12-590-2669-0)6. Management Information System – Nitin C. Kamat, Jyotindra Zaveri, Himalaya Publishing House (ISBN: 978-93-505-1385-9)	

Semester : I	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-107	Business Law	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	8. Introduce students to the laws and ethical standards that managers must abide by in the course of conducting business 9. Identify the legal constraints faced by the business professional as well as the legal options available to the business professional in responding to and resolving legal issues. 10. Current legal and regulatory issues will be stressed to students.					
Course Outcomes:	<ul style="list-style-type: none"> Recognize and analyze the laws that affect contemporary businesses, including the laws relating to agency and employment, securities regulation, the organization of a business Students can Read, analyze and brief law cases which help out them for the future corporate affairs. Understand some basic strategies that can be used to solve legal problems 					
Module 1	Indian Contract Act 1872					18
Indian Contract Act 1872, Essential Elements Of A Contract, Offer And Acceptance, Consideration, Legality Of Object, Capacity To Contract, Free Consent, Modes Of Discharge, Breach And Remedies, Quasi Contracts.						
Module 2	Sale of Goods Act 1930					12
Sale of Goods Act 1930. Formation of a contract of sales and its features, Conditions and Warranties, Rights of an unpaid seller, Types of goods, Distinction between sale and agreement to sell, performance of contract.						
Module 3	Companies Act, 2013					10
Definition of Company, Kinds Of Companies, Formation of A Company, Memorandum of Association (MOA), Articles Of Association (AOA), Prospectus, Meetings, Appointment And Removal Of Directors, Shares, Types Of Shares And Dividends. Income Tax and GST.						
Module 4	Consumer Protection Act, 2019.					09
Introduction, Consumer And Consumer Disputes, Definitions Of Consumer, Complainant, Goods, Service - Meaning Of Consumer Dispute Complaint-Unfair Trade Practices – Restrictive Trade Practices Rights Of Consumers, Consumer Disputes Redressal Agencies, Consumer Protection Councils, Objectives And Need Of The Competition Act, 2002.						

Module 5	Introduction To IPR Laws	06
<p>A) The Copy Right Act, 1957</p> <p>B) The Patents Act, 1970</p> <p>C) The Trade Marks Act, 1999</p>		
Module 6	IT Act & Cyber Crime	05
<p>IT Act- 2000 , Objectives of the IT Act, Cognizability and Bailability, What is Cyber Crime?</p> <p>Types of Cyber Crime, Cyber Crime Attack Vectors..</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Elements of Mercantile Law - N. D. Kapoor, Sultan Chand & Sons (ISBN : 9788180549748, 8180549747) 2. Business Law.- M C Kuchhal & Vivek Kuchhal, Vikas Publishing (ISBN 9789352714766) 3. Law Relating to Intellectual Property - Dr. B.L. Wadehra, Universal Law Publishing (ISBN : 978-935035030) 4. Electronics Commerce.- A Managerial and Social Networks Perspective, Efraim Turban, David King, Jae Kyu Lee, Ting- Peng Liang, Deborrah C.Tuban, Springer, Cham. (ISBN : 978-3-319-10090-6) 5. Cyber Crime in India: A Comparative Study. - M. Dasgupta, Eastern Law House, 2009. (ISBN : 817177220X, 9788171772209) 6. Cyber Law: Text & Cases 3rd.Edition.- Robert Bird, Jonathan J. Darrow, Gerald R. Ferrera, Jacqueline Klosek, Margo E. K. Reder, Stephen D., Lichtenstein, Jeffrey Aresty, Cengage Learning (ISBN : 9788131517925, 8131517926) 	

Semester : I	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-109	Banking Operations & Services	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce recent trends in banking operations and services to student Managers. 2. To teach students theory and practical application of banking concepts. 3. To deal with practical case studies and prepare students to handle banking operations. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will be able to perform tasks related to banking operations by application of required knowledge and skills. • Students will become familiar with banking concepts and be prepared for different Roles. • Students will be ready for banking placements with required abilities. 					
Module 1	The Origin & Growth of Banking					08
<ul style="list-style-type: none"> • The Conceptual Framework of Banking-History of Banking , The Indian Banking System,(Central and commercial Banks) Structure of Indian Banking System, Types of banks, Banking Sector Reform, Challenges in Banking, Universal Banking . Introduction to NBFC, Difference between Bank and NBFC, Different Types of NBFC. 						
Module 2	Basic Functions of Banks and Bank Statements					12
<ul style="list-style-type: none"> • Accepting Deposits :Types of Deposits, Process of Opening Bank Account • Loans and Advances: Types of Consumer Loans, Loan Procedure on consumer loan • Principles of Sound Lending, Evaluating Consumer Loans, Credit Analysis, Credit Scoring a Consumer Loan • Priority Sector Lending, NPA, Categories of NPA, Causes, Remedial Measures to prevent NPA • Statement of Sources and Uses of Funds- Bank's Balance Sheet – A Bank's Profit and Loss Account • Books of Accounts in Banks. 						
Module 3	Electronic Banking					10
<ul style="list-style-type: none"> • Meaning of E-banking, Automated Teller Machine, Internet Banking, Telephone Banking, Electronic Clearing Service • Electronic Funds Transfer (EFT), NEFT and RTGS • Credit Cards, Debit cards, Smart cards • Risks in E-banking and preventive measures, Introduction to M-Banking, IMPS 						

Module 4	Credit Policy and Control	08
<ul style="list-style-type: none"> • Introduction to Bank Rate, CRR, SLR, Repo Rate, Reverse Repo Rate, Call Rate, Base Rate, Marginal Standing Facility Rate (MSF), Marginal Cost Of Fund Lending Rate (MCFL) • Credit Policy, Need for Credit Policy , Components of Credit Policy, Credit Policy Pursued by the Government, Credit Culture 		
Module 5	Banker & Customer Relationship	12
<ul style="list-style-type: none"> • Relationship between banker & customer-Obligation to Honour cheques, Types of Bank securities & Bankers relationship – Lien, Pledge, Mortgage, Assignment, Hypothecation. Banker as a trustee, Banker’s duty to maintain customer account secrecy. 		
Module 6	Rural Banking	08
<ul style="list-style-type: none"> • Rural Banking - Concept- Sources of Rural Finance, Credit Delivery Mechanism in Rural Finance: Multi Agency Approach. Priority sector financing and RBI guidelines for rural banking. 		
Recommended Books	<ol style="list-style-type: none"> 1. Elements of Banking and Insurance - Jyotsna Sethi and Nishwan Bhatia, PHI Learning Pvt. Ltd. (ISBN : 978-81-203-3316-1) 2. Banking Theory Law and Practice - Gordon and Natarajan, Himalaya Publishing House 3. Principles & Practice of Banking and Insurance - O.P. Agarwal, Himalaya Publishing House (ISBN : 4. Banking Lokpal – Shyam Lal Gaur – Himalaya Publishing House (ISBN : 81-7866-420-8) 5. Management of Indian Financial Institutions - R.M. Srivastava and Divya Nigam, Himalaya Publishing House 6. Indian Financial System - Phatak, Pearson Education India 7. Indian Financial System - M.Y. Khan, Tata McGraw Hill. 8. Banking Theory & Practice Dr. P. K. Srivastava, Himalaya Publishing House 	

Semester : I	Skill Core	Semester Exam			L/W	Credits
Code: MBA21-110	Enhancing Business Communication Skills	ESE	ISE	Total		
Subject Title		80	20	100	4	4
Course Objectives	<ol style="list-style-type: none"> 1. To enlighten the students about the fundamentals of Business Communication 2. To enhance their skills necessary for day-today communication 3. To give practical knowledge in order to prepare for effective presentation, business writing, reporting, presenting during job interviews, etc. 4. To focus on competence and project them positive in terms of overall personality and grooming. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will learn the effective techniques of business communication • The course will help students learn to communicate professionally both in writing as well as oral. • The course will make students more competent and enhance their personality. 					
Module 1	Business Communication					08
	<ul style="list-style-type: none"> • Meaning; Elements in communication process; • Channels of Communication - Upward, Downward, Horizontal & Media of each; • Barriers to communication; Guidelines to overcome communication barriers. 					
Module 2	Effective Communication					10
	<ul style="list-style-type: none"> • Effective Listening: Process of listening; Types of listening; Listening Comprehension; Listening to structured Talks; Guidelines for effective listening. • Effective Conversation: Concept, Social Conversation; Conversation Control; Applications of Conversational Control Transactional Analysis (TA); • Effective Presentation: Concept; Process of making a business presentation- Planning the presentation; Preparing the Presentation; Organizing the Presentation; Rehearsing the presentation; Improving delivery of presentation. 					
Module 3	Mass Communication					04
	<ul style="list-style-type: none"> • Mass Communication- media of mass communication; Press Conference, Press Release, Use of Social media for mass communication 					
Module 4	Professional Writings					14
	<ul style="list-style-type: none"> • Principles of Effective Writing; Parts & Style of Business Letters; • Business Letters:- Letters placing Orders, Complaint & Adjustment Letters, Sales letter, Collection letters; • Business Memos:- Concept, principles and fundamentals, characteristics, forms and structure; samples of memos • Reports: - Concept - Types of reports, Parts of Reports; Report Drafting. • Technical Articles:- Concept, elements, writing strategies, • Types- Journal articles, Conference papers, Review articles & research articles 					

Module 5	CVs, Personal Interviews and Group Discussions	08
<ul style="list-style-type: none"> • Job Application letters; Writing CV/ Resume, Guidelines for preparing good CV; Interviews- Types of Interview, areas of assessment in Job Interview, Focus of Job Interviews; Group Discussion- GD strategies, Interaction strategies 		
Module 6	Communication Technology	06
<p>Concept, Features, Advantages and Disadvantages of :</p> <ul style="list-style-type: none"> • Email Format, Email writing strategies; • Teleconference & Videoconferencing; Social Media; Blogs, Web • Writing Blogs 		
Recommended Books	<ol style="list-style-type: none"> 1. Effective Technical Communication - M Ashraf Rizvi, Tata McGraw Hill (ISBN:1259082512, 978-12-5908-251-1) 2. Managerial Communication – Urmila Rai and S. M. Rai, Himalaya Publishing House (ISBN-10: 9350247992, ISBN-13: 978-93-5024-799-0) 3. Business Communication: Skills, Concepts and Applications – P. D. Chaturvedi, Mukesh Chaturvedi, Pearson Education (ISBN: 978-81-3171-872-8, 8131718727) 4. Communication – C. S. Rayudu, Himalaya Publishing House (ISBN Number : 978-93-5051-953-0) 	

Semester – II

Semester : II	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-201	Marketing Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To create an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To explain key bases for segment marketing, target marketing, and market positioning. 3. To familiarize with basic elements of the marketing mix and make students to analyze the motives influencing buying behaviour. 					
Course Outcomes:	<ul style="list-style-type: none"> • Increase in the knowledge of marketing concepts and practices. • Understanding of tools and techniques used in marketing • Knowledge about market analysis and buyer's behaviour 					
Module 1	Introduction					09
Marketing Management and its evolution, Holistic Marketing, Scope, Core concepts, Marketing environment–macro and micro environments, Competition Analysis, Concept of market potential and market share.						
Module 2	Market Analysis					10
Segmentation: Meaning, Need, Basis for segmentation, Effective segmentation criteria, Segmentation of Consumer/ Industrial markets; Targeting: Basis for identifying target customer, Evaluating & Selecting Target Markets, Target Market Strategies; Positioning: Meaning, Positioning strategies.						
Module 3	Marketing Research and Consumer Behavior					10
Marketing Research: Meaning and scope of marketing research; Marketing research process, Modern Marketing Information System and its components. Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, socio-cultural and psychological factors; comparing industrial and Consumer buying behavior; Consumer decision making process.						

Module 4	Product and Pricing decisions	10
<p>Meaning and classification of products; New product development; product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle - implications on marketing strategy, Pricing decisions: Role of pricing in marketing; pricing objectives; different approaches to establish prices.</p>		
Module 5	Integrated Marketing Communication – Promotion	12
<p>Marketing Communication mix, communication objectives, Marketing Communication Process Model, Steps in developing effective communication, Design the communications, Marketing Communication Mix - Advertising, Sales Promotion, Events and Experiences, Public Relations and Publicity, Online and Social Media Marketing, Mobile Marketing, Direct and Database Marketing, Personal Selling, Factors in setting communication mix, Measuring Communication Results.</p>		
Module 6	Marketing Channels– Place	09
<p>Factors influencing channel decisions, Major types of Distribution channels - channels for consumer and industrial products, Multichannel Marketing, Digital Channel Revolution, channel design and channel modification decisions, Global Channel Considerations. Channel Integration, Vertical and Horizontal Marketing System.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Marketing Management: A South Asian Perspective - Philip Kotler, Keller, Koshy & Jha-, Pearson 13th Edition and 15th Edition 2. Marketing Management - Analysis, Planning and Control - Philip Kotler, Prentice Hall, New Delhi. 3. Marketing Management, Philip Kotler, Kevin Keller -15th Edition 4. Principles of Marketing, Philip Kotler , Gary Armstrong – 15th Edition 5. Fundamentals of Marketing – William J Stanton -McGraw- Hill, New Delhi. 6. Fundamentals of Marketing –Cundiff EW, Still RR and Govani NAP - Prentice Hall 7. Marketing management - Arun Kumar and N Meenakshi – Vikas publishing House <p>1. Marketing Management: Text and Cases- Rajagopal – Vikas Publishing House.</p>	

Semester : II	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-202	Financial Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To understand the basic concept of Financial Management and role of finance department in organization 2. To gain the expert knowledge on Financial Management decision making areas 3. To understand the various techniques of Financial Statement analysis 					
Course Outcomes:	<p>On completion of this course, the student should be able to</p> <ul style="list-style-type: none"> • Understand Basic role of Finance department in organization • How various Financial Decisions are taken in organization • Understand the importance of Time Value of Money in investments • Understand how financial statements are analyzed. 					
Module 1	Introduction to Financial Management					10
	<ul style="list-style-type: none"> • Meaning of Financial Management • Objectives of Financial Management • Traditional and Modern approaches to Financial Management • Financial Decisions • Finance and related Disciplines • Role of Finance Manager in organization • Financial Planning – Principles and Steps in Financial Planning. 					
Module 2	Time Value of Money					10
	<ul style="list-style-type: none"> • Time Value of Money Concept • Rationale of Time Value of Money • Concept of Compounding, discounting, simple interest and Compound interest • Future Value- Future Value of Single Cash flow, Future Value of Annuity • Present Value- Present Value of Single Cash flow, Present Value of Annuity • Equated Monthly Installment Concept & Simple Calculations 					
Module 3	Capital Budgeting					10
	<ul style="list-style-type: none"> • Meaning of Capital Budgeting • Importance of & difficulties in Capital Budgeting Decisions • Classification of Project • Techniques of Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP 					
Module 4	Sources of Finance- Financing Decisions					10
	<ul style="list-style-type: none"> • Long Term Sources of Finance - Equity Shares, Preference Shares, Debentures/Bonds, Term Loans, Venture Capital, Leasing Financing, Hire Purchasing • Working Capital Financing /Short term Source of Finance - Trade Credit, Commercial Papers, Public Deposits, Commercial Bank- Loans, Overdraft, Cash Credit, Discounting of Bill 					

Module 5	Dividend Decisions	10
<ul style="list-style-type: none"> • Meaning of Management o Earnings • Dividend Policy • Types of Dividend Policy • Factors Influencing Dividend Policy • Forms of Dividend • Concept of Bonus Share, Stock Splits and Buy back of shares 		
Module 6	Financial Statement Analysis	10
<ul style="list-style-type: none"> • Introduction • Techniques of Financial Statement Analysis • Introduction to Ratio Analysis • Advantages and Disadvantages of Ratio Analysis • Classification of Ratio- –Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios • Computation and comparison of ratios 		
<p>Practical Problems should be covered on:</p> <ul style="list-style-type: none"> • Simple problems on calculation of Future Value- Future Value of Single Cash flow, Future Value of Annuity • Simple problems on calculation of Present Value- Present Value of Single Cash flow, Present Value of Annuity • Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP • Ratio Analysis simple problems and Construction of Balance Sheet problems 		
Recommended Books	<ol style="list-style-type: none"> 1 Financial Management Principles & Practices - G.Sudarsana Reddy, Himalaya publishing House 2 Financial Management - P.V. Kulkarni & B.G. Satyaprasad, Himalaya Publishing House 3 Financial Management- By P. Periasamy 4 Financial Management- Text Problems & Cases - M.Y. Khan and P. K. Jain, McGraw Hill 5 Financial Management - I.M. Pandey, Vikas Publications 6 Management Accounting By R.S.N. Pillai Bagavathi 	

Semester : II	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-203	Human Resource Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To prepare a student for a career in industry and services. To facilitate learning in modern concepts, techniques and practices in the management of human resources. To expose the student to different functional areas of Human Resource Management to enhance the effectiveness. 					
Course Outcomes:	<ul style="list-style-type: none"> Understand the concept, objectives and changing role of HRM Understand procurement process that includes; HRP, factors affecting Recruitment sources, selection process and placement Differentiate training and development and understand methods of training Analyze the need and problems of performance appraisal 					
Module 1	Introduction to HRM					10
Introduction to Human Resource Management - Definition, Objectives, Importance, Functions of HRM- Managerial & operative. Personnel Management Vs. Human Resource Management, HRM and HRD, Human Resource Development: Concept, Objectives, Significance, Benefits, Subsystems, HRD Process.						
Module 2	Job analysis & Human Resource Planning					08
Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. Human Resources Planning-Objectives, Importance, HRP Process.						
Module 3	Recruitment and Selection					12
Recruitment: Sources of Recruitment. Selection: Definition and Selection Procedure. Placement : Meaning, Induction/Orientation						
Module 4	Training and Development					10
Training and Development- Objectives and Needs-Training Process-Methods of Training –Tools and Aids. Difference between training and Development, Evaluation of Training Programs.						

Module 5	Performance appraisal and Career Planning	12
<ul style="list-style-type: none"> • Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Process of Performance Appraisal, Methods to performance appraisal – Traditional and Modern methods. • Career Planning: - Meaning, use of career planning, Mobility of employees: - Internal and External, Succession Planning. 		
Module 6	New Trends in HR.	08
<p>HR in Virtual organization, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees. Emerging concepts like Employee Engagement & Employer Branding. Green HRM, HR Capital, HR Metrics, HR Balance Scorecard.</p> <p>HR Analytics - Concept and Definition, Framework of HR analytics, Aligning HR to Business through HR Analytics, Steps for alignment of HR analytics with business goals and strategies. HR research tools and techniques, Compelling reasons for HR analytics.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Human Resource Management - Gary Dessler., Prentice Hall India. 2. Human Resource Management- Text and Cases. K. Aswathappa, (HPH) 3. Human Resource Management. P.Subba Rao Himalaya Publishing House (HPH). 4. Personnel Management – C.B Mamoria. 5. Human Resource Management: Text and Cases - VSP Rao. 6. Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India. 	

Semester : II	Hard Core	Semester Exam			L	Credits
Code: MBA21-204	Production Management And Operations Research	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To understand the functional area of Production Management To appreciate the scientific basis for business decision making To understand optimizing decision making techniques in different business situations 					
Course Outcomes:	<ul style="list-style-type: none"> At the end of this course, the students will be understand the role of production management in a manufacturing unit and will also be able to use scientific, quantitative techniques for efficient decision making to optimize utility of resources. 					
Module 1	Production Management and Layouts				08	
	<ul style="list-style-type: none"> Concept, Nature, Scope Activities of Production Management Plant Location, Factors affecting plant location selection. Concept and objectives of good plant Layouts, Basic layouts - , Process Product, Fixed Location Concept and Types of Production Process 					
Module 2	Production Planning & Control				06	
	<ul style="list-style-type: none"> Functions of PPC Flexible Manufacturing System, Lean Manufacturing System Supply Chain Management, Maintenance Management 					
Module 3	Inventory Management Techniques				10	
	<ul style="list-style-type: none"> Concept of Inventory – RM, WIP, FG., Objectives of Inventory Management, Inventory Control Techniques –Application of Pareto Principle to Inventory ABC Analysis , Other Versions - HML, VED, FSN, SDE , EOQ EOQ Model – Assumptions, Characteristics and Weaknesses, Numericals of EOQ, Minimum Stock Level, Reorder Point, Maximum stock Level, Average Stock Level Effectiveness of Inventory Management – Performance Indicators – Inventory Turnover Ratio, RM Inventory Turnover Ratio, WIP Inventory Turnover Ratio, FG Inventory Turnover Ratio. 					
Module 4	Operation Research & Linear Programming				10	
	<ul style="list-style-type: none"> Operations Research : Concept, Characteristics, Necessity, Scope in Management, Limitations, Applications in business and Industry LPP: Formulation, Graphical Solution, Maximization and Minimization Problems. 					

Module 5	Transportation & Assignment Model	16
<ul style="list-style-type: none"> • <u>Transportation Model</u> : Initial Basic Feasible Solution – North West Corner Method, Least Cost Method, Vogel’s Approximation Method • Degeneracy, Unbalanced Problems, Maximization Problems • Optimization by MODI Method. • <u>Assignment Model</u> : Hungarian Method, Minimization and Maximization Problems, Unbalanced Problems • Problems with Restrictions, Travelling Salesman Problems. 		
Module 6	Decision Theory	10
<p>Decision Making environments:</p> <ul style="list-style-type: none"> • Under Certainty (concept) • Under Uncertainty – Numerical on Maximax, Maximin, Minimax, Hurwicz Alpha Criterion, Laplace Criterion, Regret Criterion • Under Risk – Numerical on Expected Monetary, Value (EMV) and Expected Value of Perfect Information (EVPI) 		
Recommended Books	<ol style="list-style-type: none"> 1. Production and Operations Management – S.A. Chunawala and D. R. Patel, Himalaya Publishing House (ISBN : 2. Production and Operations Management – K. Ashwathappa and K. Shridhar Bhat, Himalaya Publishing House (ISBN : 978-93-5097-188-8) 3. Industrial Engineering and Management – O. P. Khanna, Dhanpat Rai Publications (ISBN : 4. Operations Research – Er. P.K. Gupta and Dr. D.S. Hira, S. Chand & Co. 5. Operations Research – Prof. K. Shridhar Bhat, Himalaya Publishing House (ISBN : 978-93-5024-735-8) 6. Quantitative Techniques - L.C. Jhamb (Vol. I & II), Everest Publishing House 7. Statistical and Quantitative Methods - M. G. Dhayagude, Everest Publishing House 8. Operations Research – S. Kalavathy, Vikas Publishing House Pvt. Limited 	

Semester : II	Hard Core	Semester Exam			L/W	Credits
Code: MBA21-205	Research Methodology	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To make them to understand the basic components of research design. To familiarize students with research process, conducting of research through projects. To equip students with various research analytical tools used in business research. To familiarize the students with preparing the research report. 					
Course Outcomes:	<ul style="list-style-type: none"> Better understanding of importance of Research Methodology. Preparing the students to obtain solutions to the business problems through scientific investigation. Better decision making by using research techniques. 					
Module 1	Introduction & Problem Definition					10
Meaning, Objectives, Types, Research Process, Features of good research study, problems encountered by researcher in India. Management problem, defining the research problem, formulating the research Hypothesis and it's types						
Module 2	Types of Data					08
Primary and Secondary data Primary data collection methods – Secondary data -Sources – advantages and disadvantages, Survey and observation methods of data collection, Qualitative methods of data collection						
Module 3	Research Design					10
Meaning, Need and Types- <ul style="list-style-type: none"> Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions.- Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. Causal Research and Experimental Research Design – Meaning and types 						
Module 4	Sampling Considerations					12
Concepts- Census Vs Sampling, Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response, Characteristics of a good sample. Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling – Errors in sampling						

Module 5	Questionnaire Design and Measurement Scaling	10
<p>Meaning - process of designing questionnaire, Pilot test, Validity and Reliability of questionnaire. Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Classification of Scales – Single Item v/s Multi Item Scales, Criteria for Good Measurement</p>		
Module 6	Data Analysis and Report Preparation	10
<p>Cleaning of Data, Editing, Coding, Tabular representation of data, Univariate analysis & Bi-variate Analysis using MS Excel: Functions, Formulas, Data analysis using MS-Excel- Mean, Median, Mode, Standard Deviation, Correlation, Structure of Research report, Report writing and Presentation</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Research Methodology - C R Kothari, Vishwa Prakashan 2. Business Research Methods - Naval Bajpai, Pearson Education 3. Business Research Methodology - J K Sachdeva, Himalaya Publishing House. 4. Marketing Research - Naresh K Malhotra & Satyabhushan Dash, Pearson Education 5. Marketing Research - G. C. Beri, Tata McGraw Hill 6. Business Research Methods - Donald Cooper & Pamela Schindler, Tata McGraw Hill. 	

Semester : II	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-206	Event Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	1. To understand different types of events and scope. 2. To know various procedures, licenses and permissions required for events 1. To familiarize students with various opportunities in Event Management industry.					
Course Outcomes:	<ul style="list-style-type: none"> At the end of the course, students shall understand and get overview of Event Management, thereby take interest and can find employment and business opportunities in this attractive industry. 					
Module 1	Introduction to Event Management					10
Event – Categories of Event – Analysis of Event, Scope of Event Management, Need, 5 Cs of Event Management, Decision Makers – Event Manager, Technical Staff – Developing Record Keeping Systems - Establishing of Policies and Procedure – Events as a marketing communication tool.						
Module 2	Event Management Procedure					14
Factors for successful conduct, General Details, Permissions – Policies of Government and Local Authorities – Phonographic Performance, License, Emergency Procedures – Fire Brigade, Ambulance, Utilities - Catering, Electricity, Water Supply. Activities in Event Management – Planning, Organizing, staffing, Teamwork, Leadership						
Module 3	Conduct of an Event					08
Preparing a Planning Schedule, Event Proposal, Organizing and Staffing, Assigning Responsibility, Communication, Venue, Preparing and Managing Budget, Checklist, Computer Aided Event Management, Structure of Event Management Team – Organization Chart						
Module 4	Public Relations					08
Introduction to Public Relations – Concept , Objectives – Nature – Importance – Limitations – Media – Types of Media – Media Management, Public Relation Strategy and Planning. Brainstorming Sessions – Writings for Public Relations.						
Module 5	Corporate Events					12
Planning of Corporate Event, Job Responsibility of Corporate Events Organizer, Arrangements, Budgeting, Safety of Guests and Participants, Creating Blueprint, Corporate Event Documents – Contact Sheet, Responsibility Chart, Action Sheet, Work Package, Checklist, Run Sheets and other sheets, Need for Entertainment in Corporate Events.						

Module 6	Event Marketing and Evaluation	08
Understanding the event market, Segmentation, Targeting and Positioning of event, Brand Building, Pricing in event. Basic Evaluation Process, Measuring Performance – Reach , Interaction.		
<p>Students are supposed to carry out activities like –</p> <ol style="list-style-type: none"> a) Preparation of Event Plan for Wedding, Annual General Body Meeting of an MNC. b) Preparation of Budget for Conduct of National Level Intercollegiate Sports Events. c) Preparation of Event Plan for College Day Celebrations. d) Preparation of Budget for Conducting Intercollegiate Commerce Fest e) Event Plan for small events like Birthdays, Get together, Family function, etc. f) Participation in organizing college events like – Annual Seminars, Cultural Festivals and exhibitions (Practical Exposure) 		
Recommended Books	<ol style="list-style-type: none"> 1. Principles of Event Management – Annie Stephen & Hariharan, Himalaya Publishing House 2. Principles of Event Management – K. Ramchandra , S. AllaBakash, S. Nagabhushana, Himalaya Publishing House 3. Event Marketing and Management – Sanjaya Singh Gaur & Sanjay V. Saggere, Vikas Publications 4. Event Management – Lynn Van Der Wagen & Brenda R. Carlos, Pearson Higher Education 5. Event Management- Principles & Practice – Razaq Raj, Paul Walters, Tahir Rashid, SAGE Publications Ltd 	

Semester : II	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-207	Hospitality and Tourism Management	ESE	ISE	Total		
Subject Title		80	20	100	4	4
Course Objectives	<ol style="list-style-type: none"> To understand Hospitality and Tourism industry To identify various components of Hospitality and Tourism industry To familiarize students with various opportunities in Hospitality and Tourism industry. 					
Course Outcomes:	<ul style="list-style-type: none"> At the end of the course, students shall understand and get overview of Hospitality and Tourism industry, thereby take interest in these and can find employment and business opportunities in this emerging sector. 					
Module 1	Hospitality Management/Industry					10
Introduction of the Hospitality Industry. Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management. Hospitality Industry Organization Structures and departments.						
Module 2	Hotel Management Overview of the Accommodation Industry					12
<p>Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments.</p> <p>Food & Beverages, Housekeeping - Responsibilities & Duties of House Keeping Staff, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management. Reservations and methods of reservation.</p>						
Module 3	Tourism					10
Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio- Cultural, Economic & Environmental. Basic motivation for travel.						
Module 4	Tourist Transportation					12
<ul style="list-style-type: none"> Air transportation: The airline industry presents policies, practices. Surface Transport: Rent-a-car Scheme and Coach-Bus Tour, Transport & Insurance documents, All-India Permits Rail Transport: Major Railway Systems, General information about Indian Railways, Types of rail tours in India: Palace-on-Wheels and Royal Orient, Deccan Odessy, Toy Trains. Water Transport: Historical past, cruise ships, ferries, hovercrafts, river and canal boats, Fly-cruise. 						

Module 5	Types and Forms of Tourism	08
<p>Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, rural, ethnic or roots tourism Eco Tourism. Physical & Geographical features of tourism in India.</p>		
Module 6	Laws & Guidelines for Travel Agencies.	08
<p>Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAI. Ethics in tourism – The Barmuda Agreement.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Hospitality Operations. A System Approach - Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew –(Cengage Learning) 2. Hotel Front Office Management - James A Bardi – (Wiley). 3. Hotel House Keeping - G. Raghubalan, Smritee Raghubalan – (Oxford University Press) 4. Hotel House Keeping Training Manual - Sudhir Andrews – (Tata Mc Graw Hill, 1st Ed.) 5. Hotel and Tourism Laws - Negi Jagmohan – (Frank Brothers) 6. Marketing for Hospitality and Tourism - Kotler Philip, Bowen John and Makens James – (Pearson Education, 3rd Ed.) 7. Tourism Development and Principles & Practices - Bhatia A.K.(2012) Sterling Publishers. 8. Strategic Management for Hospitality and Tourism - Okumus, F., Altinay, L., & Chathoth, P. (2010). (1st ed.). Butterworth-Heinemann. 9. Hospitality Strategic Management: Concepts and Cases - Enz, C. A. (2009). (2nd ed.). Wiley. 10. The Business Of Travel Agency Operations and Administration.- Foster Dennis L., (1993) Macmillan/ McGraw, Singapore 11. Tourism Operations and Management - Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press 12. Front Office Operations Fourth Edition Colin Dix Chris Baird(Pearson education) 13. Managing lodging Operations - Robert Christie Mill (Pearson Education) 	

Semester : II	Soft Core	Semester Exam			L/W	Credits
Code: MBA21-208	Logistics and Supply Chain Management	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce students with basic concepts of Logistics and supply chain Management 2. To teach students practical application of the subject for enhancing business efficiency. 3. To expose students to contemporary business concepts in logistics and supply chain management. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will learn regarding effective support of logistics and supply chain in industry. • Students will develop analytical and problem solving skills to manage business in cost effective Manner. • The fundamental application of the subject shall provide value addition to students. 					
Module 1	Introduction to Logistics Management					08
Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging. Logistical Operations. Logistical Operating Arrangement.						
Module 2	Customer Service and outsourcing					10
Introduction, Objectives, Attributes of customer service, Different phases of customer services, Customer Service for Competitiveness, the logistical value Proposition, Value-Added Logistical Service Concept of Logistics Outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Outsourcing-Value Proposition						
Module 3	E-Commerce Logistics					10
Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM) Concept of Logistics Information System (LIS), Importance of LIS, Principles of designing LIS.						
Module 4	Basics of Supply Chain Management					08
Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions						

Module 5	Coordination In Supply Chain	12
<p>Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain. Agile Supply Chain & Responsive Supply chain approach, Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI</p>		
Module 6	Recent Trends in Supply Chain Management	08
<p>Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management, Sustainable Supply chain management.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian Ed. 2. Global Supply Chain Management Springer Verlag New York, LLC 3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007 4. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic. 5. Handbook of Logistics and Distribution Management – John Gattorna 6. Strategic Logistics Management – P. Fawcett, R. McLeish and I Ogden 7. Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc. 8. Supply chain management Text and Cases - Janat Shah – Pearson publication 	

Semester : II	Skill Core	Semester Exam			L/W	Credits
Code: MBA21-209	Employability Skills	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	1. The objective of the course is to train the students with the essential skills required for enhancing employability prospects in the Job Market					
Course Outcomes:	<ul style="list-style-type: none"> Students will understand the soft skills and its applications in terms of behavioral skills, technical skills and Etiquettes. Students will be able to learn all professional skills necessary for the sake of employability. 					
Module 1	Behavioral Skills					08
	<ul style="list-style-type: none"> Self Awareness:- Introduction, Importance of knowing yourself, Process of knowing yourself, SWOT Analysis-Benefits, SWOT analysis grid. Perception:- Concept, Factors influencing perception, perceptual process, improving perception. Forming Values:- Concept, core of values, formation of values, types- Terminal & instrumental values, personal values, cultural values, social values. 					
Module 2	Critical thinking Skills					08
	<ul style="list-style-type: none"> Introduction, Definition, importance of critical thinking, Critical thinking process- identification, research, identifying biases, inference, determining relevance, curiosity, Critical thinking habits, How to improve critical thinking skills, Six Thinking Hats 					
Module 3	Time Management & Goal Setting					08
	<ul style="list-style-type: none"> Time Management:- Introduction, The 80:20 rule, Time Management Matrix, Steps to successful time management, Difficulties in time management, Time wasters and Time savers . Goal Setting: - Difference between wishes, dreams & goals, types of goals, benefits & areas of goals, SMART goals. Exercise on goal setting. 					
Module 4	Etiquettes & Manners					08
	<ul style="list-style-type: none"> Etiquettes: - Introduction, modern etiquette, benefits of etiquette, classification of etiquette, Corporate grooming tips. Inter-organizational etiquettes Manners:- Business manners in Different Countries 					
Module 5	I.T. Literacy					10
	<ul style="list-style-type: none"> MS-Word- Basic operating of word processing, creating and editing of text, formatting of text. MS-Excel-Revising Important Basic Functions, Advanced Functions– AND, OR, RAND, DGET, LOOKUP, VLOOKUP, HLOOKUP, Data Filter and Advanced Filter, Subtotals, Goal Seek, Solver, Scenario Manager, Data Tables, Pivot Tables. Security – Cell Level, Sheet Level, Book Level. 					

Module 6	Industry Awareness	08
	<ul style="list-style-type: none">BPO, KPO, ITES, on shore, offshore, near shore, captive & virtual BPO, Scope of BPO, Importance & requirement of 24 / 7 work environment, Accounts Payable (AP), Accounts Receivable (AR), procurement ,Supply Chain Management (SCM) , Analytics, technical support, IT help desk.	
Recommended Books	<ol style="list-style-type: none">Soft Skills: Know Yourself And Know the World, Dr. K Alex , S. Chand & Company Pvt. Ltd., New DelhiManaging Soft Skills for Personality Development, B.N. Ghosh, McGraw Hill Education (India) Pvt. Ltd. New DelhiBusiness Communication (Skills, Concept and Application) Third Edition, P.D. Chaturvedi, Mukesh Chaturvedi – Pearson India Education Services Pvt. Ltd.NASSCOM - Global Business Foundation (Students Handbook) powered by Accenture, Convergys, Dell, Deloitte, IBM, Foundation Books., Cambridge University Press India Pvt. Ltd., New DelhiMicrosoft Excel by Microsoft PressEssential Communication Skills, Shalini Aggarwal, Ane Books Pvt .Ltd.	

Semester : II	Open Elective	Semester Exam			L/W	Credits
Code: MBA21-210	Digital Business	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To make students to understand the important concepts related to Digital Business. To acquaint the students with the latest techniques of Digital Business. To familiarize the students with the applications of e-commerce. 					
Course Outcomes:	<ul style="list-style-type: none"> It increases overall knowledge of digital business concepts and practices. It prepares the students to understand and apply the tools and techniques used in Digital Business. It details the various types of digital business models and their benefits and limitations. 					
Module 1	Electronic Commerce and Social Commerce					08
<p>Definition and Major EC Concepts, Electronic Markets and Networks, The Electronic Commerce Field: Growth, Content, Classification, and A Brief History of EC, The Content and Framework of E-Commerce, Classification of EC by the Nature of the Transactions and the Relationships Among Participants, Drivers and Benefits of E-Commerce, Web 2.0, The Major Tools of Web 2.0, Social Media, Social Networks and Social Network Services, Enterprise Social Networks, Social Commerce, The Digital Economy, The Digital Enterprise, The Social Business, EC Business Models, Impacts, and the Future of E-Commerce.</p>						
Module 2	Retailing in Electronic Commerce & B2B E Commerce					10
<p>Products and Services; Internet Marketing and B2C Electronic Retailing, Overview of Electronic Retailing, Size and Growth of the B2C Market, Characteristics and Advantages of Successful E-Tailing, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services, Other B2C Models and Special Retailing, B2C Social Shopping, Online Travel and Tourism (Hospitality) Services, Characteristics of Online Travel, Online Banking and Personal Finance, E-Banking, Online Banking Capabilities, Pure Virtual Banks, Shopping Portals.</p> <p>Business-to-Business E-Commerce: Basic B2B Concepts and Process, The Basic Types of B2B Transactions and Activities, The Basic Types of B2B E-Marketplaces and Services, Service Industries Online in B2B, The Benefits and Limitations of B2B.</p>						

Module 3	Mobile Commerce and the Internet of Things	04
<p>Mobile Commerce: Concepts, Landscape, Attributes, Drivers, Applications, and Benefits, Mobile Financial Applications, Mobile Enterprise Solutions: From Supporting the Workforce to Improving Internal Operations, Mobile Entertainment, Consumer Services, and Mobile Marketing. The Internet of Things; The Essentials of IoT, The Structure of IoT Applications, The Major Benefits of IoT, The Drivers of IoT, How the IoT Works, Illustrative Examples of Applications, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets</p>		
Module 4	E-Commerce Payment System	14
<p>Electronic Commerce Mechanisms: An Overview, E-Marketplaces, Customer Shopping Mechanisms: Web stores, Malls, and Portals; Payment System- Types, Overview of current online payment system; Credit Card E-commerce Transactions; E- Commerce Digital Payment Systems- Digital Wallets, Digital Cash, Online Stored Value Systems, Digital Accumulating Balance Payment Systems, Digital Credit Card Payment System, Digital Checking Payment Systems</p>		
Module 5	Innovative EC Systems	08
<p>E-Learning, E-Training, and E-Books, An Overview of Knowledge Management, Knowledge Management Types and Activities, Knowledge Sharing, KM and Social Networks, Collaborative Commerce- Essentials, Elements and Processes of C-Commerce, Collaboration Hubs; Consumer-to-Consumer Electronic Commerce- E Commerce C-C Applications. The Future: Web 3.0, Web 4.0, and Web 5.0.</p>		
Module 6	EC Supportive Services and E-Commerce Security Issues	06
<p>Marketing and Advertising in E-Commerce; Learning About Online Consumer Behavior, Personalization and Behavioral Marketing, Web Advertising, Online Advertising Methods: From E-Mail to SEO and Video Ads, Mobile Marketing and Advertising, The Information Security Problem, Basic E-Commerce Security Issues and Landscape, Technical Malware Attack Methods: From Viruses to Denial of Service, Nontechnical Methods: From Phishing to Spam and Fraud, Consumer and Seller Protection from Online Fraud</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer 2. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education. 3. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006. 4. Kenneth C. Laudon and Carol Guercio Traver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed. 	