

**Tulsiramji Gaikwad-Patil College of Engineering and Technology**

Wardha Road, Nagpur-441 108

**NAAC A+ Accredited**

Approved by AICTE, New Delhi, Govt. of Maharashtra

(An Autonomous Institute Affiliated to RTM Nagpur University, Nagpur)



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*Department of Master of Business Administration*

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# **Structure & Curriculum**

## **From**

### **Academic Year 2022-23**

## **Institute Vision & Mission**

### **Vision:**

To emerge as a learning Center of Excellence in the National Ethos in domains of Science, Technology and Management.

### **Mission:**

- To strive for rearing standard and stature of the students by practicing high standard of professional ethics, transparency, and accountability.
- To provide facilities and services to meet the challenges of industry and society.
- To facilitate socially responsive research, innovation and entrepreneurship.
- To ascertain holistic development of the students and staff members by inculcating knowledge and profession as work practices.

## **Department Vision & Mission**

### **Vision:**

To become learning centre for management by producing professionally committed managers who will contribute in positive sense towards society and nation building at large.

### **Mission:**

- To be an epitome for higher learning by developing effective leaders and entrepreneurs who anticipate, analyze & manage contemporary as well as emerging business and social issues.
- To ensure sustainable growth in association with Industry leaders, Professional bodies, Local community and International organizations

### **Program Outcomes (POs)**

**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 areas of business.

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

### **Program Specific Outcomes (PSOs)**

**PSO1:** Apply multidisciplinary domain knowledge comprising of international business, accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise.

**PSO2:** Apply the conceptual and practical business knowledge to identify and solve organizational problems using a systematic and analytical decision-making approach.

### **Program Education Objectives (PEOs)**

**PEO1:** Apply problem-solving skills for ethical management practices in public and private sectors to meet the growing expectations of stakeholders.

**PEO2:** Exhibit the ability to take part in team-oriented tasks, discussions, and activities that prepare individuals to work as a team member as well as a leader with cross-functional teams.

**PEO3:** Demonstrate global perspectives to recognize and effectively turn international business dimensions into innovative business projects either as intrapreneur or entrepreneur



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Scheme of Instructions for Second Year Master of Business Administration

Semester – III (w.e.f.: AY 2022-23)




Sr. No	Course Category	Course Code	Course Title	L	T	P	Total contact Hrs	Credits	Exam Scheme				
									CT - 1	CT - 2	CA	ESE	TOTAL
1	IIP	MMB2301	Industry Internship Program	2	-	98	2+98	10	-	-	50	50	100
2	PCC	MMB2302	Strategic Management	30	-	-	30	3	15	15	10	60	100
3*	PEC	MMB2303- MMB2310	Specialization - III	40	-	-	40	4	15	15	10	60	100
4#	PEC	MMB2303- MMB2310	Specialization - III	40	-	-	40	4	15	15	10	60	100
<b>Total</b>				<b>112</b>	<b>-</b>	<b>98</b>	<b>210</b>	<b>21</b>	<b>45</b>	<b>45</b>	<b>80</b>	<b>230</b>	<b>400</b>


L- Lecture T-Tutorial P-Practical CT1- Class Test 1 CT2- Class Test 2 TA/CA- Teacher Assessment / Continuous Assessment  
ESE- End Semester Examination (For Laboratory: End Semester Performance)

Note: - In semester –III each specialization will have one subject.

- \* - Indicated Specialization 1.
- # - Indicates Specialization 2.

  
HOD, MBA

HOD  
MBA Dept.  
Tulsiramji Gaikwad - Patil  
College of Engg. & Tech.  
Mazgaon, Wartha Road, NAGPUR - 441108

  
Dean Academics  
Dean Academics  
Tulsiramji Gaikwad-Patil  
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and Technology, Nagpur

  
PRINCIPAL, TGPCET  
Principal  
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Engineering and Technology, Nagpur



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Scheme of Instructions of Master of Business Administration

## List of Specialization



Specialization	Semester – I		Semester – II		Semester – III		Semester – IV	
	Code	Subject	Code	Subject	Code	Subject	Code	Subject
Human Resource Management	MMB1107	Training And Development	MMB1208	Performance Management	MMB2303	Strategic HRM	MMB2404	Industrial Relations And Labor Legislations
Marketing Management	MMB1108	Sales And Distribution Management	MMB1209	Digital And Social Media Marketing	MMB2304	Integrated Marketing Communication and Brand Management	MMB2405	International Marketing Management
Finance Management	MMB1109	Investment analysis & Portfolio Management	MMB1210	Project Appraisal And Finance	MMB2305	Insurance & Wealth Management	MMB2406	Financial Derivatives & Corporate Taxation
Operation Management	MMB1110	Logistics And Supply Chain Management	MMB1211	Operations Research	MMB2306	Quality Toolkit for Managers	MMB2407	Transportation And Operations planning
Business Analytics	MMB1111	Big Data Analytics	MMB1212	Data Visualization For Managers	MMB2307	Data Science Using R	MMB2408	Web & Social Media Analytics
Entrepreneurship Development	MMB1112	Entrepreneurial Theory & Practice	MMB1213	Business Plan Formulation	MMB2308	Family Business Management	MMB2409	Social Entrepreneurship
Information Technology	MMB1113	Data Base Administration	MMB1214	E- Governance	MMB2309	Internet Marketing	MMB2410	Web Designing & Multimedia
Agriculture & Rural Development	MMB1114	Rural Development Program	MMB1215	Agricultural Development in India	MMB2310	Rural Finance & Services	MMB2411	Agricultural Marketing & Price Analysis



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Scheme of Instructions of Master of Business Administration

(w.e.f.: AY 2021-23)

**Comparison of Credit in the form of Percentage**

Course Component	Curriculum Content (% of total number of credits of the program)	Total number of credits
Program Core	38%	39
Program Electives	31%	32
Summer Project, Internships/Seminars, Final Dissertation	27%	27
Any Other (MOOCS)	4%	04
Total number of Credits		102

**List of Moocs Courses and Category:- Management & Commerce**

Sr. No	Title of Moocs	Sr. No	Title of Moocs
1	Accountancy	9	HRM & Organizational Behavior
2	Analytics & Decision Sciences	10	Management Information System
3	Banking & Insurance	11	Management Communication
4	Business Administration	12	Marketing Management
5	Computer Applications	13	Productions & Operations
6	Economics & Social Sciences	14	Public Policy
7	Entrepreneurship	15	Taxation
8	Finance		

HOD, MBA

**MOD**

**MBA Dept.**

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College of Engg. & Tech.

Mohagan, Wardha Road, NAGPUR - 441108

Dean Academics

**Dean Academics**

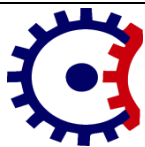
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and Technology, Nagpur

PRINCIPAL, TGPCET

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**Program: Master of Business Administration**

Semester	Course Code	Name of Course	L	T	P	Credits
III	MMB2302	STRATEGIC MANAGEMENT	30	-	-	3

**Pre-Requisites:** Business Ethics

**Course Objectives:**

1. The student will be able to evaluate alternative paradigms of strategy and their influence on strategic decision making.
2. The student will be able to analyze and develop the vision and mission statement for given organizations and will also be able to differentiate between the external and internal components of environment while performing SWOT analysis.
3. The student will be able to design and develop corporate level strategies for any organization
4. The student will be able to design/develop business level strategies for any organization.
5. The student will be able to evaluate all levels strategies and will also be design/develop functional level strategies for any organization

**Course Contents**

<b>Unit I</b>	<b>Introduction to Strategic Management and Business Policy</b> – Evolution of strategic management and business policy, understanding strategy, strategic decision making, schools of thought of strategy formation, introduction to strategy management.
<b>Unit II</b>	<b>Strategic Intent and Strategy Formulation-</b> Vision, Mission and Values, Organizational Values and their impact on strategy, preparation of vision and mission statement, organizational objectives.
<b>Unit III</b>	<b>Competitive Strategy/ Business Level Strategy-</b> Porter's competitive strategies, Resource Based theory, Competing for tomorrow's market.
<b>Unit IV</b>	<b>Environmental Appraisal-</b> Concept of environment, SWOT Analysis, Environmental Sectors, Environmental Scanning, Value Chain Analysis, Business Profile, Gap Analysis.
<b>Unit V</b>	<b>Functional and Operational Implementation</b> – Functional Strategy, Financial Plans and Policies, Marketing Plans and Policies, Personnel Plans and Policies, Operational Plans and Policies. <b>Strategy Evaluation and Selection Techniques</b> – Evaluation of Strategy, Assessing suitability, Life Cycle Analysis, Positioning.

**Text Books**

T.1	Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication - Macmillan, India.
T.2	Strategic Management, 9 <sup>th</sup> Edition – John A Pearce II, Richard B Robinson, Jr Publication- Tata McGraw- Hill Publishing Company Limited,

	New Delhi.
<b>Reference Books</b>	
R.1	Crafting & Executive Strategy -14 <sup>th</sup> edition, Arthur A. Thompson Jr, A. J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi. Management Policy & Strategic Management – R. M. Srivastava Publication – Himalaya Publishing House
R.2	Management Policy & Strategic Management – R. M. Srivastava Publication – Himalaya Publishing House
<b>Useful Links</b>	
1	<a href="http://www.ifpri.org/pubs/ib/ib11.pdf">www.ifpri.org/pubs/ib/ib11.pdf</a>

	Course Outcomes	PO/PSO	CL	Class Sessions
MMB1222.1	<b>Apply to</b> the strategic plan.	PO2, PO3, PO5	3	8
MMB1222.2	<b>Analyze</b> and develop the vision and mission statement for given organizations.	PO2, PO3	4	8
MMB1222.3	<b>Evaluate</b> alternative paradigms of strategy and their influence on strategic decision making.	PO1, PO4	3	8
MMB1222.4	<b>Differentiate</b> between the external and internal components of environment while performing SWOT analysis	PO1, PO3, PO5	3	8
MMB1222.5	<b>Design</b> functional level strategies for any organization.	PO2, PO3, PO4	6	8

### CO-PO Mapping



PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	3	3	3
CO2	2	2	3	3	2	3	3
CO3	3	3	2	3	3	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	1	2	2
<b>Avg</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>

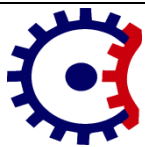
### Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
<b>Remember</b>	-	-	-	-



<b>Understand</b>	-	-	-	<b>10</b>
<b>Apply</b>	5	5	3	<b>13</b>
<b>Analyze</b>	5	5	3	<b>13</b>
<b>Evaluate</b>	5	3	4	<b>12</b>
<b>Create</b>		2		<b>12</b>
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>60</b>

		<b>Tulsiramji Gaikwad-Patil College of Engineering and Technology</b> Wardha Road, Nagpur-441 108 <b>NAAC Accredited (A+ Grade)</b>					
<b>Program: Master of Business Administration</b>							
<b>Semester</b>	<b>Course Code</b>	<b>Name of Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	
III	MMB2302	STRATEGIC MANAGEMENT	30	-	-	3	
<b>Summary of Revisions in the Contents</b>							
<b>Unit No.</b>	<b>Modifications Proposed</b>		<b>Source of collection of proposed content</b>			<b>Reason</b>	
1.	Evolution of strategic management and business policy		AICTE Model Curriculum// PCCOE Pune, University of north bengal			Strengthen <b>PO- 4 &amp; PO-5</b>	
2.	Environmental Appraisal, Concept of environment SWOT Analysis		AICTE Model Curriculum// PCCOE Pune			Strengthen <b>PO- 3 &amp; PO-4</b>	
3.	Corporate Parenting, Portfolio and other analytical models		AICTE Model Curriculum// PCCOE Pune			Strengthen <b>PO- 1,PO-2, PO-4 &amp; PO-5</b>	
4.	Resource based theory Competing for tomorrow's market.		AICTE Model Curriculum// PCCOE Pune			Strengthen <b>PO- 1,PO-2, PO-4</b>	
5.	Marketing Plans and Policies Personnel Plans and Policies		AICTE Model Curriculum// PCCOE Pune			Strengthen <b>PO- 1,PO-2</b>	

**Program: Master of Business Administration****Semester - III**    MMB2303    **Strategic HRM**

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Human Resource Management, Organizational Behavior			Total Marks
			100 Marks

**Course Contents**

<b>Unit I</b>	Introduction - Meaning & Definition of HRM, Evolution & Development of HRM, Functions of HRM, Significance of HRM, Objectives of HRM , Strategic HRM-concept
<b>Unit II</b>	Job Analysis & Evaluation: Process of Job Analysis, Job Description, Job Specification, Job Designing and Work Scheduling, Techniques for Designing Jobs, Job Evaluation, Methods and Process of Job Evaluation.
<b>Unit III</b>	Talent Acquisition: Human Resource Planning-Objectives, Importance & Process, Recruitment – Constraint and Challenges, Sources and Methods of Recruitment, & Selection- Concept & Methods of Selection
<b>Unit IV</b>	Strategic Employee Relations: Managing Employee Relations, Unions and Strategic Collective Bargaining, Reductions in force, Turnover, Employee Retention and Retirement.
<b>Unit V</b>	Strategic Perspective on HR Functions: Strategic HR Planning, Hiring and firing decisions, Competency-based Job Analysis, Linkage between Business Strategy and Training, Strategic Linkage of Performance Management, Strategy and Compensation.

**Text Books**

T.1	Strategic Management of Human Resources: by Jeffrey A. Mello, Cengage Learning
T.2	Gary Dessler&BijuVarkkey. (2009). Human Resource Management, (11th Edition) DorlingKindessley ( I) Pvt. Ltd.

**Reference Books**

R.1	V. S. P. Rao. (2010). Human Resource Management. (3rd Edition). Excel Books.
R.2	SubbaRao. ( 2013). Personnel and HRM. (Forth Revised Edition). Himalaya Publishing House Pvt. Ltd.
R.3	C.B.Mamoria, S.V.Gankar. (2011). Human Resource Management. (7th Edition). Himalaya Publication.
R.4	Strategic Human Resource Management: by Rajesh Vishwanathan, Himalaya Publishing House
R.5	Strategic Human Resource Management - A General Management Approach: by Charles R. Greer, Pearson

**Useful Links**

1	<a href="https://nptel.ac.in/courses/110/105/110105154/">https://nptel.ac.in/courses/110/105/110105154/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
<b>MMB1209.1</b>	Apply the concepts of Strategic HRM	3	8
<b>MMB1209.2</b>	Distinguish between various methods & processes related to HRM.	5	8
<b>MMB1209.3</b>	Evaluate various HR strategies.	5	8
<b>MMB1209.4</b>	Develop employee relations, separation and retention management	3	8
<b>MMB1209.5</b>	Establish the strategic perspective on different HR functions	4	8



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**Program: Master of Business Administration**

**Semester - III** | MMB2304 | Integrated Marketing Communication and Brand Management

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 4 Hrs.		ESE	60 Marks
Pre-Requisites: Organization Management, Marketing Management, Business Ethics			<b>Total Marks</b>   <b>100 Marks</b>

**Course Contents**

<b>Unit I</b>	<b>Introduction to Integrated Marketing Communication:</b> Concept, functional areas of marketing communications, direct marketing and other media, IMC planning process, role in branding, audience contacts, recent trends. The Role of IMC in the Marketing Process: Marketing strategy and analysis, target marketing process, developing the marketing planning program.
<b>Unit II</b>	<b>Source, Message and Channel Factors:</b> Promotional planning through the persuasion matrix, source factors, message factors, channel factors, establishing objectives and budgeting for the promotional program. Creative Strategy: Planning and development, planning creative strategy, creative process, creative strategy development. Implementation and Evaluation: Appeals and execution styles, creative tactics, client evaluation and approval of creative work.
<b>Unit III</b>	<b>Media Planning and Strategy:</b> Traditional vs Modern media: online and mobile advertising-social media for advertising and promotion, developing media plan, market analysis and target market identification, establishing media objectives, developing and implementing media strategies, evaluation and follow-up.
<b>Unit IV</b>	<b>Brand Management &amp; Brand Equity:</b> Meaning, Scope of Brand, Brand Management. Branding Challenges & opportunities. Strategic Brand Management – need & process. Identifying & Establishing Brand Positioning & Values-Brand Equity, customer based brand equity, brand positioning. Planning & implementing brand marketing program, Measuring & implementing brand performance
<b>Unit V</b>	<b>Retail Introduction:</b> Introduction to retail management, retail in India, theories of retail development, international retail, retail formats. Strategy & Planning: Understanding retail consumer, strategic retail, store site selection, franchising, understanding shoppers and shopping. Managing Retail: Private labels, category management, store operations and profitability. Retail marketing and branding, information systems, human interface, E retailing

**Text Books**

T.1	Principles of Advertising and IMC: by Duncan, Tom, McGraw Hill.
T.2	Integrated Marketing Communications: by Pickton, D. and Broderick, A., Prentice Hall.
T.3	Managing Retailing: by Sinha Uniyal, Oxford Publications

**Reference Books**

R.1	Using advertising and promotion to build brands: by Blyth, J., Pearson.
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R.2	Advertising management: by Jethwaney, Oxford.
R.3	Product and Brand Management, Tapan Panda, Oxford University Press; First edition, ISBN-13: 978-0199460496
<b>Useful Links</b>	
1	<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a>

	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
MMB1211.1	<b>Apply</b> the concept of marketing communication.	3	8
MMB1211.2	<b>Explain</b> the role of IMC in marketing communication process.	4	8
MMB1211.3	<b>Analyze</b> the major variables in the communication system: the source, the message & the channel.	4	8
MMB1211.4	<b>Derive</b> the Brand Positioning for a given product.	4	8
MMB1211.5	<b>Design</b> the branding strategies for a product/company, brand marketing program and shall be able to evaluate a branding program.	6	8



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## Program: Master of Business Administration

Semester-III    MMB2305    Insurance & Wealth Management

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Finance , Insurance , Wealth Management			Total Marks    100 Marks

### Course Contents

<b>Unit I</b>	Introduction: The concept of insurance, history and its evolution, Principles of Insurance(Life and non life), insurance contract, Insurance terminology, Risk and insurance, introduction to life insurance, hazards , general insurance, insurance market in India.
<b>Unit II</b>	Practice of Insurance: General procedure and practice of insurance business: Policy documents and forms, Calculations of Premiums, underwriting and its procedure, premium payment, lapses and revival, assignment, nomination and surrender of policy, loan and its calculation, policy claims, procedure and its calculation(including application of average clause). Claim settlement & TPA
<b>Unit III</b>	IRDA & its Functions: Role and Functions of IRDA in insurance business, rules and regulations framed by IRDA for carrying out insurance business, laws regarding insurance companies in India. Insurance Products: (Life and Non Life): Term Assurance plan, Whole life plan, Endowment plan, Money back plan, ULIP, Vehicle insurance, fire, marine and health insurance.
<b>Unit IV</b>	Wealth Management & the Economy: Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co-incident Indicators, Lead Indicators; Interest Rate Views, Currency Exchange Rate, The Deficits: Revenue Deficit and Fiscal Deficit, Current Account Deficit. Investment & Risk Management : Equity, Debt, Alternate assets: Gold & Real Estate. Role of each instrument, risk associated, return expectations
<b>Unit V</b>	Risk Profiling & Asset Allocation: Risk Profiling, Why Asset Allocation, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt. Fixed Asset Allocation with Annual Re-balancing; Flexible Asset Allocation, Asset Allocation Returns in Equity, Debt and Gold, Diversification in Perspective.

### Text Books

1	IC-38 Published by Insurance Institute of India
2	Insurance and Risk Management by IMS Pro-School
3	Intermediate Module: Wealth Management (NCFM modules)

### Reference Books

1	Wealth Management: Pawan Jhabak, Himalaya Publishing House
2	Wealth Management: Dun & Bradstreet, Mcgraw-Hill Publication
3	Wealth Management: A Treatise & Guide for Wealth Managers and Wealth Management Executives, Prof. George S. Mentz, American Academy of Financial Management

**Useful Links**

1	<a href="https://nptel.ac.in/courses/110/105/110105144/">https://nptel.ac.in/courses/110/105/110105144/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
MMB2302.1	<b>Apply to</b> the strategic plan.	3	8
MMB2302.2	<b>Analyze</b> and develop the vision and mission statement for given organizations.	4	8
MMB2302.3	<b>Evaluate</b> alternative paradigms of strategy and their influence on strategic decision making.	3	8
MMB2302.4	<b>Differentiate</b> between the external and internal components of environment while performing SWOT analysis	3	8
MMB2302.5	<b>Design</b> functional level strategies for any organization.	6	8





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**Program: Master of Business Administration**

**Semester-III**      MMB2306      Quality Toolkit for Managers

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
<b>Pre-Requisites: Business Ethics</b>		<b>Total Marks</b>	<b>100 Marks</b>

**Course Contents**

<b>Unit I</b>	<b>Introduction to Quality Concepts:</b> Dimensions of Quality, Cost of Quality, Quality philosophies, Quality systems, contribution of Quality gurus.
<b>Unit II</b>	<b>Quality Assurance and Control</b> – Concepts of Quality Assurance, Objectives, Quality Manual, Specification and Design Control, Process control, inspection and testing, Quality assurance in Services
<b>Unit III</b>	<b>Statistical Process Control (SPC):</b> 7 tools of quality, control charts for variable and attributes, control chart techniques, X bar, R bar correlation. Pareto diagrams, cause and effect diagrams scatter diagrams, run charts, histograms, and flow charts.
<b>Unit IV</b>	<b>Quality Improvement Techniques</b> - Control Charts for Variables – Definitions, Variation: Common vs. Special Causes, Process capability, Concept of six sigma - Introduction, advantages of six sigma, six sigma DMAIC process
<b>Unit V</b>	<b>Customer satisfaction</b> – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement –Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy

**Text Books**

T.1	Total Quality Management, Text and Cases, By K. Shridhara Bhat, Himalaya Publishing House,
T.2	Quality Management, By Kanishka Bedi, Oxford
T.3	Production and Operations Management, By K.Aswathappa and K. Shridhara Bhat, Himalaya Publishing House,

**Reference Books**

R.1	Operations Management, By B Mahadevan, Pearson Publication,
R.2	Total Quality Management (TQM) 5th edition, Basterfeild & Urdhwareshe, Pearson Education, ISBN-13: 978-9353066314
R.3	Total Quality Management, V. Vijayan & H. Ramakrishna, S. Chand Publishing, ISBN-13: 978-9384319557

**Useful Links**

1	<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
MMB2302.1	<b>Apply to</b> the strategic plan.	3	8
MMB2302.2	<b>Analyze</b> and develop the vision and mission statement for given organizations.	4	8
MMB2302.3	<b>Evaluate</b> alternative paradigms of strategy and their influence on strategic decision making.	3	8
MMB2302.4	<b>Differentiate</b> between the external and internal components of environment while performing SWOT analysis	3	8
MMB2302.5	<b>Design</b> functional level strategies for any organization.	6	8



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**Program: Master of Business Administration**

**Semester-III**      MMB2307      Data Science using R

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
<b>Pre-Requisites: Computer, Information Technology</b>			<b>Total Marks</b>
			<b>100 Marks</b>

**Course Contents**

<b>Unit I</b>	Basic fundamentals, installation and use of software, data editing, use of R as a calculator, functions and assignments, Use of R as a calculator, functions and matrix operations, missing data and logical operators.
<b>Unit II</b>	Conditional executions and loops, data management with sequences, Data management with repeats, sorting, ordering, and lists
<b>Unit III</b>	Data management with repeats, sorting, ordering, and lists, Vector indexing, factors, Data management with strings, display and formatting
<b>Unit IV</b>	Data management with display paste, split, find and replacement, manipulations with alphabets, evaluation of strings, data frames, Data frames, import of external data in various file formats, statistical functions, compilation of data.
<b>Unit V</b>	Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples,

**Text Books**

T.1	Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data by EMC Education Services (2015)
T.2	Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner by Shmueli, G., Patel, N. R., & Bruce, P. C. (2010)
T.3	Data Analytics Using R, Seema Acharya, McGraw Hill Education, ISBN-13: 978-9352605248

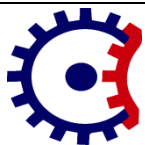
**Reference Books**

R.1	R for Everyone: Advanced Analytics and Graphics, 2nd Edition, Jared P. Lander, Pearson Education, ISBN-13: 978-9386873521
R.2	Introduction to Statistics and Data Analysis - With Exercises, Solutions and Applications in R By Christian Heumann, Michael Schomaker and Shalabh, Springer, 2016 Appendix A

**Useful Links**

1	<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
MMB2302.1	<b>Apply to</b> the strategic plan.	3	8
MMB2302.2	<b>Analyze</b> and develop the vision and mission statement for given organizations.	4	8
MMB2302.3	<b>Evaluate</b> alternative paradigms of strategy and their influence on strategic decision making.	3	8
MMB2302.4	<b>Differentiate</b> between the external and internal components of environment while performing SWOT analysis	3	8
MMB2302.5	<b>Design</b> functional level strategies for any organization.	6	8



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**Program: Master of Business Administration**

**Semester - III**    MMB2308    Family Business Management

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 4 Hrs.		ESE	60 Marks
Pre-Requisites: Entrepreneurship , Business Analytics			Total Marks <b>100 Marks</b>

**Course Contents**

<b>Unit I</b>	Ownership of an Enterprise Built to Last: Shareholder Priorities, Responsibility of shareholders, Values and Principles, Effective Governance.
<b>Unit II</b>	Succession and Transfer of Power: Role of CEO, Transfer of Power, Exit styles, Role of CEO spouse, Implications.
<b>Unit III</b>	HUF & MUSLIM LAW: Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act, Muslim Law.
<b>Unit IV</b>	Financial Considerations and Valuation of The Family Business: Financial measures that matter, financial statement analysis, the dupont approach to return on equity (roe), what is your business worth? Business Valuation and valuation Methods, nonfinancial returns and costs not captured by business valuation.
<b>Unit V</b>	CREATING A STRATEGY: Strategic Planning and Family Business, The Zero Sum Family Dynamics, Stages of Business Development, Life cycle stages influencing Family Business Strategy, creating value with unique business model. CURRENT TRENDS IN FAMILY BUSINESS: Innovation Introduced, Inclusion of new businesses, ecommerce in family business.

**Text Books**

1	Family Business, Ernesto Poza, Third Edition, Cengage Learning
2	Family Business Management, by Dr. Kanchan Naidu, Prof. Kanak Wadhvani, HPH

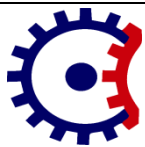
**Reference Books**

1	Family business in India- Sudipt Dutta, Sage (1997)
2	The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group

**Useful Links**

1	<a href="https://nptel.ac.in/courses/110/106/110106141/">https://nptel.ac.in/courses/110/106/110106141/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
<b>MMB1219.1</b>	<b>Develop</b> shareholders priorities.	6	8
<b>MMB1219.2</b>	<b>Identify</b> basic idea about roles of people in succession planning.	3	8
<b>MMB1219.3</b>	<b>Determine</b> factors of HUF and Muslim law.	5	8
<b>MMB1219.4</b>	<b>Interpret</b> valuation of Family Businesses.	4	8
<b>MMB1219.5</b>	<b>Anticipate</b> importance of strategies in family business & An idea about the current trends.	3	8



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**Program: Master of Business Administration**

Semester - III    MMB2309    Internet Marketing

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Business Ethics			Total Marks <b>100 Marks</b>

**Course Contents**

<b>Unit I</b>	<p><b>Introduction:</b> What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries            Websites: People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers Types of websites- web portals, B2B, B2C, C2C, B2E( Business to employee), social networking, informational, entertainment</p>
<b>Unit II</b>	<p><b>Social Media And Social Networking Sites:</b>            An overview of social media and networking sites,            The rise and dominance of social networking- Social media optimization, social media marketing            Who is using social media and how?            Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking            Blogging as a marketing strategy: Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why.            Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog</p>
<b>Unit III</b>	<p><b>Web Based Video:</b> Who is watching what, video as a social media tool, web based video as a marketing tool Wikis , RSS, Mashups , virtual worlds and marketing            Web and brand building - Brand – brand promise, brand personality, unique selling proposition, The web's place in brand building</p>
<b>Unit IV</b>	<p><b>E- Commerce Sites:</b> sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising            Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews</p>
<b>Unit V</b>	<p><b>Online Promotion Techniques:</b> Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing</p>

**Text Books**

1	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
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**Reference Books**

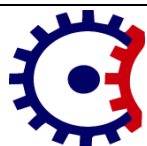
1	Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis-Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006
2	The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011



## Useful Links

1	<a href="http://www.interdigitalmarketing.com/">www.interdigitalmarketing.com/</a>
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	<b>Course Outcomes</b>	<b>CL</b>	<b>Class Sessions</b>
MMB2302.1	<b>Apply to</b> the strategic plan.	3	8
MMB2302.2	<b>Analyze</b> and develop the vision and mission statement for given organizations.	4	8
MMB2302.3	<b>Evaluate</b> alternative paradigms of strategy and their influence on strategic decision making.	3	8
MMB2302.4	<b>Differentiate</b> between the external and internal components of environment while performing SWOT analysis	3	8
MMB2302.5	<b>Design</b> functional level strategies for any organization.	6	8



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**Program: Master of Business Administration**

**Semester - III** | MMB2310 | Rural Finance & Services

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
<b>Pre-Requisites:</b> Agriculture development		<b>Total Marks</b>	<b>100 Marks</b>

### Course Contents

<b>Unit I</b>	<b>Rural Finance in India:-</b> Need for Rural credit -Credit delivery mechanisms - Rural Cooperative Credit Societies – Long-term Rural Credit -New strategy for Rural lending
<b>Unit II</b>	<b>Rural Institutional and Non –Institutional Finance in India:</b> Sources – Nationalized Banks, RRBs, NABARD - Co-operative Sector and Micro Finance -Non-Institutional Rural Financial Services – NBFIs, SHGs - Issues and Problems..
<b>Unit III</b>	<b>Rural Marketing:-</b> Concept –Importance of Rural Marketing - Classification and Structure of Rural Marketing - Input Market and Output Market Regulated markets -Ware Housing and Cold Storages - Problems & Remedies.
<b>Unit IV</b>	<b>Rural Co-Operative Marketing:-</b> Meaning and Definitions, Types, Structure-Role of Co-Operative markets,- State level Co-Cooperative marketing organizations, National Co-Operative Development Co-Operation (N.C.D.C) Government Policy measures..
<b>Unit V</b>	<b>Rural Marketing Information and Pricing :-</b> Nature and Scope, Channels of Marketing information, Famers Service Centres - E-choupal -Support Price Policy in India.

### Text Books

T.1	Dutt and Sundaram- Indian Economy, S.Chand Publications, New Delhi, 2013-07-02
T.2	Mishra S.K. and PuriV.K. - Economics of Development and Planning, Himalaya Publishing House, Mumbai, 2012

### Reference Books

R.1	K Santha kumari-Regional rural banks; Performance and Perspectives.
R.2	Vasant Desai: Rural Development inIndia, Himalaya Publishing House, Mumbai, 2012.

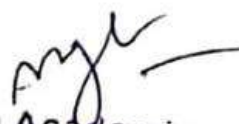
### Useful Links

1	<a href="http://www.irri.org/">www.irri.org/</a>
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	Course Outcomes	CL	Class Sessions
MMB1223.1	Apply financial and services related aspects	3	8
MMB1223.2	Reframe all services that are provided related to agriculture and finance	4	8
MMB1223.3	Create new strategies related to various aspects of finance and services	3	8
MMB1223.4	Develop new modified schemes related to financial services	3	8
MMB2310.5	Develop students in various regulatory aspects of agriculture	6	8



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