



DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES

SYLLABUS

**Applicable from
August 2018**

SEMESTER	SUBJECT TYPE	SUBJECT CODE	Subject Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks	
								MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER - I	CORE	C111	Principles of Management	20	0	0	2	40	0	60	18	100	50
		C112	Skills in Accounting	40	0	0	4	40	0	60	18	100	50
		C113	Quantitative Techniques	40	0	0	4	40	0	60	18	100	50
		C114	Managerial Economics	30	0	0	3	40	0	60	18	100	50
		C115	Organisational Behaviour	30	0	0	3	40	0	60	18	100	50
		C116	Legal Aspects of Business	30	0	0	3	40	0	60	18	100	50
		C117	Business Ethics	20	0	0	2	40	0	60	18	100	50
	SKILL	S118	Business Communication	20	0	0	2	40	0	60	18	100	50
		S119	IT (MS Office)		0	40	2	40	0	60	18	100	50
TOTAL				230	0	40	25	360	540	-	900	-	

Note: Evaluation Pattern

Number of credits of the course	MSE-1	MSE-2	ESE
03	UNIT 1+UNIT 2	UNIT 3+UNIT 4	ALL UNITS
02	UNIT 1	UNIT 2	ALL UNITS

SEMESTER	SUBJECT TYPE	SUBJECT CODE	Subject Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks	
								MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER - II	CORE	C211	Fundamentals of Marketing Management	30	0	0	3	40	0	60	18	100	50
		C212	Research Methodology	30	0	0	3	40	0	60	18	100	50
		C213	Cost Control & Management accounting	40	0	0	4	40	0	60	18	100	50
		C214	Entrepreneurial Development	30	0	0	3	40	0	60	18	100	50
		C215	Production & Operations Management	30	0	0	3	40	0	60	18	100	50
		C216	Human Resource Management	30	0	0	3	40	0	60	18	100	50
		C217	Environment Management	20	0	0	2	40	0	60	18	100	50
		C218	Financial Management	40	0	0	4	40	0	60	18	100	50
	A210	Employability Enhancement Programme (EEP)	80	-	-	-	-	-	-	-	-	-	-
	A300	Basics of Excel	0	0	40							-	-
	TOTAL				250	0	40	25	320	-	480	162	800

A210- Audit Course

SEMESTER III	SUBJECT TYPE	SUBJECT CODE	Subject Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks	
								MAX	MIN	MAX	MIN	MAX	MIN
	CORE	C311	Strategic Management	30	0	0	3	40	0	60	18	100	50
	GROUP-A	SP311	Specialisation – I : Paper 1	40	0	0	4	40	0	60	18	100	50
		SP312	Specialisation – I : Paper 2	40	0	0	4	40	0	60	18	100	50
		SP313	Specialisation – I : Paper 3	40	0	0	4	40	0	60	18	100	50
		SP314	Specialisation – I : Paper 4	40	0	0	4	40	0	60	18	100	50
	GROUP-B	SP321	Specialisation – II : Paper 1	40	0	0	4	40	0	60	18	100	50
		SP322	Specialisation – II : Paper 2	40	0	0	4	40	0	60	18	100	50
		SP323	Specialisation – II : Paper 3	40	0	0	4	40	0	60	18	100	50
		SP324	Specialisation – II : Paper 4	40	0	0	4	40	0	60	18	100	50
		P300	SECTOR ANALYSIS (Project -1)	-	-	-	2	50		50		100	50
		SIP	Summer Internship Program	-	-	-	3	50		50		100	50
		TOTAL		350	0		40	-	-	-	-	1100	-

Note: SP stands for respective specialization

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SEMESTER IV	SUBJECT TYPE	SUBJECT CODE	Subject Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks	
								MAX	MIN	MAX	MIN	MAX	MIN
GROUP-A	SP411	Specialisation – I : Paper 5	40	0	0	4	40	0	60	18	100	50	
	SP412	Specialisation – I : Paper 6	40	0	0	4	40	0	60	18	100	50	
GROUP-B	SP421	Specialisation – II : Paper 5	40	0	0	4	40	0	60	18	100	50	
	SP422	Specialisation – II : Paper 6	40	0	0	4	40	0	60	18	100	50	
	A400	Advanced Excel	0	0	40	2	40	0	60	18	100	50	
	P400	Company Analysis/Industry Immersion Program(IIP)	-	-	-	4	100		100		200	100	
TOTAL			160		40	22	-	-	-	-	700	-	

CREDIT MATRIX

SEMESTER	CREDITS	MARKS
FIRST SEMESTER	25	900
SECOND SEMESTER	25	800
THIRD SEMESTER	40	1100
FOURTH SEMESTER	22	700
TOTAL CREDITS	112	3500

ELECTIVES

ELECTIVE A - FINANCIAL MANAGEMENT

ELECTIVE A		
COURSE CODE	SEMESTER	COURSE NAME
F1311	III	INSURANCE PRINCIPLES AND PRACTICE
F1312	III	MANAGEMENT OF FINANCIAL SERVICES
F1313	III	CORPORATE TAXATION
F1314	III	COMMERCIAL BANK MANAGEMENT
F1415	IV	STRATEGIC FINANCIAL MANAGEMENT
F1416	IV	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

ELECTIVE B -HUMAN RESOURCE MANAGEMENT

ELECTIVE B		
COURSE CODE	SEMESTER	COURSE NAME
H1321	III	TRAINING AND DEVELOPMENT
H1322	III	PERFORMANCE MANAGEMENT
H1323	III	INDUSTRIAL PSYCHOLOGY
H1324	III	STRATEGIC HRM
H1425	IV	INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS
H1426	IV	HR ANALYTICS

ELECTIVE C -MARKETING MANAGEMENT

ELECTIVE C		
COURSE CODE	SEMESTER	COURSE NAME
M1331	III	CONSUMER BEHAVIOR
M1332	III	SALES & DISTRIBUTION MANAGEMENT
M1333	III	MARKETING OF SERVICES
M1334	III	INTEGRATED MARKETING COMMUNICATION
M1435	IV	DIGITAL MARKETING
M1436	IV	RETAIL MANAGEMENT

ELECTIVE D- OPERATIONS& LOGISTICS MANAGEMENT

ELECTIVE D		
COURSE CODE	SEMESTER	COURSE NAME
O1341	III	TOTAL QUALITY MANAGEMENT
O1342	III	PROJECT MANAGEMENT
O1343	III	INVENTORY MANAGEMENT
O1344	III	EXPORT TRADE AND DOCUMENTATION
O1445	IV	TRANSPORTATION AND DISTRIBUTION MANAGEMENT
O1446	IV	DOMESTIC LOGISTICS

ELECTIVE E- BUSINESS ANALYTICS

ELECTIVE E		
COURSE CODE	SEMESTER	COURSE NAME
BA 1351	III	BUSINESS ANALYTICS
BA 1352	III	DATA MINING AND DATA WAREHOUSING
BA 1353	III	BIG DATA ANALYTICS
BA 1354	III	DATA SCIENCE & ANALYTICS
BA1455	IV	SOCIAL MEDIA ANALYTICS
BA1456	IV	BUSINESS MODELLING



Nagar YuvakShikshanSanstha's

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SEM-I

C111: MANAGEMENT PRACTICES

Course Specification	Particulars				
Type	Core			Credits	02
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	Three Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	Management Practices is a comprehensive introductory course on the management process from a manager's perspective, with particular emphasis on the skills, competencies, techniques and knowledge needed to successfully manage an organization. After studying this course, students will be able to have a clear understanding of the managerial functions like planning, organizing, staffing, Coordination and controlling				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1) Apply appropriate management concepts (PO1) 2) Analyze and compare various management concepts (PO3) 3) Justify the implication of the management concept for effective functioning of organization.(PO1) 4) Construct a practical application of management concepts.(PO1) 				
Unit-1	<ol style="list-style-type: none"> 1. Skills required by Manager 2. Types of Plans 3. Management by Objectives 4. Creation of Plan – sector wise using various components of strategic plan 5. Presentation of the Plan 				
Unit-2	<ol style="list-style-type: none"> 1. Delegation of authority 2. Decentralisation of authority 3. Importance of decision making 4. Case - 1 5. Case - 2 6. Case - 3 				

Unit-3	<ol style="list-style-type: none">1. What is Control and Why Engage in It?2. Essentials of control system3. Limitations of control system.4. Controlling system in following situation –<ol style="list-style-type: none">a. A train accidentb. Strike in a factoryc. Employee attritiond. Absenteeisme. Indiscipline staff <p>Ethical issues in Controlling system</p> <p>Collage making activity of GREATEST MANAGERS (GLOBAL)</p>
Resources	<ol style="list-style-type: none">1. V S P Rao & H Krishna (2009). Management Texts and Cases (Edition). EB Publication.2. S S Sherlekar. (2005). Principles of Business Management (Revised edition). Himalaya Publication.3. R N Gupta. (2005). Principles of Management (Revised edition). S. Chand.4. T Ramaswamy. (2008). Principles of Management (Revised edition). Himalaya Publication.5. P C Tripathi & P N Reddy. Principles of Management. (Third Edition). Tata McGraw-Hill.
SELF STUDY COMPONENT (SSC)	Controlling systems in Various situations

C112: SKILLS IN ACCOUNTING

Course Specification	Particulars				
Type	Core			Credits	04
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session with numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective					
The objective of the subject is to make the students aware of the various aspects of accounting. The students will also learn the accounting method of joint stock companies, partnerships firms and non-profit organizations.					
Course Outcomes					
Students will be able to: 1. Apply Accounting concepts, conventions, principles and standards in practical spheres. (PO1) 2. Prepare various books of accounts and financial statements.(PO1) 3. Analyse the Financial Statement and draw conclusions (PO2) 4. Justify the maintenance of books of accounts as per the accounting standards(PO4)					
Unit-1					
Introduction - Meaning, Scope and importance of Financial Accounting. Financial Accounting -concepts and conventions, classification of accounts, Rules and principles governing Double Entry Bookkeeping system. Accounting Standards, AS1, AS2, AS4, AS5, AS 7, AS 9, AS 10, AS 11, AS 15, AS 16					
Unit-2					
Accounting Books & Record - Meaning, Preparation of Journal, Ledger, Cash book, Trial balance					
Unit-3					
Final Accounts of Joint Stock Company & firm - Final Accounts of Joint Stock Companies – contents and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation, Account and Balance sheet with adjustment. Ethical issues in Accounting practices.					
Unit-4					
Depreciation Accounting - Meaning and concept of depreciation, Various methods of calculation of depreciation, Preparation of Asset A/c & Depreciation A/c Change in the method of Depreciation , Concept of AS 6, Impairment of Asset (AS 28) and its treatment.					
Unit-5					
Interpretation of Financial Statement I: Ratio Analysis - Ratio Analysis: Introduction, Meaning of Ratio, Importance of Ratio Analysis;					



	Nature of Ratio Analysis; Limitations of Ratio Analysis; Classification of Ratios, numerical on various ratios.
Unit-6	Interpretation of Financial Statement II: Fund Flow Analysis Meaning of Fund Flow Statement, Statement of Changes in Working Capital, Fund from Operations, Simple numerical on cash flow statement. Cash Flow Analysis Meaning of Cash Flow Statement, Cash flow from operating activities, Cash flow from investing activities, Cash flow from financing activities, numerical problem on Cash Flow Statement
Resources	<ol style="list-style-type: none">1. Shukla&Garewal. Advance Accountancy. S Chand Publication2. Dr. P. Periasamy. Financial, Cost and Management Accounting. (2nd Edition). Himalaya Publishing House.3. ChoudharyChopade.. Fundamentals of Accountancy.4. Dr. P.C. Tulsian. Accountancy. Taxman Publication
SELF STUDY COMPONENT (SSC)	Accounting Conventions

C113: QUANTITATIVE TECHNIQUES

Course Specification	Particulars				
Type	Core			Credits	04
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study Tutorials
	12+12	60	16	100	
Course Objective	To make students identify and diagnose problems and select the appropriate quantitative technique or model for problem solving and decision making and learn to generate optimized results.				
Course Outcomes	Students will be able to: <ol style="list-style-type: none"> 1. Apply various quantitative concepts for problem solution. [PO1] 2. Analyze various quantitative techniques for decision making. [PO2] 3. Evaluate data using quantitative tools. [PO2] 4. Formulate quantitative information to optimize results [PO5] 				
Unit-1	Central tendency: Meaning, scope, importance and limitations, applications of descriptive and inferential statistics in managerial decision-making. Measures of Central tendency: Arithmetic mean, median and mode.				
Unit-2	Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis.				
Unit-3	Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate, Uses and properties of regression coefficient.				
Unit-4	Probability: Permutation& Combination, Probability-Definition, basic concepts, events and experiments, random variables, expected value, types of probability.				
Unit-5	Introduction to Linear Programming Problems: Application of Linear programming, General statement and assumptions underlying Linear Programming, Formulation of Linear Programming Problems, Graphical method for solution of				

	LPP. Unbounded and degenerate solution of LPP.
Unit-6	<p>Introduction to Game Theory: Game models, Two persons zero sum games and their solution, solution of $2 \times n$ and $m \times 2$ games by graphical approach, Solution of $m \times n$ games.</p> <p>Time Series Analysis: Meaning, Components and various methods of time series analysis. Trend analysis: Least Square method - Linear and Non- Linear equations</p> <p>Ethical Issues - Data Manipulation</p>
Resources	<ol style="list-style-type: none"> 1. S. C. Gupta & Dr. V. K. Kapoor. Fundamentals of Mathematical Statistics: A Modern Approach. (10th Ed.) Sultan Chand Publication. 2. Render, B., Stair Jr., R.M. & Hanna, M.E. (2003). Quantitative Analysis for Management. (10th. Ed.). Prentice Hall. 3. KantiSwarup, P.K. Gupta & Man Mohan, Operation research (4th Ed.), Sultan Chand Publication. 4. N.D. Vohra, Quantitative Techniques in Management: (3rd Ed) , McGraw Hill Publication
SELF STUDY COMPONENT (SSC)	Simplification (BODMAS Rules)

C114: MANAGERIAL ECONOMICS

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session, numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of the subject is to impart knowledge to the students about fundamental aspects of the economic principles which are necessary in today's dynamic and competitive business world. Further the objective is to acquaint the participants with the application of the economic principles and techniques which are very useful in solving complex business problems and effective decision making.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Apply the basic principles of economics in various spheres of management. [PO1] 2. Analyze outcomes by using various micro economic tools and concepts. [PO2] 3. Assess the impact of macroeconomic policies on overall economic development. [PO4] 4. Evaluate the results of micro and macro-economic decisions on different business parameters. [PO4] 				
Unit-1	Introduction -Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas of management, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm.				
Unit-2	Demand & Supply Analysis: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. Numerical problems on Demand function.				
Unit-3	Production & Cost Analysis- Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Return to scale. Cost concept,				

	Shorttermandlong termcost.Averagecost curves,costoutputrelationship & Diseconomies ofscale. Practical Problemsonestimationofproduction function – Cobb-Douglasproduction function. Numerical problems on cost analysis.
Unit-4	Market Structure andPricingpractices: FeaturesandTypesofdifferent competitive situations- Price-Outputdeterminationin perfect competition,Monopoly, MonopolisticcompetitionandOligopolyboththelongrunandshortrun.Pricingphilosophy, Pricingmethods in practice: Pricediscrimination.
Unit-5	Indian Economy: National Income Accounting, Various Methods of calculating National Income, Concept of GDP, GNP, NNP NDP. Numerical problems on National Income Accounting. An overview of Five year Plan and its importance in Indian Economy. Various sectors of Indian Economy and its importance towards national economic development.
Unit-6	Businesscycles & Macro Economic Policies.- Concept,Causes&Impactofbusinesscycle, Policy; Inflation&deflation-types,causes,effectsremedialmeasures;Monetary andFiscal policy-meaning,scopeandinstruments;Factorsdetermining economic environmentof business. Foreign trade: Balance of trade, balance of Payment. Ethical Issues in Fiscal Policies
Resources	<ol style="list-style-type: none"> 1. P. L. Mehta , Managerial Economics, Sultan Chand & Sons, New Delhi 2. D.N.Dwidevi, Managerial Economics, Vikas Publishing House Pvt. Ltd. 3. Dominick Salvatore, Managerial economics in a Global economy, Thomson learning Press 4. Suma Damodran, 2006, Managerial Economics, Oxford University Press, New Delhi 5. Mishra &Puri, 2007, Indian Economy, Himalaya Publishing House
SELF STUDY COMPONENT (SSC)	Current Account Deficit w.r.t India for past 3 years

C115: ORGANISATIONAL BEHAVIOUR

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Classroom study
	12+12	60	16	100	
Course Objective	The course is to introduce the concept of organizational behavior. Various important concepts will be covered with different problem-solving methodologies. Case studies and assignments will further augment the understanding of the course.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Develop an Ability to contribute to decisions and lead within diverse economic, environmental, social and political contexts. (PO3) 2. Apply theories to practical problems in organisations in a critical manner (PO1) 3. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. (PO2) 4. Evaluate the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts. (PO5) 				
Unit-1	Organizational Behavior - Key Elements of Organisational Behaviour, Need for studying OB, Contributing disciplines to OB, OB process, Challenges faced by Managers.				
Unit-2	Foundations of Individual Behavior - Biographical, Environmental, Psychological & Organisational Factors, Perception-Process, Perception				

	Errors: Halo effect, Stereotyping, pigeonholing and; Self-fulfilling prophecy; other influences on perception, Application of Perception in OB.
Unit-3	Leadership: Leadership and Management, Leadership Styles and its implications, Theories of Leadership.
Unit-4	Attitudes and values - Attitudes, Formation of attitudes, Attitudes and behavior, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Job Satisfaction-Determinants of Job Satisfaction, Measuring Job Satisfaction.
Unit-5	Motivation- Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Role of motivation in human behavior, Workplace Ethics .
Unit-6	Foundations of group behavior - The nature of groups: groups and teams, informal and formal groups, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: group norms, decision-making behavior, dysfunctional teams, Cohesiveness.
Resources	<ol style="list-style-type: none"> 1. K. Aswathappa. (2012). Organisational Behaviour (Text, Cases & Games). 10th Edition. Himalaya Publishing House 2. Robbins., Judge &Vohra. (2011). Organisational Behaviour. 14th Edition. Pearson. 3. S.S Khanka (2000). Organisational Behaviour. 1st Edition. S. Chand. 4. P. SubbaRao. (2009). Organisational Behaviour. 1st Edition. Himalaya Publishing House 5. Fred Luthans. (2008). Organisational Behaviour. 11th Edition. McGraw Hill.
Self Study Component (SSC)	OD Techniques & Change Management

C116: LEGAL ASPECTS OF BUSINESS

Course Specification	Particulars					
Type	Core			Credits	03	
Semester	MBA-I SEM-I			Offered in	ODD SEM	
Pedagogy	Interactive lecture session with case laws			Standard Specification	Six Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		

Course Objective	This course is intended to make students understand various social, political, legal and economic and other factors that influence businesses in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.
Course Outcomes	<ol style="list-style-type: none"> 1. Apply basic legal knowledge for business transactions. (PO1) 2. Analyse the legal cases related to business. (PO2) 3. Evaluate the provisions of various acts. (PO4) 4. Interpret the law with appropriate remedies. (PO1)
Unit-1	Law of Contract 1872 - Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee.
Unit- 2	Negotiable Instruments Act 1881 : Negotiable Instruments- Promissory Note, Bills of Exchange, &Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Procedure to be followed in case of dishonor of cheques.
Unit-3	The Companies Act 2013 - Definition & characteristics of a company, Types of Companies, Provisions relating to incorporation: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management &constructive notice, Company Meetings, Resolutions, Concept of Prospectus.

	Role & duties of promoter, transfer and transmission; Management – Appointment of Directors, Powers, duties, & liabilities of Directors. Winding Up of a Company
Unit-4	Information Technology Act 2000- Object and Scope of the IT Act, digital signature- digital signature certificate, electronic Governance and its ethical implications , Electronic records certifying authorities, penalty and adjudication.
Unit-5	Sale of Goods Act 1930:- Introduction, Definitions, Formalities of the contract of sale, Distinction between 'sale' and 'agreement of sell, Distinction between 'sale and hire purchase agreement' Conditions and Warranties, Transfer of property as between the seller and the buyer, Rights of an unpaid seller .
Unit-6	Consumer Protection Act, 1986: Definitions of Consumer, Goods, Service, Complaint, Complainant, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Relief available against complaint, Consumer Protection Councils, Consumer Disputes Redressal Agencies.
Resources	<ol style="list-style-type: none"> 1. AkhileshwarPathak: Legal Aspects of Business, TMH, 3/e, 2009 2. K.R. Bulchandani: Business Law for Management, Himalaya, 2008 3. SushmaArora: Business Laws, Taxmann's (UE) Second edition, 2014. 4. Tulsian: Business Law, TMH, 2008. 5. N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. . 6. S.N.Maheshwari&Maheshwari: Business Law and Regulation, Himalaya,.2008 7. Business Law, Seth, Pearson Education Asia
Self Study Component	Partnership Act

C117: BUSINESS ETHICS

Course Specification	Particulars				
Type	Core			Credits	02
Semester	MBA-I SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	Three Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Outcomes	Student will be able to: At the end of this course, the student will be able: <ol style="list-style-type: none"> 1. Apply an ethical understanding and perspective to business situations. (PO3) 2. Compare the ethical theories in realities of business. (PO4) 3. Evaluate the Indian business ethical standards on Global level. (PO4) 4. Create and design the model of ethics and discuss the priorities of ethics in Business. (PO5) 				
Unit-1	An overview of Ethics & Business Ethics: What are ethics, attitudes, beliefs, norms and morality, Religious ethics, History of development of business ethics in Business – Myth & Reality, Theories and principles of ethics. Define business ethics, Need and benefit of business ethics, The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Corporate culture and its influence on business ethics, Business ethics rating in India.				
Unit-2	Introduction to CSR - Concept, Scope & Relevance and Importance of CSR in Contemporary Society. • Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. • CSR and Indian Corporations- Legal Provisions and Specification on CSR, Future of CSR in India. • Role of NGO's in CSR, Integrating CSR into Business				
Unit-3	Indian Ethical Practices and Corporate Governance: Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Corporate Governance: Concept, Importance, Evolution of Corporate				



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	Governance, Principles of Corporate Governance, • Regulatory Framework of Corporate Governance in India, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. • Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
Resources	<ol style="list-style-type: none">1. CSV Murthy, Business ethics & Corporate Governance, HPH.2. Richard T. DeGeorge, Business Ethics, Pearson publication3. John Boatright, Ethics and the conduct of business, Pearson Publication.4. Al Gini, Alexei Marcoux , Case Studies in Business Ethics
Self-Study Component	To understand Ethical issues and to select best alternative through Utilitarian Method of Reasoning

S118: BUSINESS COMMUNICATION

Course Specification	Particulars					
Type	Core			Credits	02	
Semester	MBA-I SEM-II			Offered in	EVEN SEM	
Pedagogy	Interactive lecture session with Practical Training			Standard Specification	Three Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	This course is intended to make students understand various Communication Process and the modes of communication. It also intends to help them learn the various letter writing methodologies. To introduce the students to handle day to day responsibilities like making speeches and giving presentation thus modifying them to become successful and potential managers.					
Course Outcomes	<ol style="list-style-type: none"> 1. Apply business communication strategies and principles to prepare effective communication for business situations. (PO1) 2. Select appropriate organizational formats and channels used in developing and presenting business messages. (PO4) 3. Evaluate advanced interpersonal communication, business etiquette and relationship building skills. (PO5) 4. Deliver an effective oral business presentation. (PO3) 					
Unit-1	<p>Introduction to Business Communication: Meaning, Nature, Definition of Communication, Process of Communication, Types and Barriers of Communication, Principles of Communication.</p> <p>Listening and its importance. Feedback- concept and its importance.</p>					

<p>Unit- 2</p>	<p>Business Presentations & Business Etiquette: Principles of effective presentation, Planning an effective business presentation, organizing the content, Making presentations.</p> <p>Business Etiquette – Handshake & Namaste, Introductions & Greetings, Exchange of Visiting Cards and Body Language</p>
<p>Unit-3</p>	<p>Business Writing: Essentials of effective letter writing, Types of Letter – Formal & Informal, Letter writing- Leave Application letter, Business letters, Job application.</p> <p>Writing Minutes, Agendas, Notices, Quotations, Email etiquettes, Ethical Issues in Privacy</p>
<p>Resources</p>	<p>1. Lehman, Dufrene & Sinha – BCom : Theory (Cengage Learning). 2. Urmila Rai & S.M. Rai – Personality Development & Communication Skills (Himalaya Publishing House) 3. M.K. Sehgal & V. Khetrapal – Business Communication (Excel Books). 4. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006). 5. Rajendra Pal – Business Communication (Sultan Chand & Sons Publication).</p>
<p>Self Study Component</p>	<p>Etiquettes in different cultures</p>

S119: IT FOR MANAGERS

Course Specification	Particulars				
Type	Core			Credits	02
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session			Standard Specification	Three Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Lab
	12+12	60	16	100	
Course Objective	This course will help the students to gain Complete knowledge of Excel and Power point, Learn the Formulae and its application, Learn the basic reporting style based on data in the form of tables, graphs, charts etc. Learn the slide shows and business presentations.				
Course Outcomes	Students will be able to : <ol style="list-style-type: none"> 1. Apply the various component of MS(Office).[PO1] 2. Analyse the data for better presentation[PO2] 3. Evaluate various tools of MS (Office) [PO2] 4. Create business documents in MS (Office) [PO5] 				
Unit-1	Introduction to MS Word: <ul style="list-style-type: none"> • Getting Started with Word 2013 • Editing a Document • Formatting A Document • Using Editing and Proofing Tools • Changing the Layout of a Document • Inserting Elements to Word Documents • Working with Tables 				
Unit-2	Introduction to MS PowerPoint : <ul style="list-style-type: none"> • Getting Started with PowerPoint • Working with Slides • Working with Headers, Footers, and Notes 				

	<ul style="list-style-type: none"> • Inserting and Formatting Pictures • Arranging Slides • Adding Slide Transitions • Inserting Symbols and Text Boxes • Drawing and Formatting Shapes • Positioning and Grouping Shapes • Creating WordArt • Animating Slide Objects • Creating Multimedia Presentations
Unit-3	<p>Introduction to MS Excel :</p> <ul style="list-style-type: none"> • Opening Excel and Data Input • Labelling and Naming Worksheets • Adding and Deleting Worksheets, Deleting Worksheets, Hiding/ Unhiding Worksheets • Saving Workbooks, Saving an Existing File • Hiding Columns and Rows, Hiding Adjacent Columns, Hiding Separated Columns, Hiding Rows, • Opening a Document, Sorting and Organizing Data • To apply formatting, Undo Text Formatting, • Changing Fonts, Formatting Numbers, Using Styles, • Headers and Footers, Customize Headers and Footers • About Printing Worksheets and Workbooks • Set Margins for Headers and Footers, Select Print Area, Print a Range of Pages, Printing • Understanding Formulas, Formulas, The Cell, and The Formula Bar, The Formula in Action, Copying Formulas, Clearing Formulas, Entering a Formula, Copying and Pasting a Formula • Basic Formulas SUM, AVERAGE, COUNT • Ethical Issues- Unauthorised access
Resources	<ol style="list-style-type: none"> 1. Bible. Microsoft Excel 2013. Microsoft Press 2. Curtis D. Frye. Excel 2010 Step by Step. PHI. 3. Bible. Microsoft Powerpoint 2013. Microsoft Press
Self Study Component	<p>Varied options in Word</p>



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SEM-II

C211: FUNDAMENTALS OF MARKETING MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	To understand and appreciate the concept of marketing in theory and practice. The students will be able to evaluate the environment of marketing and understand and apply the STP of marketing. The course aims to build elementary knowledge of 4 Ps of Marketing				
Course Outcomes	Students will be able to: <ol style="list-style-type: none"> 1. Apply the concept of marketing in corporate world (PO1) 2. Evaluate the importance of Marketing Management. (PO5) 3. Design the structure of Marketing channels of distributions(PO3) 4. Analyze the impact of Technology on marketing (PO4) 				
Unit-1	<ol style="list-style-type: none"> 1. Introduction to basics of marketing concepts 2. Developing new market offerings. 3. Market opportunity analysis 4. Case – 1 5. Case - 2 				
Unit-2	<ol style="list-style-type: none"> 1. Segmentation, target and positioning analysis 2. Preparation of target with respect to segments 3. Positioning with respect to sales 4. Case – 1 5. Case - 2 				
Unit-3	<ol style="list-style-type: none"> 1. Product life cycle 2. Designing a product – sector wise 3. Product presentation and deliberations 				

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	<ol style="list-style-type: none"> 4. Case – 1 5. Case - 2
Unit-4	<ol style="list-style-type: none"> 1. Factors influencing pricing decision 2. Determination of price in business market 3. Designing a price structure – FMCG, Industrial product, insurance premium, apparels pricing, medicine pricing, etc. 4. Case – 1 5. Case - 2
Unit-5	<ol style="list-style-type: none"> 1. Functions of distribution channels 2. Designing marketing channels – whole selling, retailing, franchising, direct marketing, Ethical issues in Managing marketing channels 3. Presentation of different marketing channels 4. Case – 1 5. Case - 2
Unit-6	<ol style="list-style-type: none"> 1. Promotional Mix 2. Advertisement designing along with sales promotion activity 3. Online Marketing 4. Case – 1 5. Case - 2
Resources	<ol style="list-style-type: none"> 1. V. S. Ramaswamy and S. Namakumari, Marketing Management: Planning implementation and Control, 3rd Edition. Macmillan India Ltd., New Delhi 2. RajanSaxena, Marketing Management, 2nd Edition, Tata McGraw Hill. New Delhi 3. D.L. Kurtz and L.E. Boone, Principles of Marketing, 12th Edition, Cengage Learning, New Delhi
SELF STUDY COMPONENT (SSC)	Green Marketing

C212: RESEARCH METHODOLOGY

Course Specification	Particulars				
Type	Core			Credits	04
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	This course is designed to develop the basics of research methodology, various data analysis techniques and its application in Management				
Course Outcomes	Students will be able to: <ol style="list-style-type: none"> 1. Choose the right type of Research Technique.(PO1) 2. Examine the various research outcomes.(PO2) 3. Justify the research findings.(PO2) 4. Formulate the business solutions based on research findings.(PO5) 				
Unit-1	Introduction to Business Research- Meaning, Objectives & Types of research, Research process, Research Application in Business Decisions, Features of a Good Research Study				
Unit-2	Formulation of Research Problem & Research Design –Defining Research Problem, Theoretical Foundation & Model Building, Hypothesis formulation, Research Design, Types of Research Design, Research Design Process.				
Unit-3	Data Collection: Primary and secondary data, Data collection methods, Qualitative & Quantitative Data, Questionnaire Designing, Types of Questions, Physical Characteristics of Questionnaire.				

Unit-4	<p>Sampling & Scaling Techniques: Sampling Concepts, Sampling Design, Types of Sampling Techniques, Determination of Sample Size.</p> <p>Scales & Types of Measurement Scales, Data Coding.</p>
Unit-5	<p>Hypothesis Testing: Concept of Hypothesis Testing, Steps in Hypothesis Testing, Type I & Type II Error, Parametric & Non Parametric Test.</p> <p>Data Analysis: Concept of Univariate, Bivariate & Multi variate Analysis.</p>
Unit-6	<p>Report writing & Presentation of Results: Need for effective Documentation, Types of research reports, Report Preparation & Presentation, Report Structure, Report writing : Report formulation, Guidelines for effective documentation, Presenting Tabular Data & Visual Representation. Ethical Issue- Plagiarism</p>
Resources	<ol style="list-style-type: none"> 1. DrChawla, D &DrSondhi, N. Research Methodology: Concepts and Cases. Vikas Publications 2. Beri, G C. Marketing Research (third edition). McGraw Hill 3. Dwivedi .Research Methods in Behaviourial Science. Macmillan 4. Bennet, R. (1993). Management Research. ILO 5. Salkind, Neil J. (1997). Exploring Research. Prentice – Hall 6. Naval Bajpai. Business Research Methods. Pearson Publication 7. Zikmund. Business Research Methods. Thomson Learning Books
SELF STUDY COMPONENT (SSC)	<p>Use of correlation and regression in research</p>

C213: COST CONTROL AND MANAGEMENT ACCOUNTING

Course Specification	Particulars				
Type	Core			Credits	04
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session, numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study and tutorial
	12+12	60	16	100	
Course Objective	The objective of this course is make students understand the evolution of cost accounting, various techniques of estimating cost.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Apply the concept of various techniques of cost and management accounting (PO1) 2. Analyse various costing concepts(PO2) 3. Predict the estimation for future by preparing various budgets.(PO2) 4. Formulate decisions on the basis of marginal costing & operating costing techniques.(PO4) 				
Unit-1	Introduction & elements of cost: Definitions & objectives of cost accounting functions of cost, Classification of cost, material, labour & overheads, cost control & reduction. Ethical issues in disclosure of cost accounting policies.				
Unit-2	Statement of cost & unit costing: Preparation of statement of cost, calculation of Tender price or estimates Quotations, Reconciliation of Cost & Financial accounts, single or output costing.				
Unit-3	Process Costing, operating costing: Difference between Job & Process costing, Process Accounting, Wastage & By-products, Normal & abnormal wastage, Oil refinery process, WIP & equivalent production, Operating costing of Transport-services, Power, electricity & gas supply				
Unit-4	Contract Costing: Elements of contract cost, Cost plus contract, Escalation clause, work-certified & un-certified, preparation of contract & other accounts.				
Unit-5	Performance Evaluation Techniques - Introduction to Budgeting and Budgetary Control; Classification of Budget; Problems on Flexible and Cash				

	Budgets; production budget, material budget, labour budget.
Unit-6	Marginal Costing - Introduction, Application of Marginal costing in terms of cost control , profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.
Resources	<ol style="list-style-type: none"> 1. Shukla&Grewal .Cost Accounting. S. Chand Publication 2. Sharma R.K & Gupta S.K. Management Accounting, Principles & Practice 3. Ravi Kishore. Cost Accounting & Financial Management. Taxman publication 4. BhagwatiPillai . Cost Accounting. 5. Dr.P.C.Tulsian, Cost & Management Accounting. Taxman Publication
SELF STUDY COMPONENT (SSC)	Standard Costing & Variance analysis

C214: ENTREPRENEURSHIP DEVELOPMENT

Course Specification	Particulars					
Type	Core				Credits	03
Semester	MBA-I SEM-II				Offered in	EVEN SEM
Pedagogy	Interactive lecture session with activities				Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the subject is to impart knowledge to the students about fundamental aspects of the Entrepreneurial Development which are necessary in today's dynamic and competitive business world.					
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Apply entrepreneurship as a tool for development. (PO1) 2. Discover the financial sources for startups, the modes of business networking. (PO2) 3. Interpret the financial aspect to run a venture. (PO4) 4. Design business plans. (PO3) 					
Unit-1	Entrepreneurship - Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Women Entrepreneurs. Types of Entrepreneurship, Career Planning, Choice of Entrepreneurship as a Career, Cases from Indian Industry. Moral values of Entrepreneurs					
Unit-2	Business Idea - Identifying & Developing Entrepreneurial Potential, Business Ideas Generation Process, Evaluation of Business Idea. The ED Cycle, Business Plan for new ventures – advantages and cost of preparing business plan, elements of business plan and critical assessment of business plan.					

Unit-3	Entrepreneurial Support Systems - Activities of SIDBI, EDI, NIESBUD, DIC, NABARD. Government policy, Agency supporting entrepreneurial development Industrial estates.
Unit-4	Project work – Students have to prepare a detailed business plan selecting a product, presentation of such business plan
Unit-5	Support to Entrepreneurs – sickness in small business – concept, magnitude, causes and consequences. Corrective measures, Business incubators, government policy for small scale units, Growth strategies in small industry – expansion, diversification, joint venture, merger and sub contracting.
Unit-6	Financial analysis – Ratio analysis – Investment process, break even analysis – probability analysis, social cost benefit analysis – budget and planning process, applicability of factories act.
Resources	<ol style="list-style-type: none"> 1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill. 2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books) 3. Entrepreneurship development; Small Business Enterprise- PoornimaCharantimath (Pearson Education) 4. Chary – Business Gurus speaks (Macmillan) 5. Entrepreneurial Development- S.S. Khanka (S. Chand & Co.) 6. Entrepreneurship Development- E. Gorden, K Natarajan (Himalaya Publishing House, Delhi) 7. Entrepreneurship Management- Passion Works Wonders- Vasant Desai (Himalaya Publishing House)
Self Study Component	DPR (Detailed Project Project)

C215: PRODUCTION & OPERATIONS MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session, Case study method			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The course is to reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies. Case studies and assignments will further augment the understanding of the course.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Analyze various evolution theories and concepts related to operation management. [PO1] 2. Apply the concept & illustrate various techniques of production processes. [PO1] 3. Evaluate the capacity and productivity of production system.[PO2] 4. Appraise the quality of production process [PO2] 				
Unit-1	Introduction to Operations Management - Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems -quality - mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi				
Unit-2	Types of Industries - Variety of Businesses - Integration of Manufacturing & Services - Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production - Characteristics of each method				

Unit-3	Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout, Importance and Functions of Production Planning & Control. Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM)
Unit-4	Maintenance & Lean Management - Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM, Lean Production Systems – TOYOTA system – JIT - KANBAN - Theory of Constraints
Unit-5	Capacity Planning: Long Range Capacity Planning – Types of Capacity, Forecasting, Long Term Capacity, Economics and Diseconomies of Scale. Introduction to TQM: Meaning, Scope, Principles, Benefits. Ethical issue: compromising quality for lore production.
Unit-6	Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements – Performance Rating - Allowances - Standard Time - Synthetic Time Standards - Work Sampling (Numericals expected for Standard Time)
Resources	<ol style="list-style-type: none"> 1. Richard B Chase .Operations Management (11th edition) 2. Jhamb L.C. Manufacturing & Operations Management 3. Mahadevan. B. Operations Management Theory and Practice, Pearson education 4. William J. Stevenson (2005) Operations Management (8th edition) 5. Chary S.N. Production & Operations Management 6. Aswathappa K. Production & Operations Management, HPH
SELF STUDY COMPONENT (SSC)	Different methods of TQM

C216: HUMAN RESOURCE MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Classroom study
	12+12	60	16	100	
Course Objective	To introduce the basic concepts, functions and processes of human resource management. To create an awareness of the role, functions and functioning of human resource department of the organizations				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Choose HR concepts applicable to solve business problems. (PO1) 2. Distinguish between various methods & processes related to HRM. (PO2) 3. Evaluate various HR strategies. (PO2) 4. Formulate human resources policies and practices that help promote the organization's strategic goals. (PO4) 				
Unit-1	Introduction - Meaning & Definition of HRM, Evolution & Development of HRM, Functions of HRM, Significance of HRM, Objectives of HRM , Strategic HRM-concept				
Unit-2	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.				
Unit-3	Talent Acquisition: Human Resource Planning-Objectives, Importance & Process, Recruitment – Constraint and Challenges, Sources and Methods of Recruitment, & Selection- Concept & Methods of Selection				
Unit-4	Internal Mobility & Talent Development: Placement & Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion, Career and Succession Planning, Employee Separation, Retention strategies.				

	Training & Development, Types of Training, Training Methods, Evaluation of Training Programme, Executive Development Programme
Unit-5	Performance Appraisal – Meaning, Concept, Process and Methods, Performance Appraisal Practices in India, Challenges in Performance Management
Unit-6	Compensation Administration: Introduction, Nature and Objective of Compensation Planning, Components of pay structure ,Wage & Salary administration, Factors influencing compensation Levels , Wage policy in India. Ethical Issues in HRM.
Resources	<ol style="list-style-type: none"> 1. Gary Dessler&BijuVarkkey. (2009). Human Resource Management, (11th Edition) DorlingKindessley (I) Pvt. Ltd. 2. V. S. P. Rao. (2010). Human Resource Management. (3rd Edition). Excel Books. 3. SubbaRao. (2013). Personnel and HRM. (Forth Revised Edition). Himalaya Publishing House Pvt. Ltd. 4. C.B.Mamoria, S.V.Gankar. (2011). Human Resource Management. (7th Edition). Himalaya Publication.
SELF STUDY COMPONENT (SSC)	Competency Mapping

C217: ENVIRONMENT MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	02
Semester	MBA-I SEM-II			Offered in	EVEN SEM
Pedagogy	Interactive lecture session			Standard Specification	Three Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the challenges in Environment Conservation. This will involve investigation, understanding and internalize the environmental Hazards and their impact on Human Life and Earth. The Course shall also deal with the legal framework of Environment protection and their role in conservation of Environment.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Apply the importance of environment and its allied problems in the current scenario. (P01) 2. Categorize the impact of various pollutions on human health.(P02) 3. Evaluate the factors required for sustainable management of environment. (P05) 4. Infer the legal framework related to Environment. (P04) 				
Unit-1	Ecosystem, Biodiversity and Natural Resources – Concept of Ecosystem, Classification of Ecosystems, Ecological Pyramid, Concept of Biodiversity, The Value of Biodiversity, Biodiversity Loss, Impact of Biodiversity Loss, Meaning and Understanding of Renewable and Non-Renewable Sources of Energy along with examples, Energy Conservation, Deforestation – Causes				

	and Impacts, Sustainable Forest Management, and The Green Revolution.
Unit-2	Environmental Pollution - Air Pollution- Sources of Air Pollution, Outdoor and Indoor Air Pollution, Effects of Air Pollution, Water Pollution- Sources, Effects and Prevention of Water Pollution, Soil Pollution- Sources and Effects of Soil Pollution, Solid Waste Management-Waste and its Management, Liquid Waste Management, Major Pollutants, Solid Waste Recycling, Disaster management-Classification of Disaster, Disaster Preparedness, Disaster Mitigation, Response and Recovery from a disaster.
Unit-3	Environmental Laws: The Environment Protection Act of 1986, The Air Prevention and Control of Pollution Act of 1981, The Water Prevention and Control of Pollution Act of 1974, The Forest Conservation Act of 1980, The Wildlife Protection Act of 1972, Enforcement of Environmental Laws, The National Green Tribunal and Environment Ethics . MPCB Act.
Resources	<ol style="list-style-type: none"> 1. R Rajagopalan .Environmental Studies, Oxford University Press, Second Edition, 2013 2. N K Uberoi, Environment management, Excel Books 3. S K Agrawal, Environmental Management, A.P.H. publishing Corporation 4. K M Agrawal, P K Sikdar, S C Deb, A text book of environment, Macmillan
SELF STUDY COMPONENT (SSC)	Environment & Human Health.

C218: FINANCIAL MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	04
Semester	MBA-I SEM-I			Offered in	ODD SEM
Pedagogy	Interactive lecture session and numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Classroom study and Tutorial
	12+12	60	16	100	
Course Objective					
	To provide necessary inputs to the students in form of concepts, theories and practices of financial management techniques related to capital expenditure / investment decisions.				
Course Outcomes	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Apply the concept of Financial Management in practical sphere (PO1) 2. Analyse and draw conclusion on the Capital investment decisions by applying financial techniques (PO2) 3. Develop the investment strategies for day to day functioning of the business (PO2) 4. Evaluate the financial policies and functional efficiencies of the organisation (PO4) 				
Unit-1	<p>Introduction - Concept of Business Finance, Finance Function, Scope, Organization, Responsibilities of Finance Executive, Goals & Objectives of Financial Management, Functional areas; Concept of Time Value of Money & its techniques. Introduction to Financial Markets: Sources of Financing - LONG TERM: Shares, Debentures, Term Loans, Lease & Hire Purchase, Retained Earnings, Public Deposits, and Bonds. SHORT TERM: Bank Finance, Commercial Paper & Trade Credit & Bills Discounting.</p>				
Unit-2	<p>Capital Structure: Capital Structure-Theories of Capital Structure, Designing Capital structure. Capitalization: Capitalization- Over-capitalization – Concept, Symptoms, causes, Consequences & remedies, Under capitalization - Concept, causes, Consequences</p>				

	&remedies. Ethical issues in transparency in declaration of dividend policies.
Unit-3	Leverage Meaning & Concept of Leverage. Degree of Operating leverage, Degree of Financial& Combined leverage. Leverage Analysis and Risk of the Firm..
Unit-4	Cost of Capital: Meaning& Concept of Cost of Capital, Significance of Cost of Capital, Cost of different sources of finance, Weighted Average Cost of Capital, Marginal Cost of Capital.
Unit-5	Capital budgeting: Capital budgeting - Nature and significance, Techniques of Capital Budgeting –Pay Back Method, Accounting Rate of Return, Net Present Value and Profitability Index, IRR
Unit-6	Working capital management - Concept, Significance, Types. Adequacy of Working Capital, Factors affecting Working Capital needs, Problems on Working Capital Estimation & Working Capital Cycle.
Resources	<ol style="list-style-type: none"> 1. Dr. R. P. Rustagi. Financial Management. Taxmann 2. S. M. Inamdar. Financial Management. Everest Publishing house 3. Ravi Kishore. Financial Management. Taxmann's, New Delhi 4. Financial Management, I.M. Pandey, Vikas Publishing House, New Delhi. 5. Sharma & Gupta, Financial Management, Kalyani Publishers 6. Prasanna Chandra, Financial Management, Tata McGraw Hill 7. M. Y. Khan, Financial Management, Tata McGraw Hill 8. Shashi K Gupta & R.K. Sharma. Financial Management-Theory & Practice. Kalyani Publications.
SELF STUDY COMPONENT (SSC)	Corporate R-structuring : Mergers & Acquisitions



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SEM-III

C311: STRATEGIC MANAGEMENT

Course Specification	Particulars				
Type	Core			Credits	03
Semester	MBA-I SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The course will provide a detail insight of the concept of Strategic Management and different types of Strategies.				
Course Outcomes	<ol style="list-style-type: none"> 1. Apply the strategic management process to analyze and improve organizational performance.(P01) 2. Analyze the competitive situation in dealing with dynamic global business environment in terms of rapidly changing market trends. (P04) 3. Evaluate SWOT and appraise organizational capabilities and competencies. (P05) 4. Formulate and apply organizational strategies. (P01) 				
Unit-1	Introduction to Strategic management – Evolution of Strategic Management, Concept of strategy, Levels at which Strategy operates, Strategic Decision Making – Issues, Strategic Management Process				
Unit-2	Strategic Intent - Vision – Definition, Benefits, Process, Mission – Definition, Characteristics, Formulation of Mission Statement. Objectives/Goals/Tactics, Environment scanning, Business & Business Models				
Unit-3	Organizational Appraisal - SWOT Analysis, Organizational Capabilities, Core				

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	Competency, Value Chain Analysis, Porter's Five forces Model
Unit-4	Corporate Level Strategies- Expansion strategies, Combination strategies, Concentration strategies, Diversification strategies, Integration strategies
Unit-5	Portfolio Analysis - Portfolio analysis, advantages & disadvantages, BCG Matrix ,General Electric's Business Screen, Life cycle , Arthur D Little matrix, Balance scorecard. 7s Framework, Strategic Business Unit (SBUs) , Merits & Demerits of SBU
Unit-6	Business Level Strategies, Functional Level Strategies, TQM, Ethical Business Strategies.
Resources	<ol style="list-style-type: none"> 1. AzharKazmi , Strategic Management & Business Policy, (TMH) 2. V S Ramaswami, S Namakumari, Strategic Planning & Formulation of Corporate Strategy, Publication- Macmillan, India. 3. John A Pearce II, Richard B Robinson, Strategic Management, 9 th Edition -Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi. 4. Arthur A. Thompson Jr, A.J. Strickland III, Crafting & executive strategy -14 th edition, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
SELF STUDY COMPONENT (SSC)	Designing strategy for critical issues pertaining to specific sector.



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ELECTIVE A – FINANCIAL MANAGEMENT

F1311: INSURANCE PRINCIPLES AND PRACTICE

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	MBA-II SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of this course is making students understand the concept and practice of insurance business.				
Course Outcomes	<p>Student will be able to:</p> <p>1) Apply the concept of insurance and its general procedure in practical sphere.[PO1]</p> <p>2) Analyze various insurance policies on the basis of financial needs and requirements.[PO2]</p> <p>3) Calculate and compute essential elements allied to life and non –life insurance. [PO1]</p> <p>4) Perform the risk management review for individuals and for organizations. [PO4]</p>				
Unit-1	<p>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. Ethical Issue: Suppression of Material Facts.</p>				
Unit-2	<p>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</p>				
Unit-3	<p>Accounting and maintenance of various books: Calculation of paid up value, Surrender Value, Life assurance fund, Application of life assurance fund in</p>				

	preparation of balance sheet, maintenance of books of accounts in case of life and general insurance. Reinsurance, calculation for reserve for unexpired risk.
Unit-4	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.
Unit-5	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.
Unit-6	Insurance and Financial Planning: Estimation of life insurance need, life insurance policy selection, tax benefit, annuities and pension plans, insurance and policy selection as per the financial needs.
Resources	<ol style="list-style-type: none">1. IC-38 Published by Insurance Institute of India2. IRDA Professional Exam; published by III.3. Insurance and Risk Management by IMS Pro-School
SELF STUDY COMPONENT (SSC)	Bank assurance & alternate channels.

F1312: MANAGEMENT OF FINANCIAL SERVICES

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	MBA-II SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical problem solving			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of the subject is give insight into the Indian financial system and varied as well as diversified financial services.				
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Classify and differentiate various markets and identify the entities involved. (PO1) 2. Compare and analyze different capital raising methods. (PO2) 3. Appraise and evaluate various methods based on financial position of the company. (PO4) 4. Describe the impact of innovation in financial markets. (PO4) 				
Unit-1	Components of formal financial system: Functions, Financial system design, Nature and role of financial institutions and financial markets, financial system and economic growth, Pre and post reform scene in financial markets.				
Unit-2	Money Markets - Treasury Bills and types, Commercial papers, Commercial bills, Certificate of deposit, Call / Notice money market, Money market intermediaries, Money markets and monetary policies in India, overview of money markets, Repo & Reverse repo rate.				
Unit-3	Capital Markets : History of Indian capital markets, Reforms in capital markets,				

	Primary Markets – free pricing, book building, Private placements, Secondary Markets –Organization, membership, and management of stock exchanges, Listing, trading, clearing and settlement mechanism, Listing categories, BSE, NSE, OTCEI, ICSEI, MCX & NCDEX measures to boost liquidity in the secondary market, reforms in secondary markets, Internet trading. Right information dissemination.
Unit-4	Debt Markets: Introduction, History of Indian debt market, Debt market participants, Primary and secondary segment, The private Corporate debt market, The public sector undertaking bond market, The government securities Market, Issuance mechanism – auction, sale, private placement; Trading system, SGL A/c, PD system, steps to develop debt markets.
Unit-5	Financial Services & Financial Regulation: - Meaning, need and importance, Miscellaneous Financial services: Factoring, Securitization of debt, Plastic money, Venture Capital, Credit rating. Stock broking houses, SEBI – Management, powers and functions, Investor protection measures, achievements, RBI – objectives, organization, role, Mutual Funds & Its Types, Current scenario in India.
Unit-6	Depository - Introduction, Concept, depository participants, functioning of depository systems, DEMAT , REMAT in relation to bank, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.
Resources	<ol style="list-style-type: none"> 1. E. Gordon & K. Natarajan, (2014) Financial Markets & Services, 9th Revised Edition, Himalaya Publishing House 2. Vasant Desai, (2006). Banks & Institution Management, Himalaya Publishing House 3. M Y Khan, Indian Financial System, 8th Edition, Tata McGraw Hill 4. Bharti V. Pathak, (2011). Indian Financial System, Pearson education 5. V.A. Avadhani, (2007). Capital management, Himalaya Publishing House
SELF STUDY COMPONENT (SSC)	Merchant Banking

F1313: CORPORATE TAXATION

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical problem solving				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective						
The impact of taxation is a key aspect of financial and corporate decision-making. The basic objective of this subject is to provide an in depth knowledge of direct and indirect taxes with reference to corporate tax planning, so that the students can apply it in practical business sphere.						
Course Outcomes						
<p>Student will be able to:</p> <p>1) Apply the concepts and laws of direct and indirect taxes in practical life. [PO1]</p> <p>2) Compute the amount of tax under the various heads of direct tax and GST. [PO1]</p> <p>3) Analyze the impact of tax imposition on financial position of business. [PO2]</p> <p>4) Evaluate the tax planning and tax assessment for formulating the financial policies of the organization. [PO4]</p>						
Unit-1						
<p>Definition of Income & Assessee : Previous year, Assessment year, Residential status, Gross total income, Total taxable income under five heads, , Agricultural income, simple problems on computation of taxable income under the head salary.</p>						
Unit-2						
<p>Income from Business & Profession: Distinction between capital and revenue receipts capital & revenue expenditure, Computation of income under the head Business & Profession (company assessee only).</p>						

Unit-3	Income from capital gains & other sources: Meaning & computation of income from capital gains and income from other sources (relating to company assessee only).
Unit-4	Income exempt from tax: Tax rebates, types of companies recognized by Income Tax Act, Deductions relating to company assessee of chapter VI., TDS, Filing of return,
Unit-5	Tax planning : Set off & Carry forward of losses, Advanced tax, MAT, Self assessment tax. Ethical issues: Tax evasion and Tax avoidance.
Unit-6	GST: Meaning and definition, taxable event of GST, Constitutional provision, levy and collection, composite scheme, time of supply , place of supply, valuation , input tax credit, registration, reverse charge mechanism, return. Computation of tax liability.
Resources	<ol style="list-style-type: none"> 1. Ahuja, & Gupta, (2015). Systematic Approach to Income Tax, Bharat Law House. 2. V. S Datey, (2015) Indirect Taxes, Taxmann Publications 3. Bhagwati Prasad, (2015). Direct Taxes Law & Practice, WishwaPrakashan. 4. V. K., Singhania, KapilSinghania, Monica Singhania, (2015). Students guide to Direct Taxes, Taxmann Publications
SELF STUDY COMPONENT (SSC)	Alternate Minimum Tax (AMT)

F1314: COMMERCIAL BANK MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical solving				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the subject is to equip the students the basics of banking in India. The students will also come to know how banks operate and in which types of instruments the banks deals.					
Course Outcomes	<p>Students will be able to:</p> <p>1)Apply the concept of banking and its general procedure in practical domain.[PO1]</p> <p>2) Analyze primary and secondaryfunctions of bank.[PO2]</p> <p>3) Evaluate the essential elements allied to bank financial statements. [PO1]</p> <p>4) Discuss various types of banks and the risk associated with banking practices [PO2]</p>					
Unit-1	Evolution of Banking: Concept of banking, Banking system in India-commercial bank, co-operative banks, land development banks, Regional Rural Banks, Foreign Banks, Development Banks, Functions of bankers , RBI: its rules, regulations and functions. .					
Unit-2	Functions of Banking Deposits: Banker-Customer relations - Know your Customer[KYC] guidelines-Different Deposit Products - Term Deposits, Demand Deposits, Current Deposits, Saving Bank Deposits, Call Deposits, fixed Deposits, Recurring Saving Deposits, account opening formalities and account					

	operations.
Unit-3	Functions of Banking Lending: Principles of sound lending, Types of Credit, Overdraft, Cash Credit Limit, Demand Loan, Term Loans, Discounting of Bill, and their procedure and documentation. Role of Deposit Insurance and Credit Guarantee Corporation, Priority sector lending.
Unit-4	Modern Banking Functions: Fee based and fund based facilities, letter of credit, bank guarantee and retail banking operations, NEFT & RTGS, Net banking, mobile banking, ATM services, credit card , debit card, cheque book etc.
Unit-5	Application of mathematics in banking business: Calculation of Interest and Annuities Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products / Balances; Amortization of a Debt; Sinking Funds
Unit-6	Bank Financial Statement & NPAs - Understanding bank financial statement, bank performance measurement and evaluation, asset liability management, NPAs, recovery of retail Loans - Defaults, Rescheduling, recovery process. SARAFAESI Act, DRT Act, use of LokAdalat forum. Recovery Agents - RBI guidelines.- Ethical Issues in Preparation of Bank financial Statements
Resources	<ol style="list-style-type: none"> 1. Vasant Desai, (2011). Bank Management, Himalaya Publication 2. Dr. K. M. Bhattacharya and O.P. Agarwal, Basics of Banking and Finance, Himalaya Publication 3. Singh &Dutta, (2013). Commercial Bank Management, Tata McGraw Hill Publications 4. Study material of IIBF.
SELF STUDY COMPONENT (SSC)	Impact of RBI's monetary policy on functions of Commercial banks.



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ELECTIVE – B- HUMAN RESOURCE MANAGEMENT

H1321: TRAINING AND DEVELOPMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case Analysis, Role play				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the Course is to enable the students to understand the concepts, principles and process of training and development, develop an understanding of how to assess training needs and design training programs in an Organizational setting and to familiarize the students with the levels, tools and techniques involved in evaluation of training effectiveness					
Course Outcomes	<p>Students will be able to:</p> <p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Choose the various methods & processes of Training(P01) 2. Examine the training and non training interventions for improving employee performance (P05) 3. Design and conduct sample training programs and evaluation formats(P02) 4. Build Human Capital through various Training & Development Programs.(P05) 					
Unit-1	Introduction to Training and Training need analysis -Important concepts and meanings- Training, Development, Education; Nature of training; Significance of Training; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output .					

Unit-2	<p>Training Design- Importance of training objectives; Facilitation of Learning through Focus on trainee and training design; Facilitation of transfer through focus on training and organizational interventions, skills of trainer.</p> <p>Ethics & its place in Training & Development- ethical responsibilities of training professionals.</p>
Unit-3	<p>Training Process-Training methods: On the job and Off the Job training; On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training; Computer based Training Methods- E-Learning, Programmed Instruction, Intelligent Tutoring systems, Interactive multimedia, Virtual Reality, Assessment Center</p>
Unit-4	<p>Development and Implementation of Training-Development of Training-Instructional Strategy, Materials and Equipment, Sources of Training, Implementation- Ideas for training, ideas for Trainers.</p>
Unit-5	<p>Evaluation of Training:Follow Up of Training- Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected; Cost Benefit Analysis of Training program; ROI on Training.</p>
Unit-6	<p>Management Development- Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Strategies for development of Executives, Career & Succession Planning</p>
Resources	<ol style="list-style-type: none"> 1. P. Nick Blanchard & James W. Thacker , Effective Training-Systems, Strategies, and Practices, 3rd edition, Pearson Education. 2. Raymond A Noe, Employee Training and Development, McGraw Hill. 3. Dr. B. Rathan Reddy , Effective Human Resource Training and Development Strategy, Himalaya Publication House
SELF STUDY COMPONENT (SSC)	<p>Career Planning & Development</p>

H1322: PERFORMANCE MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case Studies				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.					
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Apply the different performance appraisal techniques. (PO1) 2. Compare job-related performance standards and performance indicators. (PO1) 3. Evaluate the advantages and disadvantages of different performance appraisal techniques (PO2) 4. Design an organization's performance management process. (PO5) 					
Unit-1	Concepts of Performance Management & Performance Appraisal- Concept and definition , objectives , approaches to performancemanagement; Performance management process- Planning, managing, monitoring, reviewing, rewarding and developing performance.					
Unit-2	Concepts of Performance Appraisal and Performance appraisal system – concept and definition of Performance appraisal; Benefits of performance appraisal; Evolution of performance appraisal; Planning performance appraisal system; types of performance appraisal; approaches to performanceappraisal; Sources of performance appraisal;					
Unit-3	Traditional and Modern methods of performance appraisal – Self Appraisal/Traditional methods- Ranking, Essay, Graphic rating scale, Field					

	review, Forced Choice distribution, Critical Incident, Confidential Report; Modern Methods- MBO, Assessment Center, Human resource Accounting, BARS, 360 Degree, Balanced Scorecard
Unit-4	Compensation Administration- Concept & objectives of Compensation; Nature & objectives of Compensation; Components of Pay structure in India; Factors influencing compensation levels; wage policies in India, Concept of DA; Wage differentials: Ethical concerns affecting wage differentials.
Unit-5	Incentives & Employee Benefits- Concept of Wage payment in India; Characteristics of Wage System; Methods of Wage Payment; Incentive Plans; Bonus; Concept of ESOP, fringe Benefits.
Unit-6	Career Development – Career Development –Plan, Employee's and Employer's Role; Career Mapping & Career Counseling; live case studies on succession planning.
Resources	<ol style="list-style-type: none"> 1. Tapomoy Deb, Performance appraisal and management- concepts, antecedents and implications, Excel Books 2. Herman Aguinis, Performance Management, Pearson Publication 3. Gary Dessler, Human Resource Management, Publication – Thomson 4. M. Kolay, Accounting Practices in HRM 5. K Aswathapha, Human Resource and Personnel Management, Mc-Graw Hill
SELF STUDY COMPONENT (SSC)	Competency Mapping

H1323: INDUSTRIAL PSYCHOLOGY

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session and activities			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	This course is designed to acquaint the students to understand variety of topics, concepts, and principles relevant to understanding and improving people at work from the time they enter, until retirement as well as the organizations in which they work.				
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Apply concepts of industrial psychology to improve employee efficiency. (P01) 2. Analyze the various techniques leading organizational effectiveness. (P02) 3. Evaluate the organization ecosystem resulting in employee wellbeing. (P05) 4. Create framework to motivate the employee towards organizational goal. (P05) 				
Unit-1	Introduction to Industrial Psychology: Nature and Meaning of Industrial Psychology Concept, Major influences on Industrial Psychology- Scientific management and human relations schools, Hawthorne Experiments.				
Unit-2	Work Environment & Engineering Psychology: Job and Job Analysis, Human factors in Job Design, Job Enlargement, Job Evaluation, Working Conditions, Accidents and Safety Fatigue, Boredom, Time and Motion studies, Ergonomics, Workspace design.				
Unit-3	Work Teams & Groups : Groups & work teams, Group Behavior, Group formation & development, Decision making process, individual influences, group decision process.				

Unit-4	Personality and Organization : Meaning, Application of Personality theory in organization, traits, Emotional Intelligence, Social Intelligence, Big Five Factor, Common personality measurement tools, 16PF, FIRO-B,MBTI
Unit-5	Organizational Culture & Organization Development: Functions of organizational culture, Organizational Socialization, Assessing Cultural Values and Fit, Cross Cultural issues. Ethical workplace practices Organization Development: Meaning, process, characteristics.
Unit-6	Stress and worker Well-Being: Work place Stress, Consequences of stress, theories of Stress, reducing and managing stress, Violence at work, quality of work life, turnover, absenteeism, job involvement and commitment, Equal Employment Opportunity, Engagement.
Resources	<ul style="list-style-type: none"> • Aamodt, M.G. (2007) Industrial/Organizational Psychology : An Applied Approach (5th edition). Belmont, C.A:Wadsworth/Thompson. • Aswathappa, K. (2008). Human Resource Management (5th edition). New Delhi: Tata McGraw Hill. • Blum M.L. & Naylor J.C. (1982). Industrial Psychology. Its Theoretical & Social Foundations. New Delhi: CBSPublication. • Miner, J.B. (1992). Industrial/Organizational Psychology. New York: McGraw Hill. • Nelson, Quick and Khandelwal, ORGB : An innovative approach to learning andteaching Organizational Behaviour. A South Asian Perspective, Cengage Learning, 2012 • Luthans, Fred, Organizational Behavior, McGraw Hill 2008 • UdaiPareek, Understanding Organizational Behavior, Oxford University Press • Robbins, Stephen, Organizational Behavior, Prentice Hall, India
SELF STUDY COMPONENT (SSC)	Research paper Study

H1324 STRATEGIC HRM

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case studies & Role Play			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of the course is to help students gain an insight into the role of Human Resource Management in International context.				
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM. (PO2) 2. Analyse the linkages between HRM functions and operations and organisational strategies. (PO1) 3. Evaluate organisational and human resource strategies, and perform a strategic gap analysis. (PO2) 4. Design HR activities with overall organisational strategy by developing, planning and applying contextualized strategic solutions . (PO5) 				
Unit-1	Introduction to Strategic Human Resource Management: Components of SHRM, Human Resource as assets, VRIO framework, Objectives of SHRM, Difference between SHRM and Traditional HRM				
Unit-2	SHRM perspectives: Linking Business strategy & HR strategy, Theoretical perspectives of SHRM				
Unit-3	Human Resource Environment: Environmental trends affecting HRM- Trends in Business Environment, Changing nature of work, Demographic, Societal and workforce trends, Changing nature of Employment relationship.				
Unit-4	Human Resource Evaluation: Scope, Linkage between HRM and Firm performance, Measurement problems, HR Measures, Contemporary approaches to HR evaluation-BSC,HR scorecard, Benchmarking, BEM				



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Unit-5	Job Analysis & HRP: Job Analysis & SHRM, Competency based Job Analysis, HRP in changing environment, Qualitative & quantitative methods of Demand Forecasting.
Unit-6	Contemporary Approaches: New approaches to Recruitment & selection, Ethical recruitment & Performance management , Linkage between Business strategy ,Staffing & training practices, Strategic Performance Management system, Approaches to measure managerial performance, Strategic compensation patterns.
Resources	Strategic Human Resource Management, TanujaAgrawala, Oxford University Press
Self Study Component (SSC)	Contemporary Issues in SHRM



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ELECTIVE - C-

MARKETING MANAGEMENT

M1331: CONSUMER BEHAVIOUR

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of the course to develop and understanding about the many aspects of Consumer behaviour and its applications in marketing.				
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Identify the factors affecting Consumer Behaviour.(PO1) 2. Analyse consumer behaviour parameters & its influence in Marketing.(PO4) 3. Measure the impact of the various parameters on Point of Purchase.(PO5) 4. Formulate Marketing Strategy for a product/service.(PO5) 				
Unit-1	<i>Introduction to Consumer Behaviour and Consumer Research:</i> Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing. Ethics, ethical Behaviour & Ethical Issues in consumer behaviour				
Unit-2	<i>Motivation:</i> Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research. <i>Consumer Personality:</i> Introduction, Self-concept, personality Theories, Brand Personality, emotions.				
Unit-3	<i>Consumer Perception:</i> Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions,				

	<p>Perceived Product and Service Quality, Consumer Risk Perceptions.</p> <p>Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies</p>
Unit-4	<p>Consumer Learning, Memory and Involvement:</p> <p>Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity</p>
Unit-5	<p>Social Class and Group Influences on Consumer Behaviour:</p> <p>Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership</p>
Unit-6	<p>Consumer's Decision Models:</p> <p>Introduction to consumer decision, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System).</p> <p>Diffusion of Innovation:</p> <p>Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion.</p>
Resources	<ol style="list-style-type: none"> 1. Mowen, C. John, Consumer Behaviour, MacMillan, 1993 2. Schiffman&Kanuk, Consumer Behaviour, Pearson 3. Assael, Consumer Behaviour, Cengage 4. Hawkins, Best & Carey, Consumer Behaviour, TMH
SELF STUDY COMPONENT (SSC)	<p>Consumer Research</p>

M1332: SALES AND DISTRIBUTION MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the course is to develop an understanding of Sales and distribution with emphasis on various aspects of Sales and Distribution Management.					
Learning Outcomes	Student will be able to: 1) Apply the concepts of Sales management theories (PO1) 2) Analyse the management of sales force. (PO2) 3) Evaluate the Sales and Management system. (PO4) 4) Design the distribution channel and marketing channels. (PO5)					
Unit-1	Sales Management; Objectives and Functions, Setting up a sales organization, Personal Selling.					
Unit-2	Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force. Creating awareness with respect to selling of goods through ethical means.					
Unit-3	Sales forecasting, Territory Management, Sales Budget, Sales Quota					
Unit-4	Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Competition					
Unit-5	Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing					
Unit-6	Order Processing, Transportation, Warehousing, Inventory, Market Logistics Decision, SCM.					



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Resources	<ol style="list-style-type: none">1. Still, Cundiffs, Govani, Sales Management, Pearson2. S.L. Gupta , Sales & Distribution Management, Excel Books3. Chunawala, Sales & Distribution Management, HPH
SELF STUDY COMPONENT (SSC)	Analysis of the selling strategies adopted by the producer of various sectors.

M1333: MARKETING OF SERVICES

Course Specification	Particulars					
Type	Specialization				Credits	3.5
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the course is to develop an understanding of services with emphasis on various aspects of service marketing					
Learning Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Apply the various concepts & aspects of service marketing. (PO1) 2. Analyse the Pricing of services. (PO2) 3. Evaluate the components of service Models. (PO2) 4. Design the Service delivery system.(PO4) 					
Unit-1	Nature & Scope: Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing					
Unit-2	Pricing of services-pricing concepts, pricing strategies for services, use of differential pricing					
Unit-3	Service distribution, components of service delivery system, potential management, and problems associated with services delivery. Concept of CRM, Relationship management in practice, Segmenting, Targeting & Positioning various services					
Unit-4	Advertising and Promotion in service industry. Importance of people in service marketing and role of various people involved. Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services Process-concept, types of process, Role of process in various services.					
Unit-5	Service Models- Service quality Gap Model, Gronroos Model of service quality (Internal marketing, external marketing and Interactive marketing).					



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Unit-6	Ethical Challenges in Marketing of services, Application of Service Marketing to Real Estates, Hospitality, Educational Institutions, Airlines, Healthcare.
Resources	1. Lovelock, Wirtz, Chatterjee, Services Marketing, Pearson 2. Shajahan , Services Marketing, HPH 3. Apte, Services Marketing, Oxford
SELF STUDY COMPONENT (SSC)	Promotional Strategies for various Services in India

M1334: INTEGRATED MARKETING COMMUNICATION

Course Specification	Particulars				
Type	Specialisation			Credits	4
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	To provide a framework to understand the new product development process, the organizational structures for new product development and brand management functions within an organization				
Course Outcomes	Student will be able to: 1) Apply the concepts of IMC (PO1) 2) Analyse the various advertising types and its programs. (PO2) 3) Evaluate various sources of media. (PO4) 4) Design advertising campaigns. (PO5)				
Unit-1	Concept of Advertising The Field of Advertising, Introduction, Integrated Marketing Communication, Advertising and its types, Comparative Advertising, case study, Communication Models in Advertising				
Unit-2	Integrated Advertising Program Analysis of Mission & Market Objective Setting & Determining Target Audience, Understanding Segmentation, Positioning, Budget Decision, case study on Budgets				
Unit-3	Understanding Message Strategy Message & Copy in Advertising, Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement				

Unit-4	Media Types & Decision Types of Media, Media Selection, Media Planning: New Perspective, Media Decision. Promoting ethical advertisements.
Unit-5	Campaign Making Three Phases of Campaign Creation, Steps of Effective Advertising, Upsetting the applecart in the scooterette category In Style! Case study, Understanding Campaigns
Unit-6	Advertising Advertising Stake Holders - Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency
Resources	<ol style="list-style-type: none"> 1. Advertising Management, Dr. Varma&Aggarwal, King Books 2. Principles of Marketing, Kotler& Armstrong, Prentice-Hall of India 3. Advertising: An Introduction Text, S. A. Chunawalla, Himalayan Publishing House 4. Advertising Principles and Practice, Wells Burnett Moriarty, PHI 5. Foundations of Advertising, S.A. Chunawalla, KC Sethia , Himalayan Publishing House
SELF STUDY COMPONENT (SSC)	Creation of advertising campaign for different clients.



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ELECTIVE – D OPERATIONS & LOGISTICS MANAGEMENT

01341: TOTAL QUALITY MANAGEMENT

Course Specification	Particulars				
Type	Specialization			Credits	04
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case Analysis			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The course TQM focuses on encouraging a continuous flow of incremental improvements from the bottom of the organization's hierarchy. TQM is not a complete solution formula as viewed by many – formulas cannot solve managerial problems, but a lasting commitment to the process of continuous improvement.				
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Apply various Quality parameters.[PO1] 2. Analyse various quality techniques [PO2] 3. Evaluate TQM methods for quality management.[PO2] 4. Choose quality standards as per industry. [PO5] 				
Unit-1	Introduction to Quality Concepts –Concept of quality, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.				
Unit-2	TQM Principles - Customer satisfaction – 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				
Unit-3	Statistical Process Control (SPC) - Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, The seven tools of quality, New seven Management tools,				

Unit-4	Quality Improvement Techniques - 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
Unit-5	TQM Tools - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.
Unit-6	Quality Systems - Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 9000:2000, Ethical Issues: ISO 14000 –Concept, Requirements and Benefits. Zero Defect and Zero Effect (ZED).
Resources	<ol style="list-style-type: none"> 1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian Areprint 2002) 2. James R.Evans& William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5) 3. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991 4. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989
SELF STUDY COMPONENT (SSC)	TQM models

01342: PROJECT MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, numerical problem solving, Case Analysis				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the subject is to make the students aware of the various aspects of strategic financial management like corporate restructuring, types of options for various capital expenditure decisions.					
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Apply the concepts and theories of project management.[PO1] 2. Analyze the components for effective project planning.[PO2] 3. Evaluate the project plan.[PO2] 4. Design project proposal for project management[PO5] 					
Unit-1	Introduction To Project Management - Overview of Project Management, Project Life Cycle, Project Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Resource Analysis					
Unit-2	Project Management Methodology and Standards: Methodology of Project Management-Phases;Standard Processes, Work Breakdown Structure, Process Interaction And Mapping					
Unit-3	Time Planning and Project Management Tools Time Management , Analyzing Time Plan, Fast Track Projects, Project Evaluation and Termination Tools- Gantt Charts, PERT, Critical Path Method, Computer Aided project planning					
Unit-4	Cost and Quality Planning: Cost Management- Cost Planning, Cost Estimation, Cost Build Up, Cost Budget, Analyzing Cost Plan Quality management , Analyzing Quality Plan, Feasibility Study, Auditing, Ethical Issues-Quality Compromise					
Unit-5	Procurement , Risk Management and Performance Measurement: Planning Purchase and Contracting, Select Sellers, Contract Administration and Closure Risk Management, Qualitative and Quantitative Risk, Risk Monitoring and Control Performance Measurement & Analysis: Decision Tree Analysis, Break Even Analysis, the impact of failing to plan a project					



Unit-6	Project Pre and Post Requisites and Project Organization Structure Project Management Documentation and information documentary Tools, Drafting Project proposals and Project report, Changeover Project Organization structure-Role of Team,ProjectStakeholders,Organizational Structure and Influences, Matrix Management, Structure Selection
Resources	<ol style="list-style-type: none">1. Project Management-Managerial Approach, Jack Meredith, J. Mantel, Seventh Edition, John Wiley Publication2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994.3. Project Management, Harold Kerzner, Van Nostrand Reinhold, 1979.4. Successful Project Management, Milton D. Rosenau, Lifelong Learning, 1981.5. The Implementation of Project Management, Project Management Institute, Addison-Wesley, 1982.
SELF STUDY COMPONENT (SSC)	Gantt charts and its present applicability

01343: INVENTORY MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case study method				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The major objective is to help students acquire the basic understanding of the inventory management to develop a managerial perspective to leverage them for competitive advantage.					
Learning Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Apply the concept of Inventory management (PO1) 2. Analyze the various methods of Inventory management (PO2) 3. Evaluate Inventory management system (PO2) 4. Appraise the various inventory models.(PO4) 					
Unit-1	Inventory Management and Control Techniques- Inventory , Types of Inventory, Functions, Importance of Material Management, Inventory Management, Inventory Control-Nature, Scope and Objectives, Planning for Inventory Control, Systems and Characteristics					
Unit-2	Inventory Control Models and Costs- Inventory Control Systems, Selective Approach to Inventory Control- Techniques of Control, Inventory Costs- Types of Inventory Costs, Relevant Cost, Estimating Costs of Inventory, Online Inventory Tracking and RFID					
Unit-3	Work In Progress and Finished Goods Inventory- Classification of Work In Progress Inventories, Methods of Controlling WIP Inventories, Reasons for Building Finished Goods Inventory,Requirements of Inventory Control System, Multi-Location Inventories and Multi-Echelon Inventory					
Unit-4	Spare Parts Inventory: Spare Parts Inventory Management, Factors Influencing Spare Parts Inventory, Classification, Salient Features, Spare Parts Planning And Control, Overhauling and Obsolete Spares					
Unit-5	Classification and Codification: Classification And Codification, Principles And Advantages, Codification Process And System, Methods Of Classification And Codification, Standardization , Simplification, Specification, Variety Reduction					
Unit-6	Inventory Verification and Valuation Methods: StockVerification And Valuation, Planning For Physical Stock Checking, Stores Accounting, Stock Valuation , Methods Of Valuation Of Stocks					
	Ethical Issue: Ethical issue in inventory					



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Resources	<ol style="list-style-type: none">1. Inventory Management- K.ShridharaBhat, Himalaya Publishing House2. Production and Operations Management- P. Rama Murthy, New Age International3. Industrial Engineering and Production Management- Martand Telsang ,S Chand4. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman PH5. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt. Ltd.6. Principles of Inventory and Materials Management - Richard J. Tersine, Prentice Hall7. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association8. Foundations of Inventory Management – Zipkin, McGraw Hill.
SELF STUDY COMPONENT (SSC)	Calculation of EOQ

01344: EXPORT TRADE AND DOCUMENTATION

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	SEM-III			Offered in	ODD SEM
Pedagogy	Interactive lecture session, Case study			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of this course is to provide the students with a sound knowledge on export trade, types of trades, formalities for trade, legalities of export trade and the documentation process.				
Course Outcomes	<ol style="list-style-type: none"> 1. Identify various process involved in Export Trade And Documentation[PO1] 2. Analyze various components of Export Trade And Documentation(PO2) 3. Interpret various foreign trade institution(PO5) 4. Choose documentation process as per industry. (PO1) 				
Unit-1	Exporting Preliminary-Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening Letter of credit, types of letter of credit. (Ethical issues related to LOU.)				
Unit-2	Export Sales, Finance and Insurance – Export Finance - Pre & Post shipment, Exchange rates, Export costing and pricing & Incoterms, various types of export insurance				
Unit-3	Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - , Methods of Payment, Claiming for Export benefits and Duty drawbacks				
Unit-4	Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations, containerization, types of container, 100% EOU & Free trade zone, Deemed Export				
Unit-5	Acts for export/import - Export & Import Documentation, Customs Formalities and Clearance- Customs house agents, C&F agent, Freight Forwarder, Import/Export Incentives –EPCG etc				



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Unit-6	ECGC, Various Foreign Trade Institutions- DGFT, Export Promotion Council, Commodity Boards etc.
Resources	<ol style="list-style-type: none">1. Export and Import Procedures and Documentations – Thomas E Johnson and Donna L Bade – 4th Edition.2. Export Import Procedures- Documentation and Logistics, Publisher: New Age International, By: Shri C Rama Gopal, Chartered Accountant.3. Export Management, P K Khurana4. Export Import Management, Justin Paul & Rajiv Aserkar.
Self Study Component (SSC)	Various formats of forms for documentation process



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ELECTIVE -E- BUSINESS ANALYTICS

BA1351: BUSINESS ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session and activities				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The course provides students with analytical knowledge of facts, concepts, techniques, and tools to provide effective business intelligence.					
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> Utilize business analytics techniques.(PO1) Compare the types of Business Analytics .(PO1) Choose the suitable Business Analytics Technique.(PO2) Design the solutions.(PO5) 					
Unit-1	Terminology of BA, Business Analytics Process, Relationship of BA Process and Organization, Decision-Making Process with BA					
Unit-2	Why Are Business Analytics Important?, Strategy for Competitive Advantage, Applied Reasons Why BA Is Important, The Importance of BA with New Sources of Data					
Unit-3	Organization Structures Aligning Business Analytics, Organization Structures, Teams, Management Issues, Establishing an Information Policy, Outsourcing Business Analytics Ensuring Data Quality, Measuring Business Analytics Contribution, Managing Change					
Unit-4	Descriptive Analytics: Introduction, Visualizing and Exploring Data, Descriptive Statistics, Sampling and Estimation, Sampling Methods, Sampling Estimation, Introduction to Probability Distributions					
Unit-5	Predictive Analytics: Introduction, Predictive Modeling, Logic-Driven Models, Data-Driven Models, Data Mining, A Simple Illustration of Data Mining, Data Mining Methodologies					
Unit-6	Prescriptive Analytics: Introduction, Prescriptive Modeling, Nonlinear Optimization, Continuation of Marketing/Planning Case Study Example: Prescriptive Step in the BA Analysis					



Resources	Reference Books: 1. Business Analytics Principles, Concepts, and Applications, What, Why, and How, Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Pearson, 2014 2. Business Analytics by James R. Evans, 2nd edition; Publisher: Pearson; ISBN-13: 9780321997821 3. Business Analytics for Managers, Gert Laursen, Jesper Thorlund, Wiley Publication 4. Montgomery, Douglas C., and George C. Runger. Applied statistics and probability for engineers. John Wiley & Sons, 2010 5. Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: Springer, 2009
SELF STUDY COMPONENT (SSC)	Various types of Graphs

BA1352: DATA MINING AND DATA WAREHOUSING

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	MBA-II SEM-III			Offered in	ODD SEM	
Pedagogy	Interactive lecture session and activities			Standard Specification	Six Units	
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	Modern scientific, engineering, and business applications are increasingly dependent on data, existing traditional data analysis technologies were not designed for the complexity of the modern world. Data Science has emerged as a new, exciting, and fast-paced discipline that explores novel statistical, algorithmic, and implementation challenges that emerge in processing, storing, and extracting knowledge from Big Data.					
Course Outcomes	<ol style="list-style-type: none"> 1. Plan data mining.(PO1) 2. Classify the various data mining techniques.(PO2) 3. Explain data mining rules.(PO1) 4. Predict business solutions.(PO5) 					
Unit-1	Introduction: Understanding a Data Warehouse, Why a Data Warehouse is Separated from Operational Databases, Data Warehouse Features, Data Warehouse Applications, Types of Data Warehouse					
Unit-2	Overview of Data Warehousing: What is Data Warehousing? Using Data Warehouse Information, Integrating Heterogeneous Databases, Functions of Data Warehouse Tools and Utilities					
Unit-3	Architecture of Data Warehousing: Business Analysis Framework, Three-Tier Data Warehouse Architecture, Data Warehouse Models, Load Manager, Warehouse Manager, Query Manager, Detailed Information, Summary Information					
Unit-4	Types of OLAP Servers, Relational OLAP, Multidimensional OLAP, Hybrid OLAP, Specialized SQL Servers, OLAP Operations, OLAP vs OLTP					
Unit-5	Overview of Data Mining: What is Data Mining?, Data Mining Applications, Market Analysis and Management, Corporate Analysis and Risk Management					
Unit-6	Data Mining Application and Trends: Data Mining Applications, Data Mining System Products, Choosing a Data Mining System, Trends in Data Mining, Ethical issues in Data Mining					

Resources	Text Books: 1. J. Han and M. Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufman, 3/E, 2011. 2. Alex Berson, Stephen J. Smith, "Data Warehousing, Data Mining, and OLAP", MGH, 1998.
SELF STUDY COMPONENT (SSC)	Types of Query Language.

BA1353: BIG DATA ANALYTICS

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	MBA-II SEM-III			Offered in	ODD SEM	
Pedagogy	Interactive lecture session and activities			Standard Specification	Six Units	
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16			
Course Objective	The course provides students with how big data can help you transform business and exploit new sources of customer, product, and operational data for competitive advantages					
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> Utilize Big Data Analytics for solving business problems.(PO1) Compare the types of Big Data Analytics .(PO1) Choose the suitable Big Data Analytics Technique.(PO2) Design the solutions.(PO5) 					
Unit-1						
Unit-2						
Unit-3						
Unit-4						
Unit-5						
Unit-6						

Resources	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Business Analytics by James R. Evans, 2nd edition; Publisher: Pearson; ISBN-13: 9780321997821 2. Business Analytics for Managers, Gert Laursen, Jesper Thorlund, Wiley Publication 3. Decision Support System And Intelligent System 9th Edition, Efraim Turban, Ramesh Sharda 2009 4. Montgomery, Douglas C., and George C. Runger. Applied statistics and probability for engineers. John Wiley & Sons, 2010 5. Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: Springer, 2009
SELF STUDY COMPONENT (SSC)	History of Big Data. Any one example of Big data analytics.

BA1354: DATA SCIENCE & ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-III				Offered in	ODD SEM
Pedagogy	Interactive lecture session and activities				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	Modern scientific, engineering, and business applications are increasingly dependent on data, existing traditional data analysis technologies were not					

	designed for the complexity of the modern world. Data Science has emerged as a new, exciting, and fast-paced discipline that explores novel statistical, algorithmic, and implementation challenges that emerge in processing, storing, and extracting knowledge from Big Data.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Apply the fundamentals of data analytics.(PO1) 2. Interpret the various data analytic techniques.(PO2) 3. Compare the various data analytics techniques.(PO4) 4. Formulate business solutions based on data science.(PO5)
Unit-1	<p>INTRODUCTION TO DATA SCIENCE Data science process: Roles, stages in data science project – working with data from files – working with relational databases – exploring data – managing data – cleaning and sampling for modelling and validation</p>
Unit-2	<p>Data Exploration: Objectives of data exploration, datasets, descriptive statistics, univariate exploration, multivariate exploration</p>
Unit-3	<p>Statistics for Data Science: Fundamentals of Hypothesis Testing and Decision Making; Null and Alternative Hypotheses, Critical value of the test statistics, Regions of rejection and non-rejections, Hypothesis testing: critical value and p value approaches</p>
Unit-4	<p>Data Science for unstructured data : Text Mining, term frequency, Inverse document frequency, TDM, How to implement, Keyword clustering, data preparation, apply clustering, Model, Present Results</p>
Unit-5	<p>Data Visualization: Univariate Visualization: Histogram, Quartile, Distribution chart, Multivariate Visualization, Scatterplots, Histograms, Scatter Matrix, Bubble Chart, Density Chart</p>
Unit-6	<p>Statistical analyses with R, A simple example of analysis of variance, Formulae, Generic functions, Packages</p>
Resources	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009. 2. Montgomery, Douglas C., and George C. Runger. Applied statistics and probability for engineers. John Wiley & Sons, 2010 3. Bekkerman et al. Scaling up Machine Learning 4. Tom White “Hadoop: The Definitive Guide” Third Edition, O’reilly Media, 2012. 5. AnandRajaraman and Jeffrey David Ullman, “Mining of Massive Datasets”, Cambridge University Press, 2012. 6. Vincent Granville, Developing Analytic Talent: Becoming a Data Scientist, wiley, 2014. 7. Jeffrey Stanton & Robert De Graaf, Introduction To Data Science, Version 2.0, 2013. 8. Data Science Handbook, Field Cady, Wiley Publication (online) 9. Data Science Concepts and Practices, 2nd Edition, Vijay Kotu, Bala Deshpande, Morgan Kaffumann Publishers
SELF STUDY COMPONENT(SSC)	<p>Different areas where Descriptive Statistics is used.</p>



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Dean, Academics


Director



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SEM-IV



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ELECTIVE -A- FINANCIAL MANAGEMENT

F1415: STRATEGIC FINANCIAL MANAGEMENT

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	MBA-II SEM-IV			Offered in	EVEN SEM
Pedagogy	Interactive lecture session, numerical problem solving, Case Analysis			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study
	12+12	60	16	100	
Course Objective	The objective of the subject is to make the students aware of the various aspects of strategic financial management like corporate restructuring, types of options for various capital expenditure decisions.				
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Identify: the basic concepts and principles of Strategic Finance and various aspects of capital expenditure, corporate restructuring and various sources of finance.(PO1) 2. Apply: Concept of corporate restructuring, capital expenditure and project appraisal. (PO1) 3. Analyze: Performance of capital expenditure decision, project cash flow estimation.(PO2) 4. Evaluate: Strategic financing decision, capital expenditure decision, decision regarding corporate restructuring etc.(PO2) 				
Unit-1	Project Management - Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections, Financing: Intermediate & Long term financing, Appraisal of term loans by Financial Institutions.				
Unit-2	Capital Expenditure Decision - method based on accounting profit, cash flows, borrowed funds and capital budgeting, capital rationing, project with unequal lives, Accounting rate of return.				
Unit-3	Corporate Restructuring: Reasons & drivers of restructuring, Methods of				

	restructuring mergers, takeovers, acquisitions, divesting, spin-off, split ups, privatization, buyback & joint ventures. Economic Value Addition, Market Value Addition, Ethical issues in restructuring.
Unit-4	Performance Measurement & Analysis: Decision Tree Analysis, Break Even Analysis, Simulation Analysis, Sensitivity Analysis
Unit-5	Cash and receivables management: Introduction to Cash management, Need for adequate cash, Benefit of optimum level cash, Finding Optimum cash balance by Baumol's model. Debtors Management: Calculation of Net Benefit of credit policies, Meaning of Factoring, Benefits of Factor agents
Unit-6	Strategic Financing Decision: Types of leases, rationale for leasing, Mechanics of leasing , Operating lease, Leasing as financial decision, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance, Lease Vs borrow & buy evaluation
Resources	<ol style="list-style-type: none"> 1. Dr. J. B. Gupta, (2014). Strategic financial management, 6th Edition, Taxmann publication 2. Ravi Kishore, (2009). Financial Management, 7th Edition, Taxmann Publication. 3. Ravi Kishore, (2009). Financial Management: Problems and Solutions, 7th Edition, Taxmann publication 4. Prasanna Chandra, (2012). Financial Management – Theory & Practice, 8th Edition, TMH 5. I.M. Pandey, (2014). Financial Management, 11th Edition, Vikas publishing house
SELF STUDY COMPONENT (SSC)	Live cases

F1416: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-IV				Offered in	EVEN SEM
Pedagogy	Interactive lecture session, numerical problem solving				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the subject is to make students aware of various investment avenues and the advantages and risk associated with them. The students will come to know the various tools used to analyze the risk and return associated with them.					
Learning Outcomes	<p>Student will be able to:</p> <p>1) Apply various methods and techniques for valuation of financial securities.(P01)</p> <p>2) Analyze the performance of the financial securities by applying various tools and techniques(P02)</p> <p>3) Predict the share price movement with the help of technical analysis.(P02)</p> <p>4) Evaluate the portfolio by portfolio review, revision and rebalancing. (P04)</p>					
Unit-1	Investment Risk & Return – Impact of tax and inflation, different measures of return and risk, models of asset return: market/single index model for single security, beta of security					
Unit-2	Equity Valuation: Concept, Definitions, types of shares, Valuation of equity shares based on dividends: zero growth, constant growth in dividends and variable growth in dividends, Valuation based on earnings, Gordon Model,					

	Walter's Model, P/E ratio
Unit-3	Bond Valuation: concept of valuation, Bond terminologies, bond valuation, YTM, interaction between bond value and interest rate, yield curve, modified duration, convexity, bond strategies
Unit-4	Fundamental Analysis: Economic, industry/sector and company analysis, analysis of financial statements, forward earnings, projected growth, PEG ratio, price to book value and price to sales ratio. Ethical issues with respect to proper presentation of data and information in annual financial statement.
Unit-5	Technical Analysis of Stock – meaning of technical analysis, Dow theory, different types of charts: line, bar, candlesticks; chart patterns, continuation and reversal patterns, Fibonacci Retracements.
Unit-6	Modern Portfolio Theory – CAPM & SML, Markowitz model: efficient frontier, portfolio diversification. Portfolio Management & Evaluation – portfolio review and revision/rebalancing, passive and active portfolio management, Derivatives -Meaning, Forward, Future & Options
Resources	<ol style="list-style-type: none"> 1. V.A. Avadhani, (2011). Investment Analysis and Portfolio Management, HPH. 2. Prasanna Chandra, (2012). Investment Analysis & Portfolio Management, 4th Edition, TMH. 3. Preeti Singh,(2011) Investment Analysis & Portfolio Management, HPH
Self Study Component (SSC)	Oscillators: RSI, Stochastic, ROC and MSED



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ELECTVE –B- HUMAN RESOURCE MANAGEMENT

H1425: INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-IV				Offered in	EVEN SEM
Pedagogy	Interactive lecture session				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study, Guest Lectures
	12+12	60	16	100		
Course Objective	The objective of the course is to build awareness of certain important and critical issues in Industrial Relations and study important labour laws.					
Course Outcomes	<ol style="list-style-type: none"> 1. Apply various machineries for the improvement of IR and harmony in industries. (PO1) 2. Analyze various legal measures in industries for the betterment of workers. (PO2) 3. Evaluate the working conditions of worker's in organizations. (PO3) 4. Interpret the causes to disputes and precautionary measures suggested for it. (PO4) 					
Unit-1	Industrial Relations: Concept of IR, Background to IR, Evolution of IR in India.					
Unit-2	Industrial Conflicts: Concept of Industrial Conflicts/ Disputes, Classification of Industrial Dispute, Causes & Impact of Industrial Dispute, Strikes & Lockouts, Ethical concerns in Strikes & Lockouts.					
Unit-3	Settlement Machinery: Tripartite & Bipartite Bodies, Collective Bargaining, Negotiations, Conciliation, Arbitration and Adjudication, Various methods for settlement of conflict, ILO					

Unit-4	IR Legislations: Industrial Employment (Standing Orders) Act 1946, Industrial Dispute Act 1947, Trade Unions Act 1926, Protective Acts: Factories Act 1948, Child Labor Act, Sexual Harassment act, Contract Labour Act.
Unit-5	Wage Legislations: Payment of Wages Act 1936, Minimum Wages Act 1948, Equal Remuneration Act 1976, Payment of Bonus Act 1965
Unit-6	Social Security Legislations: Workman's Compensation Act 1923 , Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972, Maternity Benefit Act, 1961
Resources	<ol style="list-style-type: none"> 1. MamoriaGankar Dynamics of IR, Himalaya Publishing House 2. B.D. Singh Industrial Relations & Labour Legislations, Excel Publications. 3. A M Sarma, Industrial Jurisprudence and Labour Legislation, Himalaya Publishing 4. P.K.Padhi, House Labour & Industrial Legislation, Prentice Hall India. 5. C.S. VenkataRatnam, Industrial Relations, Oxford
Self Study Component (SSC)	Latest amendments in Labour Laws

H1426: HR ANALYTICS

Course Specification	Particulars		
Type	Specialization	Credits	4
Semester	SEM-IV	Offered in	EVEN SEM

Pedagogy	Interactive lecture session				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of the course is to provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.					
Course Outcomes	<p>Student will be able to</p> <ol style="list-style-type: none"> 1. Develop measurement and analytical techniques and identify ways to benchmark performance and create standards(P05) 2. Analyze HR data from a practical perspective and determine what analytic techniques to apply based on the business context(PO2) 3. Determine how to use predictive modeling techniques(P04) 4. Design HR reports and forecast budget numbers for HR costs(P05) 					
Unit-1	Business Analytics: Introduction to Business Analytics; Differences between Business Intelligence and Business Analytics; Differences between Business Analytics and Big Data Analytics; Roles of Business Intelligence; Big Data Analytics and Business Analytics in an organization; Pillars of Business Analytics – Analytical Methods; Analytical Tools; Analytical Applications; Types of Business Analytics – Descriptive Analytics; Predictive Analytics; Prescriptive Analytics .					
Unit-2	Business Understanding For HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; HRMS/HRIS and data sources; Linking HR measures to business results; Balance Scorecard- the HR aspect; Lead and Lag Indicators in HR					
Unit-3	HR Analytics : Definition of HR & Analytics; Evolution Of HR Analytics; Stages of HR Analytics; What can/should be measured; HR Analytics in organization – priorities & ST/LT Goals; HCM 21 Model. Ethical issues under HR Analytics, Role of 'H' under HR Analytics					
Unit-4	HR measurement: How decision science influences HR measurements; Connecting measures and organizational effectiveness; LAMP framework; HR Metrics and HR Analytics; Lead Indicators for Recruitment, Training & Development, Performance Management and Compensation					
Unit-5	Forecasting budget numbers for HR costs: Workforce planning including internal mobility and career path; training and development requirement; forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions.					



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Unit-6	Predictive modeling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning ;Root cause analysis of HR issues; Creating charts & graphs , creating Pivot Table, creating HR Dashboard.
Resources	<ol style="list-style-type: none">1. Dr.Jac Fitz Enz, The New HR Analytics, North Western University Press2. Dr.Jac Fitz Enz, The New HR Analytics: American Management Association3. Dr.Jac Fitz Enz, John R. Matlox II, Predictive Analysis for Human Resources, Welly4. James C Sesil, Applying Advanced Analytics to HR Management Decision, Prentice Hall5. Tracy Smith , HR Analytics-What,Why& How, Createspace
Self Study Component (SSC)	Identification of long term & short term goals and its correlation to Budget



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ELECTIVE – C- MARKETING MANAGEMENT

M1435: DIGITAL MARKETING

Course Specification	Particulars		
Type	Specialization	Credits	3.5

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Semester	MBA SEM-IV				Offered in	EVEN SEM
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	Introduce students to the consumption trend in the rural areas with the focus shifting from price-driven to quality-driven products					
Learning Outcomes	Students will be able to: 1) Apply the concepts of SEO. (PO1) 2) Analyse the various aspects of career in social media marketing. (PO2 & PO3) 3) Evaluate online advertising with respect to its impact on customer. (PO4) 4) Design a web portal for marketing of FMCG. (PO5)					
Unit-1	Search Engine Optimisation: Introduction, basics of SEO, on page, off page, in boundlink building, Assignment.					
Unit-2	Social Media Marketing: Introduction, importance, types of SMM-Facebook, Twitter, Instagram, what's app, LinkedIn, YouTube, Strategy and campaign. Ethical issues in SMM.					
Unit-3	Online Advertising: Introduction, Google AdWords, Facebook AdWords, acquisition cost n campaign, assignment.					
Unit-4	Web Analytics: Introduction, basics of web analytics, Google Analytics					
Unit-5	Data Visualization: Introduction, various datasets- Google, Mail chimp, social etc., Assignment.					
Unit-6	Group Projects based on above 5 units					
Resources						
Self Study Component	Creation of Web Portal.					



(SSC)

M1436: RETAIL MANAGEMENT

Course Specification	Particulars		
Type	Specialization	Credits	04

Semester	SEM-IV				Offered in	EVEN SEM
Pedagogy	Interactive lecture session				Standard Specification	Six Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The subject is designed to understand the Retailing Industry and various components of Retail Management					
Learning Outcomes	Students will be able to: <ol style="list-style-type: none"> 1. Plan Retail Development.(P01) 2. Inspect the various parameters affecting Retail Development.(P04) 3. Select the best Retail Development Strategy.(P05) 4. Build Technology ecosystem under Retail Development.(P05) 					
Unit-1	Introduction: Retail in India, Key Sectors, FDI in Retail, Challenges to Retail Development, Evaluation of Retail formats, Theories of Retail Development, Concept of Life Cycle in Retail, Services Retail, India Specific Retail Models, and Type of Retailers, Definition of hypermarket, super market and category stores.					
Unit-2	Retail location & related strategies: retail store operations, retail organizations & structure, applications of IT in retail, retail distribution and SCM, difference between department and retail stores					
Unit-3	Retail pricing and promotional pricing: retail branding strategies, store & non-store brands, merchandising and warehousing, global retailing, modern trade and new trends in retailing					
Unit-4	Merchandise Management: Factors affecting Buying decisions, The merchandiser's role and responsibility, Buyer role and responsibility, Process of Merchandise planning, Technology tools for merchandise planning, Methods of Procurement, Sourcing, Age of Global Sourcing, Retail pricing & evaluating Merchandise performance					
Unit-5	Managing Retail: Private Labels, Need and Evolution of Private Labels, Process of Creation, Category Management; Reasons for Emergence of Category Management, Components of Category Management, Category Management Business Process					
Unit-6	Creating and Sustaining Value: Store Design & Visual Merchandising, Concept & Principles of Store Design, Elements of Store Design, Visual Merchandising, Servicing the Retail Customer Measuring gaps in service					



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	Gathering Customer Information & Enhancing Loyalty CRM, Retail Selling process, Ethics in Retail.
Resources	<ol style="list-style-type: none">1. Swapna Pradhan, Retailing Management – Tata McGraw Hill Education Private Limited - 3rd Edition 2011.2. David Gilbert, Retail Marketing Management – Dorling Kindersley (India) Pvt. Ltd., Licensees of Pearson Education in South Asia - 2nd Edition 2003.3. Barry Berman/ Joel R. Evans/ Patrali Chatterjee/Ritu Srivastava, Retail Management – A Strategic Approach – Pearson India Education Services Pvt. Ltd – 13th Edition 2018.4. Michael Levy/Barton Weitz/Ajay Pandit, Retailing Management – Tata McGraw Hill Education Private Limited – Eighth Edition 2012.
Self Study Component (SSC)	Designing a retail Layout.



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ELECTIVE -D- OPERATIONS & LOGISTICS MANAGEMENT

0445: TRANSPORTATION AND DISTRIBUTION MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	MBA-II SEM-IV				Offered in	EVEN SEM
Pedagogy	Interactive lecture session, Case study				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	12+12	60	16	100		
Course Objective	The objective of this course is to provide the students with a good knowledge on supply, distribution and transportation of goods.					
Learning Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the importance of logistics in the formation of business strategy and the conduct of supply chain operations(PO1) 2. Evaluate various cost measures in transportation techniques(PO2) 3. Examine the use of information technology in different areas in logistics management(PO1) 4. Analyze the need of recent trends in logistics like Green logistics.(PO1) 					
Unit-1	Transportation: Fundamental of transportation, Relationship of transportation to other business functions, Modes of transportation, Transport mode selection, methods – transport costs, transport regulations, intra and interstate transport of goods. Transport Industry in India, Trends in Modern Transport, Transport organization: Functions, structure, and hierarchy.					
Unit-2	Channels of distribution: Distribution Channels, channel functions – channel structure –designing distribution channel – choice of distribution channels – factors effecting choice of distribution channels. Functions of intermediaries, types of intermediaries, variables in selecting channel members, motivating, training, evaluating channel members, modifying channel arrangements.					
Unit-3	Physical Distribution: Definition, Need and functions of physical distribution, Factors affecting physical distribution, A system perspective. Physical distribution trends in India, – rising costs& need for control, Cost reduction Opportunities, complexities of physical distribution, conflict resolution Ethical Issue: conflict resolution.					
Unit-4	Vehicle Routing Problem (VRP) : Definition and application, Basics of VRP Variants, Solution Techniques for basics VRP variants.					

Unit-5	Information Technology for Supply Chain: History, concept and need for IT, IT application for supply chain, Enabling supply chain through IT, Service oriented architecture (SOA), RFID
Unit-6	Green Logistics: Environment Sustainability, rhetoric and reality Model, measuring the environmental impact of freight transport EURO andBS -6 norms, Arguments for and against the internalization of environmental costs, Monetary valuation of environmental costs.
Resources	<ol style="list-style-type: none"> 1. Basics of distribution management: a logistics approach by satish k. Kapoor, purvakansal 2. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition 3. Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi 4. Logistics Operations and Management: Concepts and Models edited by Reza Farahani, Shabnam Rezapour, Laleh Kardar 5. Green Logistics: Improving the Environmental Sustainability of Logistics edited by Alan McKinnon, Michael Browne, Anthony Whiteing, Maja Piecyk 6. Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI
Self Study Component (SSC)	Importance of Green Logistics in today's world.



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Dean, Academics


Director

0446: DOMESTIC LOGISTICS

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	MBA-II SEM-IV			Offered in	EVEN SEM
Pedagogy	Interactive lecture session, Case study			Standard Specification	Six Units
Evaluation Pattern	12+12	60	16	100	Mode of Study Classroom study
Course Objective	The objective of this course is to provide students with a sound knowledge of domestic logistics and equip them with necessary knowledge to be industry ready.				
Learning Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Examine vehicle selection process [PO1] 2. Analyse costing system [PO2] 3. Employ legislation in transportation [PO5] 4. Elaborate Use of IT in vehicle management in logistics [PO2] 				
Unit-1	Logistics management: The concepts of logistics, Logistics Organization - Logistics in different industries, Logistics Activities: Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement Transportation and Packaging, Third party and fourth party logistics - Reverse Logistics - Global Logistics, Domestic logistics: Introduction, Modes of transportation				
Unit-2	Railways and Logistics: Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments –Rail logistics in India- Railway infrastructure and Freight movement- Share of Railways in Cargo movement in India.				
Unit-3	Roadways and Logistics: Vehicle Selection-Types of vehicles – load types and characteristics – main types of vehicle body - Implications of vehicle selection – vehicle costing -- vehicle standing costs – vehicle running costs – overhead costs – costing the total transport operation – whole life costing – vehicle cost comparisons				
Unit-4	Fleet management: Need for Planning – main types of road freight transport – transport resource requirements – vehicle routing & scheduling issues – data requirements – computer routing & scheduling – information system applications –				
Unit-5	Roadways Documentation: Advices – Planning – FTL – LTL – Documentation – Road Receipts / Truck Receipts / Way Bills (RR / LR - Consignment note CMR (EU & Canada) – Booking – Invoicing & Information Flow - Long Haul – Coordination with terminals – Exceptional Loads (Project cargo). Ethical issues in documentation				



Unit-6	Airways and Logistics: Air transportation in logistics, utility created by air transportation in logistics, factors influencing growth in air logistics air suitability for different cargo- Innovative schemes facilities to popularize air cargo logistics in India
Resources	<ol style="list-style-type: none">1. Logistics and Distribution Management: Alan Rushton, Phil Croucher, Peter Baker (CILT)2. Logistics of facility location and allocation / Dileep R. Sule (Marcel Dekker)3. Logistics & supply chain management / Martin Christopher (Prentice Hall Financial Times)4. The management of business logistics / John J. Coyle, Edward J. Bardi, C. John Langley (West Publishing Company)5. L. B. Embry, P. K. Day, Carrier based air logistics study--data sources and
SELF STUDY COMPONENT (SSC)	Copies of various documents



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ELECTIVE-E- BUSINESS ANALYTICS

BA1455: SOCIAL MEDIA ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-IV				Offered in	ODD SEM
Pedagogy	Interactive lecture session and activities				Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode Study of	Classroom study
	12+12	60	16	100		
Course Objective	This course will be used for social network analysis, both its theory and computational tools, to make sense of the social and information networks that have been fueled and rendered accessible by the internet.					
Course Outcomes	<ol style="list-style-type: none"> 1. Experiment with social network Analysis.(PO1) 2. Analyse the impact of social media network(PO2) 3. Measure the outcome of social media on business.(PO2) 4. Develop social media network strategies.(PO5) 					
Unit-1	Introduction to Social Media Analytics: Social Media Analytics vs. Social Media Monitoring vs Social Media Intelligence, Understanding Unsolicited Conversations , Social Media Engagement					
Unit-2	Dealing with Unstructured Data Defining Unstructured Data , Machine-Automated NLP and Machine-Learning					
Unit-3	Deriving Insights from Social Metrics - Deriving Insights from Social Metrics :Quantitative Analysis: The What , Qualitative Analysis: The Why					
Unit-4	Community Analysis :Community Detection, Community Evolution, Community Evaluation					
Unit-5	Information Diffusion in Social Media :Herd Behavior, Information Cascades, Diffusion of Innovations, Epidemics					
Unit-6	Behavior Analytics :Individual Behavior: Analysis, Modeling, Prediction Collective Behavior : Analysis, Modeling, Prediction					

Resources	<p>REFERENCES:</p> <ol style="list-style-type: none"> 1. "The Fundamentals of Social Media Analytics", Crimson Hexagon - Online 2. Easley and Kleinberg, "Networks, Crowds, and Markets: Reasoning about a highly connected world", Cambridge Univ. Press, 2010. 3. Robert A. Hanneman and Mark Riddle, "Introduction to social network methods", University of California, 2005. 4. Jure Leskovec, Stanford Univ. Anand Rajaraman, Milliway Labs, Jeffrey D. Ullman, "Mining of Massive Datasets", Cambridge University Press, 2 edition, 2014. 5. Wasserman, S., & Faust, K, "Social Network Analysis: Methods and Applications", Cambridge University Press; 1 edition, 1994. 6. Borgatti, S. P., Everett, M. G., & Johnson, J. C., "Analyzing social networks", SAGE Publications Ltd; 1 edition, 2013. 7. John Scott, "Social Network Analysis: A Handbook", SAGE Publications Ltd; 2nd edition, 2000.
SELF STUDY COMPONENT (SSC)	Role of Behavior Analytics in Consumer Perception

BA1456: BUSINESS MODELLING

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	SEM-IV			Offered in	EVEN SEM
Pedagogy	Interactive lecture session and activities			Standard Specification	Six Units
Evaluation Pattern	Mid Sem. Exam	End Sem. Exam	Teacher's Assessment	Total Marks	Mode of Study of Classroom study
	12+12	60	16	100	

Course Objective	This course covers managerial statistical tools include forecasting, risk analysis, stochastic models, Poisson process and decision analysis. This course provides students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations to apply basic business analytics tools, and how to communicate with analytics professionals to effectively use and interpret analytic models and results for making better business decision
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Apply quantitative models for Business Intelligence (P01) 2. Analyze the various quantitative models for decision making.(P02) 3. Determine the best quantitative model.(P04) 4. Construct the best analytical model for solving the business problems.(P05)
Unit-1	Predictive Modeling: Logic-Driven Models, Data-Driven Models, Data Mining Methodologies
Unit-2	Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc
Unit-3	Forecasting: Introduction, Types of Variation in Time Series Data, Simple Regression Model, Multiple Regression Models, Simulations (Monte Carlo Simulations)
Unit-4	Decision Theory: Decision Theory Model Elements, Types of Decision Environments, Decision Theory Formulation
Unit-5	Decision-Making: Under Certainty, Decision-Making Under Risk, Expected Value of Perfect Information, Sequential Decisions and Decision Trees
Unit-6	Stochastic Models: Introduction to stochastic models, Markov models, Classification of states, Steady-state probability estimation
Resources	<p>Reference Books:</p> <ol style="list-style-type: none"> 1.Operation Research by J . K Sharma 2. Sheldon M. Ross., "Introduction to Probability Models", Academic Press 10th edition (December 17, 2009), 800 pages. 2. 3. Geoffrey R. Grimmett and David R. Stirzaker., "Probability and Random Processes",Oxford University Press, USA; 3rd edition (August 2, 2001), 608 pages 4. Business Analytics by James R. Evans, 2nd edition; Publisher: Pearson; ISBN-13: 9780321997821 5. Data Science & Big Data Analytics, Wiley, Nancy Gessler,AlokShrivastava,EMC Corporation 6. Jay Liebowitz, "Big Data and Business Analytics" Auerbach Publications, CRC press (2013)
SELF STUDY COMPONENT (SSC)	Game Theory



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Dean, Academics


Director