

Centre for Distance and Online Education (CDOE)
Devi Ahilya Vishwavidyalaya, Indore, MP (NAAC A⁺)

PROGRAMME GUIDE
wef 2022-23



Master of Business Administration
(Open and Distance Learning Mode)

www.dauniv.ac.in
www.cdoedavv.ac.in

MESSAGE FROM CDOE

Dear Learners,

*It is a pleasure welcoming you to Central India's most promising and leading University – Devi Ahilya Vishwavidyalaya (DAVV) for **Master of Business Administration (MBA)** Programme being offered in Open and Distance Learning (ODL) Mode at the Centre for Distance and Online Education.*

DAVV's Mission is to "Educate and empower the learners to realize their potential through righteous blending of knowledge, skills, and values for serving the society." To achieve this Mission, DAVV has laid out several objectives out of which following are specifically relevant to proposed MBA program - Facilitating learner centric multidisciplinary course curriculum, pedagogy and resources through technology enabled joyful and diverse learning environment, Providing demand driven educational programmes for enhancing skills and employability, Addressing issues and priorities for empowering local community with a global perspective.

This 2 Yrs MBA program offers a bouquet of courses that are meant to equip the graduates with professional competencies that make them "industry ready" thus generating higher employment in the region. It also encompassed the University's effort of making education available and affordable to all.

We wish you success in your educational endeavors.

Director

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PROGRAMME COORDINATOR

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1. ABOUT THE PROGRAMME

1.1 Introduction of the Program

The CDOE has developed an innovative program **Master of Business Administration (MBA)** with emphasis on Finance, Marketing and Human Resources and necessary conceptual, entrepreneurial and analytical skills required for handling modern and technical business operations at both national and international levels.

1.2 Duration of the Programme

Minimum duration of the Programme: 4 (Four) Semesters / 02 (Two) Years

Maximum duration of the Programme: 8 (Eight) Semesters / 04 (Four) Years

1.3 Specializations

Presently CDOE is offering Specialization in following from Second Year of the Program Marketing/Finance/Human Resource/Energy Management*/ Logistics & Supply Chain/ Business Analytics

1.4 Eligibility

Eligibility (Except for specialization in Energy Management):

Candidate seeking admission to MBA should be a Graduate with at least 50% marks and 45% marks in case of SC, ST, OBC (excluding Creamy Layer) category of Madhya Pradesh, in aggregate from any UGC/AICTE approved Indian University or from a foreign University recognized by Association of Indian Universities (AIU) or Institute recognized by the concerned University as equivalent thereto.

The Bachelor's degree must be of minimum three years duration after passing Higher Secondary (10+2) examination of (10+2) system or equivalent.

*** Eligibility for MBA with specialization in Energy Management:**

Candidate seeking admission to MBA (Energy Management) should be a Graduate in Science or Engineering in any discipline with at least 50% marks and 45% marks in case of SC, ST, OBC (excluding Creamy Layer) category of Madhya Pradesh in aggregate form any UGC/AICTE approved Indian University or from a foreign University recognized by Association of Indian Universities (AIU) or Institute recognized by the concerned University as equivalent thereto.

The Bachelor's degree must be of minimum three years duration after passing Higher Secondary (10+2) examination of (10+2) system or equivalent.

1.5 Medium of Instruction: English

(Study Material will be provided in English and Assignments and Question Papers will be only in English)

1.6 Programme Fee

Rs. 11,000/- (Rs. Eleven Thousand) per semester to be paid in the beginning of each semester. Examination Fees shall be charged separately as decided by the University.

1.7 Brief Program Structure (Semester - I and Semester - II)

SEMESTER - I

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
MB-1001	Management Principles and Practices	3	70	30	100
MB-1002	Quantitative Methods	3	70	30	100
MB-1003	Organisation Behaviour	3	70	30	100
MB-1004	Managerial Economics	3	70	30	100
MB-1005	Business Accounting	3	70	30	100
MB-1006	Managerial Communication	3	70	30	100
MB-1007	Business Ethics and Management by Indian Values	3	70	30	100
MB-1008	IT Applications for Business	3	70	30	100
Total		24	560	240	800

SEMESTER - II

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
MB-2001	Human Resource Management	3	70	30	100
MB-2002	Financial Management	3	70	30	100
MB-2003	Operations Research	3	70	30	100
MB-2004	Marketing Management	3	70	30	100
MB-2005	Introduction to Business Analytics	3	70	30	100
MB-2006	Business Research Methods	3	70	30	100
MB-2007	Operations Management	3	70	30	100
MB-2008	Business Law	3	70	30	100
Total		24	560	240	800

2. COUNSELLING SESSION

Counseling Sessions as per the norms shall be held at CDOE, DAVV Campus only in Indore. These sessions are normally on weekends and as per pre announced schedule. It may be noted that the counseling sessions are not conventional classroom teaching. Lectures will be largely based on discussions which will help to overcome difficulties faced by the candidates while going through the study material.

In these sessions candidates must try to resolve subject related difficulties if any. Before you proceed to attend the counseling sessions, please go through your study material and identify of the points to be discussed. The detailed schedule of the counseling sessions will be available on the CDOE Website.

Counseling session will be organized in all theory / practical courses. There will be Maximum 7 counseling session of 2 hours each. Attending the counseling session is not mandatory, nevertheless is always in the interest of learner to attend these session.

2.1 Mode of instruction

It is based on Self-Learning Study Material prepared and supplied by CDOE, besides counseling sessions and other exercises such as assignments etc. (The SLM will be provided in English and Assignments and Question Papers will be provided only in English.)

3. UPDATES REGARDING ACADEMIC ACTIVITIES

Students are advised to remain in touch with Programme Coordinator and visit website of CDOE, DAVV (www.dauniv.ac.in and www.cdoedavv.ac.in) regularly for the updates regarding academic activities pertaining to their Programme. Further, they should follow the Academic Calendar provided to them for the current academic year.

4. ACADEMIC CALENDAR

The academic calendar provides important dates and other relevant information corresponding to activities such as Counseling, Assignments, and Examinations etc. **Try to keep an eye on the important dates given in your academic calendar for different activities.**

5. EVALUATION SYSTEM

5.1 Assignments

- Assignments are a part of continuous evaluation system. The submission of assignments is compulsory. Assignments of a course carry 30% weightage in terms of marks.
- Assignments are designed in such a way as to help you concentrate mainly on the Self learning course material (SLM). However, access to other books and sources will be an added advantage in your academic pursuits.
- Assignments should be hand written. Typed or printed assignments shall not be entertained.
- For your own record, it is advisable to retain a copy of all the assignment responses.
- You have to submit the Assignments to the CDOE Office on or before the last date of submission mentioned in the Academic Calendar or as notified.
- Write your Name and Roll Number correctly and legibly on the Assignment Sheets.

5.2 Semester End Examinations

Semester End Examination is the major component of the evaluation system and it carries 70% weightage in final result.

5.3 Semester End Examinations form

You must fill in the Semester End Examination Form online through Exam Portal as per the instruction given on the website. The examination forms should be submitted on or before the last date mentioned in the **Academic Calendar/Notice from the Director**.

5.4 Semester End Examination Date-sheet

After the successful submission of Examination Form, the Admit Card will be generated before the commencement of the Semester End Examination.

Examinations Date-sheet will be uploaded on the website much in advance before the commencement of the Examination.

While submitting your Examination Form for the Semester End Examinations, it is your responsibility to check whether you are registered for the programme and eligible to appear for that examination. If any of the above requirements are found missing, your examination is liable to be cancelled.

6. SEMESTER END EXAMINATION RESULT

The evaluation consists of two parts

- (i) Assignments
- (ii) Semester End Examination.

In the final result all the Assignments of a course will carry 30% weightage while 70% weightage will be given to the Semester End Examination.

If a student fails to qualify any component of a paper or a course he/she can repeat the same during the subsequent Semester, up to the maximum duration provided for the Programme from the date of registration.

For further details please refer Ordinance 14 given on the website of the University.

7. OTHER

- **Late Fee:** A student who doesn't submit his/her Assignments and Examination Form on time may submit the same with the prescribed late fee; and
- Candidates are required to intimate the relevant authorities, sufficiently in advance, if there is any change of address/mobile number etc.



**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – I
Course Scheme & Syllabus**

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL), Semester – I

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-1001	Management Principles and Practices	3
2.	MB-1002	Quantitative Methods	3
3.	MB-1003	Organisation Behaviour	3
4.	MB-1004	Managerial Economics	3
5.	MB-1005	Business Accounting	3
6.	MB-1006	Managerial Communication	3
7.	MB-1007	Business Ethics and Management by Indian Values	3
8.	MB-1008	IT Applications for Business	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Management Principles and Practices**

Course Code : **MB-1001**

Total Credits : **03**

Course Objective:

1. To expose the students to basic concepts of management.
2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
3. To highlight professional challenges that managers face in various organization.

Learning Outcome:

At the end of the course learners will be able to;

1. Interpolate various managerial skills, roles, functions and levels.
2. Acquire the knowledge of Management Process, theories and structure.
3. Engage in management functions: Planning, organizing, staffing, directing and controlling
4. Explore role of IT in management functioning.

Course Contents

UNIT –I Concept of Management

- 1.1 Nature and Purpose of Management
- 1.2 Managing: Science or Art?
- 1.3 The Evolution of Management Thoughts
- 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling.
- 1.5 Theories: Classical, Human relations and Contingency
- 1.6 System approach to Management Process.

Unit-2 Planning and Strategies

- 2.1 Nature and Purpose of Planning
- 2.2 Planning process, Principles of Planning
- 2.3 Types, Advantages, Limitations
- 2.4 Objectives, Management by Objectives.
- 2.5 Strategies, Policies and Planning Premises
- 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency)
- 2.7 Forecasting
- 2.8 Decision Making, Models, Managerial decision-making process

Unit-3 Organizing

- 3.1 Nature, Purpose and Principles of Organizing
- 3.2 Formal and Informal Organization, Organization Levels and the Span of Management.
- 3.3 Structure and Process of Organization.
- 3.4 Departmentation
- 3.5 Line and Staff Authority, Conflict
- 3.6 Decentralization of Authority and Methods
- 3.7 Delegation of Authority and Kinds
- 3.8 Organization Charts.

Unit- 4 Directing and Staffing

- 4.1 Concept, Importance and elements of Directing
- 4.2 Direction Process, Principles of effective direction
- 4.3 Definition of Staffing, an overview of Staffing Function

Unit-5 Controlling

- 5.1 Concept and Process of Control, Control Techniques
- 5.2 Human Aspects of Control, Control as a Feedback System
- 5.3 Profit and Loss Control, Control Through Return on Investment
- 5.4 Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices
- 5.5 The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool

Unit-6 Contemporary Management Issues and its Challenges

- 6.1 Cross cultural issues in management-Diversity and the new work force.
- 6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity
- 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.

Suggested Reading:

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India
2. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective
3. P. Subba Rao, Principles of Management, Himalaya Publishing
4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill
5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.
6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers
7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Quantitative Methods**

Course Code : **MB-1002**

Total Credits : **03**

Course Objective:

To expose the students to the different mathematical and statistical tools used by managers for effective decision making through real life examples and cases

Learning Outcome:

At the end of the course learners will be able to;

1. Interpret and Organize the data to get solutions to managerial issues.
2. Attain mathematical and statistical skills for solving the management problems
3. Apply statistical tools for managerial decision making
4. Understand the concepts of probability for better understanding of the real-world situations

Course Contents

UNIT –I Sets, Functions, and Progressions

- 1.1. Sets, Functions
- 1.2 Progressions– Arithmetic and Geometric Progressions

Unit-2 Determinants and Matrices

- 2.1 Determinants and Matrices Types of matrices,
- 2.2 Operations on matrices,
- 2.3 Ad joint matrix and Inverse matrix,
- 2.4 Solution of simultaneous linear equations using matrices,
- 2.5 Input / Output analysis.

Unit-3 Introduction to Statistics

- 3.1 Introduction to Statistics: 3.2 Measurement of Central Tendency 3.3 Measurement of Variations
- 3.4 Skewness and Kurtosis

Unit- 4 Probability Theory and Probability Distributions

- 4.1 Probability: Concepts
- 4.2 Additive and Multiplicative Theorem
- 4.3 Conditional Probability, Baye's Theorem,
- 4.4 Binomial, Poisson and Normal distributions- their Characteristics and applications.

Unit -5 Correlation & Regression

- 5.1 Correlation (Karl Pearson's and Spearman's Coefficient),
- 5.2 Methods of computing simple regression.

Unit-6 Time Series

- 6.1 Time Series and its Components,
- 6.2 Models of Time Series
- 6.3 Components of Time Series: Measurement of trend, Measurement of seasonal variations
Measurement of cyclic variations.

Unit – 7 Statistical Decision Theory

- 7.1 Decision making process
- 7.2 Decisions under Uncertainty and Decisions under Risk.

Suggested Reading:

1. J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,

2. S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, "Statistics for Management", New Delhi: Prentice Hall of India.
4. S. P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Organisation Behaviour**

Course Code : **MB-1003**

Total Credits : **03**

Course Objective:

Objective of this course is to help students to understand Human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Learning Outcome:

At the end of the course learners will be able to;

1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB.
2. Demonstrate competence in development and problem solving in the area of management.
3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others.
4. Know the meaning of terminology and tools used in managing employees effectively.

Course Contents

UNIT –I Introduction

- 1.1 Definition, concept, need and importance of OB
- 1.2 Nature and scope of OB
- 1.3 OB models

Unit-2 The Individual Behaviour

- 2.1 Personality: Determinants and attributes
- 2.2 Perception: Factors influencing perception, process, Attribution theory
- 2.3 Learning: Concept, Theories of learning
- 2.4 Attitude: Concept and types, cognitive dissonance theory

Unit-3 Motivation

- 3.1 Definition, concept and theories of motivation - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory
- 3.2 ERG theory, Vroom's Expectancy theory,
- 3.3 Equity theory, Reinforcement theory and Behavior Modification.

Unit- 4 Group Behaviour

- 4.1 Defining and classifying group
- 4.2 Group development, properties, structure, process
- 4.3 Group Dynamics: Group think, Group shift
- 4.4 Teams: Types, creating effective teams

Unit -5 Leadership

- 5.1 Nature and significance of leadership, leadership in different cultures
- 5.2 Leadership theories and styles, Trait theories, Behavioral theories: Ohio studies, Michigan studies and managerial grid
- 5.3 Contingency theories: Fiedler's model, SLT theory, LMX theory Path goal theory.

Unit-6 Organizational Change and Conflict Management

- 6.1 Organizational Change: forces of change, resistance to change Lewin's change management model
- 6.2 Meaning of conflict, types, transition in conflict thoughts
- 6.3 Conflict Process
- 6.4 Conflict management Techniques.

Suggested Reading:

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi “Organizational Behaviour”, Pearson Education
2. K.Aswathappa: Organisation Behaviour, Himalya publishing House
3. Fred Luthans, “Organizational Behaviour”, New York, McGraw Hill.
4. John W Newstrom: Organizational Behaviour, Mc Graw Hill
5. Kavita Singh: Organizational Behaviour Text andCases , Pearson
6. Margie Parikh Rajen Gupta: Organizational Behaviour, Mc Graw Hill 2011
7. P G Aquinas: organizational Behavior, Excel books
8. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition,2008
9. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint2008

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Managerial Economics**

Course Code : **MB-1004**

Total Credits : **03**

Course Objective:

Objective of this Course is to help the students analyze and understand economic environment.

Learning Outcome:

At the end of the course learners will be able to;

1. Analyze how buyers and sellers interact in a free and competitive market to determine prices and quantities of goods.
2. Measure how changes in price and income affect the behavior of buyers and sellers.
3. Use the concept of producer, consumer surplus, and total surplus to explain the outcomes of markets for individuals, firms, and society.
4. Analyze how firms can use various pricing strategies to maximize profit.
5. Evaluate macro-economic factors using various indicators.
6. Utilize strengths and weakness of fiscal and monetary policy to determine an appropriate stabilization policy for a given macroeconomic situation

Course Content

UNIT-1 Introduction to economics and managerial economics

- 1.1 Nature scope, characteristics and significance of managerial
- 1.2 economics. Relationship of managerial economics with economics, operation research,
- 1.3 decision making, statistics, accounting.

UNIT-2 Fundamental concepts

- 2.1 Incremental reasoning, Marginal analysis, Equi marginal utility, time perspective,
- 2.2 consumer surplus, opportunity cost, time value of money
- 2.3 Theories of Firm– Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March

UNIT-3 Supply & Demand Analysis

- 3.1 Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility.
- 3.2 Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross,
- 3.3 Advertising & price expectation. Demand Forecasting

UNIT-4 Production and cost analysis:

- 4.1 Meaning of production, production function, short run and long run production analysis.
- 4.2 Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path.
- 4.3 Cost – meaning and types of cost, cost function, short run and long run cost function.
- 4.4 Economies and diseconomies of scale. Law of supply.

UNIT-5 Pricing

- 5.1 Price determination under perfect competition.
- 5.2 Monopoly and Price Discrimination, Monopolistic Competition,
- 5.3 Oligopoly – kinked demand curve, cartel formation,
- 5.4 Price leadership.

UNIT-6 Profit

- 6.1 Meaning, types and theories of profit,
- 6.2 Profit planning – break even analysis.

UNIT-7 Micro-macro interrelations

- 7.1 : Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business.
- 7.2 Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the econ.

Suggested Reading:

1. P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
2. Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
3. G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
4. Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.
5. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
6. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
7. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
8. D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
9. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Business Accounting**

Course Code : **MB-1005**

Total Credits : **03**

Course Objective:

To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.

Learning Outcome:

At the end of the course learners will be able to;

1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance.
2. Apply methods of accounting to analyze business situations and take decision.
3. Illustrate basics of Cost Accounting and related decision criteria.

COURSE CONTENTS

UNIT –I Introduction to Accounting

- 1.1. Accounting Evolution, Significance,
- 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards,
- 1.3. Accounting Equation,
- 1.4. Concept of Capital and Revenue,
- 1.5. Types of Accounts,
- 1.6. Rules of Debit and Credit.

Unit-2 Accounting Cycle

- 2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical.
- 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numerical.

Unit-3 Treatment of Depreciation

- 3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms.
- 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.

Unit- 4 Introduction to Cost Accounting

- 4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format,
- 4.2. Preparation of Cost Sheet and Tender including Practical and Numerical.

Unit -5 Standard Costing, Variance Analysis and Budgetary Control

- 5.1. Meaning of Standard Cost & Variance, Cost Variance – Determination of Direct Material Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical.
- 5.2. Types of Budgets.
- 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.

Unit-6 Contemporary Issues in Accounting

- 6.1. Concept of Inflation Accounting,
- 6.2. Human Resources Accounting.

Suggested Reading:

1. R.L. Gupta, and V.K. Gupta, "Principles of Accountancy", Sultan Chand & Sons.
2. S.N. Maheshwari, "Introduction to Accounting", Vikas Publishing House, New Delhi.

3. S. N.Maheshwari, "Cost Accounting, Theory and Problems", VikasPublications,New Delhi.
4. S.P. Iyengar, "Cost Accounting", Sultan Chand & Sons.
5. Robert N. Anthony and James S. Recee, "Accounting Principles", A.I.T.B.S. Pub. and Distributions, New Delhi.
6. R.P.Rastogi, "Graded Problems and Solutions in Financial Management", Galgotia Publication, New Delhi.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Managerial Communication**

Course Code : **MB-1006**

Total Credits : **03**

Course Objective:

To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities

Learning Outcome:

At the end of the course students should be able to identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.

Course Contents

Unit-1 Nature of Business Communication

- 1.1 Need, importance and purposes of communication in organizations
- 1.2 Elements and environment of communication
- 1.3 Models of communication
- 1.4 Forms and networks of organizational communication
- 1.5 Types of communication barriers and how to overcome them
- 1.6 Listening, types of listening and effective listening
- 1.7 Elements of effective communication

Unit-2 Non-verbal Communication

- 2.1 Importance of appearance and how to use it as a tool in communication
- 2.2 Body language and oculesics
- 2.3 Paralanguage
- 2.4 Proxemics
- 2.5 Chronemics
- 2.6 Haptics
- 2.7 Using non-verbal tools (oral and written) to communicate effectively

Unit-3 Presentations, Interviews, Group Discussions and Business Meetings

- 3.1 Preparation of content for presentation
- 3.2 Understanding the audience
- 3.3 Importance of rehearsals
- 3.4 Using visual aids in presentations
- 3.5 Handling questions
- 3.6 Writing a resume'
- 3.7 Types of interviews
- 3.8 Preparation for an interview
- 3.9 Do's and don'ts during an interview
- 3.10 Understanding the group in a group discussion
- 3.11 Do's and don'ts in a group discussion
- 3.12 Meetings in business and its types
- 3.13 Notice and agenda
- 3.14 Minutes of a meeting
- 3.15 Mannerisms, etiquettes and assertiveness in oral communication

Unit-4 Business Writing

- 4.1 Types of business letters
- 4.2 Structure and format of letters
- 4.3 Memorandums and circulars
- 4.4 e-mails

- 4.5 Text messaging
- 4.6 Report writing
- 4.7 Importance of written communication
- 4.8 Appropriate one in business writing

Unit-5 Negotiation Skills

- 5.1 Need for negotiation
- 5.2 Process of negotiation
- 5.3 Barriers to negotiation and how to overcome them

Unit-6 Issues in Communication

- 6.1 Handling diversity (gender, culture, ethnicity, etc.)
- 6.2 Tolerance and acceptance of diversity
- 6.3 Emotional intelligence and its impact on communication
- 6.4 Social intelligence and its impact on communication
- 6.5 Ethics in communication.

Suggested Reading:

1. M. Ramanand P. Singh, Business Communication, latest edition, Oxford University Press, India.
2. William V. Ruch, Business Communication, Maxwell Macmillan, New York.
3. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York.
4. Bill Scott, The Skill soft Communication, Jaico, Bombay.
5. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York.
6. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India.
7. M.E. Guffy, Essentials of Business Communication, Thomson Publication.
8. Shirley Taylor, Communication for Business, Pearson Education.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Business Ethics and Management by Indian Values**

Course Code : **MB-1007**

Total Credits : **03**

Course Objectives:

1. To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making.
2. To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations.
3. To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior.

Learning Outcomes:

At the end of the course learners will be able to;

1. Analyze nature and purpose of business ethics and differentiate from corporate social responsibility.
2. Apply various concepts of Indian ethos and apply in business situation and decision making.
3. Apply self-management at work place

Course Contents

UNIT –I Nature and purpose of Ethics, Ethical Norms

- 1.1 Concept and Nature of Ethics- Business Ethics
- 1.2 Role and purpose of Ethics for business
- 1.3 Ethical Norms and Principles for business.

Unit-2 Theories of Business Ethics

- 2.1 Different Theories of Business Ethics
- 2.2 Business Ethics and Corporate social Responsibility
- 2.3 Nature of Utilitarian view of Business Ethics

Unit-3 Corruption and Whistle blowing

- 3.1 Nature and types of Corruption in India
- 3.2 Method and means of checking corruption in India
- 3.3 Whistle blowing

Unit- 4 Indian Ethos

- 4.1 Management and Culture, Management is Culture bound (Discussion)
- 4.2 Concept and Nature of Indian Ethos for Management
- 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)

Unit -5 Sources of Indian Ethos and Management

- 5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads
- 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta
- 5.3 Arthashastra, Ramcharit Manas, Panchatantra, Hitopadesh
- 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer
- 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion)
- 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales

Unit-6 Values for Indian Managers

- 6.1 Values v/s Skills, Value System
- 6.2 Values and Purity of Mind

- 6.3 Indian Values and Wisdom relevant to modern management
- 6.4 Work Ethics & Ethics in Work
- 6.5 Life Goals or Purusharthas, Professionalism and KarmaYoga
- 6.6 Management of the Self and Workplace Spirituality.

Unit 7 Models of Motivation and Leadership

- 7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures
- 7.2 Guna Theory, Karma Theory and Sanskar Theory

Suggested Reading:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson
2. Weiss, Business Ethics Concept & Cases, Cengage Learning
3. Velasquez, Business Ethics, Concepts & Cases, PHI
4. Murthy, Business Ethics, Himalaya Publishing House
5. Al Gini, Case Studies in Business Ethics, Pearson Education.
6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi
7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi
8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **IT Applications for Business**

Course Code : **MB-1008**

Total Credits : **03**

Course Objective:

The objective of this course is to help the student acquire the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

Learning Outcome:

At the end of the course learners will be able to;

1. Apply Information Technology in business
2. Acquire practical knowledge about MS Word, MS Excel , MS Power point and application and use of Statistical test
3. Use of Management Information System (MIS) at various levels of management
4. Identify with the concepts of Blockchain and Cryptocurrency.

Course Contents

UNIT - I: Introduction to Computers

- 1.1 Hardware: Input/output devices, storage devices and memory.
- 1.2 Software: System and Application Software, Compilers, Interpreters and Assemblers
- 1.3 Languages: Levels of languages, generation and their features
- 1.4 Internet: Concepts & Services, Hardware and software requirements, types of Internet connections
- 1.5 Operating Systems WINDOWS XP: Basic Operations, utilities and features.

Unit - 2 Application Software (MS- Office)

- 2.1 MS Word: word basics, formatting text and documents, introduction to mail merge & macros.
- 2.2 MS Excel: Excel basics, rearranging worksheets, working with graphics, Using worksheet as databases, automating “what-if” projects.
- 2.3 MS PowerPoint : PowerPoint basics, and important features, creating presentations
- 2.4 MS Access: Database creation, screen/form design, report generation using wizard (Practical)

Unit - 3 E-Business Mobile and Wireless

- 3.1 E-Business Fundamentals, E-Business framework, E-Business application
- 3.2 Technology Infrastructure for E-Business.
- 3.3 Mobile computing framework, wireless technology and switching method computing fundamentals
- 3.4 Mobile information access device, mobile computing application

Unit - 4 Management Information systems & Security Environment

- 4.1 Introduction to Management Information systems : Types of MIS, Capabilities, Complements, CCR Framework; Role of manager with respect to IT in an organization.
- 4.2 Elements of Business models, B2B, B2C models
- 4.3 Type of E-payment, digital token-based e-payment ,smart card, credit card payment systems
- 4.5 Risk on e-payment.
- 4.6 Introduction to Block chain and Crypto currency
- 4.7 Block chain as an Asset and a Business
- 4.8 Client-server security, data and message security
- 4.9 Document security, firewalls.

Unit - 5 Inter-organization Business

- 5.1 EDI application in business

- 5.2 EDI: legal, security, standardization
- 5.3 EDI software implementation
- 5.4 VANs (value added network) Internet based EDI

Unit - 6 Online Marketing Concepts

- 6.1 Marketing Communication
- 6.2 Marketing Tools
- 6.3 Virtual Factory, Strategies for Electronic Business, Making Money on net
- 6.4 Web portals and vortals concepts, Search Engine Optimization.

Suggested Reading:

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi.
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi.
3. Laudon and Traver. Ecommerce: Business Technology Society, 4TH Edition 2009 Pearson Education, New Delhi.
4. Schneider, E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India.
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.
7. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi.
8. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009.
9. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi, 10. Joseph, E-commerce, Indian Perspective, PHI, 3RD Edition, 2009.
11. Chaffey, E-Business & E-Commerce Management, 3rd edition, Pearson Edu, 2008.
12. Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House.
13. Parag Kulkarni & P.K. Chande, IT Strategy for Business, 1st edition Oxford University Press.
14. Sinha and Sinha, Computer Fundamentals, BPB Publications.
15. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi.
16. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi.

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – II
Course Scheme & Syllabus**

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL), Semester – II

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-2001	Human Resource Management	3
2.	MB-2002	Financial Management	3
3.	MB-2003	Operations Research	3
4.	MB-2004	Marketing Management	3
5.	MB-2005	Introduction to Business Analytics	3
6.	MB-2006	Business Research Methods	3
7.	MB-2007	Operations Management	3
8.	MB-2008	Business Law	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Human Resource Management**

Course Code : **MB-2001**

Total Credits : **03**

Course Objective:

1. To make students aware about different functions of human resource management.
2. To make an understanding among students about different terms closely associated with HRM.

Learning Outcome:

At the end of the course learners will be able to;

1. Define HRM and understand its importance in managing diverse workforce.
2. Help students to make themselves skilled in HR function for the present day organization.

Course Contents

Unit –1 The field of HRM

- 1.1 Introduction- Nature, Scope, Function and Importance of HRM
- 1.2 Personnel to HRM
- 1.3 Models of HRM-ASTD, other HRM models
- 1.4 Formulations and essentials of sound HR policies

Unit-2 Human Resource Planning

- 2.1 Concept and Need of HRP, Factors affecting HRP
- 2.2 HR planning process- Environment scanning, HR demand forecast, HR supply forecast
- 2.3 Requisites for successful HRP
- 2.4 Job design and Job analysis- Job Description and Job Specification

Unit-3 Recruitment and Selection

- 3.1 Recruitment-Concept, Factors affecting recruitment, Sources of recruitment
- 3.2 Selection- Concept, Selection Process, Evaluation of Selection Process
- 3.3 Placement and Induction

Unit- 4 Training and Development of HR

- 4.1 Training- Concept, Importance, determine training need, types of training methods
- 4.2 Development- Concept, Methods, Career development and Succession Planning
- 4.3 Performance Appraisal- Overview, Need, Appraisal Methods, Potential Appraisal
- 4.4 Placement Promotion and Transfer

Unit -5 Maintenance of HR

- 5.1 Job Evaluation- Concept, Objectives, Techniques
- 5.2 Compensation Management- Overview, Components of compensation, factors affecting compensation
- 5.3 Employee Incentives Schemes and Benefits
- 5.4 Recent trends in compensation management

Unit-6 Employee Separation and Work Environment

- 6.1 Separation- Retirement, Layoff, Discharge, VRS
- 6.2 Grievance handling procedure
- 6.3 Quality of Work Life

Unit – 7 Contemporary Issues In HRM

- 7.1 Basics of balance score card, Six sigma
- 7.2 Competency mapping and learning organization
- 7.3 HRIS and KM

Suggested Reading:

1. David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall..
2. Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page.
3. William B. Werther Jr. and Keith Davis, "Human Resources and Personnel Management", Singapore, McGraw Hill.
4. P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya.
5. Biswajeet Patanayak, "Human Resource Management" New Delhi, Prentice Hall India.
6. Holloway J. Ed., "Performance Measurement and Evaluations", New Delhi, Sage Publications. Guy V. & Mattock J., "The New international Manager", London, Kogan P

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Financial Management**

Course Code : **MB-2002**

Total Credits : **03**

Course Objective:

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.

Learning Outcome:

At the end of the course students should be able to:

1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation.
2. Use Financial Management Tools for Managerial Decision Making.

Course Contents

Unit – 1 Introduction

- 1.1. Meaning and Objectives of Financial Management.
- 1.2. Scope and Functions of Financial Management.
- 1.3. Wealth Maximization v/s Profit Maximization.
- 1.4. Short Term and Long Term Sources of Finance in India.

Unit–2 Cost-Volume-Profit Analysis

- 2.1. Concept, BEP in units, BEP in Rupees,
- 2.2. Multiproduct BEP.
- 2.3. Margin of Safety.
- 2.4. P/V Ratio.
- 2.5. Relationship between Cost, Volume and Profit.

Unit–3 Ratio Analysis

- 3.1. Liquidity Ratios.
- 3.2. Profitability Ratios.
- 3.3. Leverage Ratios.
- 3.4. Activity Ratios.
- 3.5. Calculation and Interpretation of Ratios.

Unit– 4 Investment and Financing Decisions

- 4.1. Concept of Time Value of Money.
- 4.2. DCF and Non DCF Methods for Evaluating Projects,
- 4.3. Relationship between Investment and Financing Decisions,
- 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity Weighted Average Cost of Capital.

Unit –5 Leverage Analysis

- 5.1. Determination of operating leverage, financial leverage and total leverage,
- 5.2. Leverage and Financial Distress.

Unit–6 Statement of Changes in Financial Position

- 6.1. Funds Flow Statement.
- 6.2. Total Resource Method.
- 6.3. Working Capital Method.
- 6.4. Cash Method.
- 6.5. Cash Flow Analysis.

Unit – 7 Capital Structure and Firms Value

- 7.1. Net Income Approach.
- 7.2. Net Operating Income Approach.

- 7.3. Traditional Approach.
- 7.4. MM Approach.
- 7.5. EBIT --- EPS Analysis.
- 7.6. ROI --- ROE Analysis.

Unit – 8 Dividend Decisions

- 8.1. Dividend Theories.
- 8.2. Factors Affecting the Dividend Policy.
- 8.3. Alternative Forms of Dividend.
- 8.4. Dividend Discount Model.

Unit – 9 Working Capital Management

- 9.1. Cash and Liquidity Management.
- 9.2. Credit Management.
- 9.3. Determination of Working Capital and its Financing.
- 9.4. CMA form for Working Capital.

Suggested Reading:

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Van Horn, James C., Financial management and Policy, Prentice Hall of India.
6. Brigaham& Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.
8. D.N. Elhance, VeenaElhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Operations Research**

Course Code : **MB-3003**

Total Credits : **03**

Course Objective:

- The objectives of this course are to help the students acquire quantitative tools.
- The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Learning Outcome:

At the end of the course students should be able to;

- Develop models as per the requirements of the practicing managers and to get solutions from them.
- Describe and attain of decision science skills for the management processes.

Course Contents

Unit-1 Quantitative Techniques and Operations Research

- 1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management
- 1.2 Modeling in OR
- 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.

Unit-2 Linear Programming

- 2.1 Meaning of Linear programming
- 2.2 General Mathematical Formulation of LPP
- 2.3 Graphical Analysis
- 2.4 Simplex Method and Big-M Method.
- 2.5 Advantage and limitations of LPP.

Unit – 3 Non Linear Programming

- 3.1 Concepts and Applications of Dynamic Programming,
- 3.2 Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)

Unit-4 Transportation Model and Assignment Problem

- 4.1 Transportation Problem as a particular case of LPP Mathematical Formulation
- 4.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.
- 4.3. Assignment Model as a particular case of transportation model,
- 4.4. Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization)

Unit- 5 Game Theory

- 5.1 Introduction to Games
- 5.2 Maximin and Minimax Principles
- 5.3 Pure and Mixed Strategies
- 5.4 Rule of dominance
- 5.5 Solutions of Games using –Algebraic and Graphical Methods
- 5.6 Game theory and linear programming

Unit -6 Replacement Models

- 6.1 Introduction and Scope in Management
- 6.2 Single Equipment Replacement Model and Group Replacement
- 6.3 Replacement of items which deteriorate with time and items which fails suddenly.

Unit-7 Waiting Line Models

- 7.1 Introduction and Scope in Management Decisions,
- 7.2 Queuing Models M/M/1 (Infinite and Finite Population),
- 7.3 Concepts and applications of M/M/C.

Unit-8 Simulation

- 8.1 Concept of Simulation and its applications.

Suggested Reading:

- 1 Haruly M. Wagner, "Principles of Operations Research with application to managerial decisions", New Delhi: Prentice Hall of India Pvt. Ltd.
- 2 Hamdy A. Taha, "Operations Research: An Introduction", New Delhi: Prentice Hall of India Pvt. Ltd.
- 3 N. D. Vohra. "Quantitative Techniques", New Delhi: Tata McGraw Hill Publications.
- 4 V. K. Kapoor, "Problems and Solutions in Operations Research", New Delhi: Sultan Chand and Sons.
- 5 P. K. Gupta and D. S. Hira, "Operations Research", New Delhi: Sultan Chand Publications.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Marketing Management**

Course Code : **MB-4004**

Total Credits : **03**

Course Objective:

- To familiarize the students with marketing concepts and practices.
- To acquaint them with the challenges of marketing environment and competition.
- To expose them to the element of marketing mix, and develop their capacity to understand marketing applications.

Learning Outcome:

At the end of the course students would be able to:

- Understand marketing management and explain its pivotal role.
- A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix.

Course Content

Unit 1 - Marketing Concepts

- 1.1 Understanding and Defining Marketing
- 1.2 Customer Value, Satisfaction, Customer Delight and loyalty.

Unit 2 - Understanding Consumers

- 2.1 Understanding Consumer Behaviour - Concepts and Applications
- 2.2 Factors Affecting Buying Behaviour
- 2.3 Buying Decision Process

Unit 3 - Market Segmentation, Targeting & Positioning 3.1 Market Segmentation

- 3.2 Levels of Market Segmentation
- 3.3 Market Targeting
- 3.4 Developing a Positioning Strategy
- 3.5 Marketing mix

Unit 4 - Product

- 4.1 Product Classification
- 4.2 Product Mix
- 4.3 Product Life Cycle

Unit 5 - Pricing

- 5.1 Pricing Strategies

Unit 6 International Marketing

- 6.1 EPRG Framework
- 6.2 Mode of Entry

Unit 7 - Contemporary issues in Marketing

- 7.1 Social Media Marketing
- 7.2 e-Marketing
- 7.3 Social Media Tools

Suggested Reading:

1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reader. "Industrial Marketing, Analysis, Planning and Control", New Delhi, Edward, PHI.
2. Krishna K. Havldar, "Industrial Marketing", Tata McGraw Hill, Delhi.
3. Michael H. Morris – "Industrial and Organizational Marketing", New York, Macmillan.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Introduction to Business Analytics**

Course Code : **MB-2005**

Total Credits : **03**

Course Objective:

- To familiarize participants with concepts and applications of data analytics.
- To acquaint participants with the challenges of data preparation and implementation.
- To understand and design data driven models for business decision making.

Learning Outcome:

At the end of the course learners will be able to;

1. To understand the role of data analytics, data mining and business analytics within an organization.
2. Compute and analyze data using statistical and data mining techniques
3. Design and develop process of improving the decision making (relevance and quality).

COURSE CONTENTS

UNIT -1

- Introduction to Business Analytics, Concept of data, information, knowledge discovery. What is business analytics? Historical Overview of data analysis,
- Career in Business Analytics, What is data science, Applications for data science, Data Scientists Roles and Responsibility.

Unit-2

- Introduction to Data Base Management System, Data base System Applications, Purpose of Database Systems, The ER Model, Relational Model, Other Models Database Languages DDL and
- DML\ER diagrams – ER Model - Entities, Attributes and Entity sets , Relationships and Relationship sets – ER Design. Overview of the SQL Query Language – Basic Structure of SQL Queries.
- Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization

Unit-3

- Examining Data – Exploration and Transformation, Creating MS- Excel sheet and performing operations on MS- Excel Sheet -Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.),
- copying functions and text, analysis using if – else,
- data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.
- Creating charts/ graphs (histogram, scatter plot, line chart etc.) Overview of statistical perspective –
- Understanding mean, median, mode, correlation analysis
- Normal distribution, standard deviation, variance.

Unit- 4

- Introduction to Data Ware Housing and Data Mining, The origins of Data Mining,.
- OLAP and Multidimensional data analysis

Unit -5

- Introduction to Machine Learning: History and Evolution, Supervised Learning, Unsupervised Learning, Reinforcement Learning.
- Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics,
- Healthcare Analytics, Supply Chain Analytics.

Suggested Reading:

1. Anil Maheshwari, "Data Analytics", McGraw Hill Education, 2017
2. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)
3. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
4. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis ,Pearson Education, 7th Edition, 2010

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Business Research Methods**

Course Code : **MB-2006**

Total Credits : **03**

Course Objective:

- The objectives of the course are to equip the students with the concept and methods of Business Research.
- The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Learning Outcome:

At the end of the course students should be able to;

- 1.Help to get solutions to the problems in the corporate world through research.
- 2.Develop research papers to understand the intricacies of research.
- 3.Describe and attain some elementary level of data analysis applicable in research.

Course Contents

UNIT-1 Introduction to Research Methods

- 1.1 Role and objectives of business research, 1.2 Types of research,
- 1.3 Research process: Overview, 1.4 Problems encountered by researchers in India

Unit-2 Research Design

- 2.1 Defining research problem, objectives and Hypothesis development,
- 2.2 Need for research design,
- 2.3 Features of a good research design
- 2.4 Different research designs and types of research design. (exploratory, descriptive, experimental and diagnostic research).

Unit-3 Sampling Theory and Design of Sample Survey

- 3.1 Census Vs Sample Enumerations
- 3.2 Objectives and Principles of Sampling
- 3.3 Types of Sampling, Sampling and Non-Sampling Errors.

Unit- 4 Measurement and Scaling Concepts

- 4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement,
- 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales
- 4.6 Designing questionnaires.

Unit -5 Data Collection and Analysis

- 5.1 Collection, Organization and Presentation
- 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing)
- 5.3 Multivariate Analysis (Concepts only)

Unit-6 Report Writing

- 6.1 Meaning of interpretation, 6.2 Techniques of Interpretation, 6.3 Precautions in interpretation
- 6.4 Significance of report writing, 6.5 Steps in report writing, 6.6 Layout of report
- 6.7 Precautions in writing research reports.

Suggested Reading:

1. William G. Zikmund, "Business Research Methods", Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, "Business Research Methods", Boston, Irwin.
3. Fred N Kerlinger, "Foundations of Behavioural Research", New Delhi: Surjeet Publications.
4. David Nachmias and ChavaNachmias, "Research Methods in the Social Sciences", New York: St.Marlia's Press.
5. C. R. Kothari, "Research Methodology: Methods and techniques", New Delhi: VishwaPrakashan.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Operations Management**

Course Code : **MB-2007**

Total Credits : **03**

Course Objectives:

- To bring the understanding of industrial and business operations, products and services.
- To develop logic and skills to apply suitable and better tools and techniques on operational decision making.
- To explore the scope and dimensions of operations management applications in major management functions and decisions.

Learning Outcomes:

At the end of the course learners will be able to;

1. Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services.
2. Integrate the business activities and scientific problem solving methodology.
3. Set the unique way of doing job/task/work/activities with optimality in business.

Course Contents

Unit-1 Introduction to Production and Operations Management

- 1.1 Nature of Production / Operations Management
- 1.2 Production Function and its Environment
- 1.3 Functions of Production/Operations Manager
- 1.4 Organization of Production Function

Unit-2 Facilities Planning

- 2.1 Product Selection and Design, Service Design
- 2.2 Process and Technology Selection
- 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models
- 2.4 Case Study

Unit-3 Layout of Manufacturing/ service facility

- 3.1 Product layout, process layout, fixed position and group layout
- 3.2 Layout design: Relationship based and Load Distance cost matrix
- 3.3 Materials handling concepts
- 3.4 Case Study

Unit- 4 Resources Requirement Planning and Production Planning and Control

- 4.1 Capacity Planning, Concept and Application of Learning Curve.
- 4.2 Aggregate Production Planning Chase strategy
- 4.3 Level production, Mixed strategy, Materials Requirement Planning
- 4.4 Case Study

Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing

- 5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems
- 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts
- 5.3 Assembly line balancing Batch Processing and Job shop - n- jobs on single machine, njobs on Two/Three machines (Johnson's Rule)
- 5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)

Unit-6 Quality Control

- 6.1 Quality Control Function
- 6.2 Acceptance sampling Statistical Process Control
- 6.3 Operating Characteristics Curve and its Applications Quality Circles
- 6.4 Case Study

Suggested Reading:

1. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition
2. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition.
3. Josheph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition
4. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York: West Publishing Company, Latest Edition.
5. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Business Law**

Course Code : **MB-2008**

Total Credits : **03**

Course Objective:

- To acquaint students with general business law issues to help become more informed sensitive and effective business leaders.
- To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

Learning Outcome:

At the end of the course learners will be able to;

- Provide an overview of important laws that have a bearing on the conduct of business in India
- Examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms
- Understand various modes of dispute resolution in business transactions

Course Contents

Unit-1 The Contract Act, 1871

- 1.1 Nature and classification of contracts - Essential elements of a valid contract
- 1.2 Offer and Acceptance - Consideration - Capacities of Parties
- 1.3 Provisions relating to free consent, void agreements
- 1.4 Provisions relating to performance and discharge of contract
- 1.5 Breach of contract - Meaning and remedies

Unit-2 Companies act 2013

- 2.1 Meaning and essential features of a company, Types of companies
- 2.2 Formation of company, memorandum and articles of association, Prospectus
- 2.3 company meetings, company directors and managers concept of independent directors, duties of directors, appointment remuneration and allied matters
- 2.4 Single person company, company secretary duties and responsibilities
- 2.5 CSR guidelines and rules

Unit – 3 Sales and competition laws

- 3.1 Contract for Sale of Goods as per sales of goods act1930 - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale
- 3.2 Provisions relating to conditions and Warranties
- 3.3 Provisions relating to transfer of property or ownership
- 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.
- 3.5 competition act 2002: Objectives and anti-competitive agreements
- 3.6 Abuse of competitive position, combination and its regulations
- 3.7 competition commission: composition, duties, powers and functions

Unit- 4 The Negotiable Instruments Act, 1981

- 4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course
- 4.2 Negotiation and Types of Endorsements
- 4.3 Dishonors of Negotiable Instrument - Noting and Protest
- 4.4 Liability of parties on Negotiable Instrument.

Unit -5 Investment Laws

- 5.1 SEBI act 1992: Objectives and salient features of securities
- 5.2 SEBI: composition Powers and functions

- 5.3 SEBI Guidelines: Pre-issue formalities, disclosure standards, legal requirements, operations of clearing
- 5.4 SEBI guidelines for mutual funds and venture capital

Unit-6 The Consumer Protection Act, 1986

- 6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
- 6.2 Rights of Consumers
- 6.3 Consumer Disputes Redressal Agencies

Unit-7 Miscellaneous Laws

Miscellaneous brief Outline of various laws:

- 7.1 Introduction to IT act 2000, Digital signature, Major cyber-crime and penalty
- 7.2 Meaning of patent, copyright and trademark and registration procedure, Major penalties on violation of patent, copyright and trademarks.
- 7.3 basic guidelines and penalties under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

Suggested Reading:

- 1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition
- 2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition
- 3. Business Law, S.S.Gulshan, Excel Books, 4th Edition.
- 4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition.

Web Reference:

- 1 www.vakilno1.com
- 2 www.Indiankanoon.org
- 3 www.companylawonline.com
- 4 www.sebi.gov.in

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Marketing Management)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Marketing Management)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3103	Product & Brand Management	3
4.	MB-3104	Consumer Behavior	3
5.	MB-3105	Sales and Distribution Management	3
6.	MB-3106	E-Business	3
7.	MB-3107	Logistics and Supply Chain Management	3
8.	MB-3108	Retail Marketing	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information , Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure

5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

- 1. David H. Holt Entrepreneurship: New Venture Creation, PHI
- 2. Mary Coulter Entrepreneurship in Action, PHI
- 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
- 4. Stay Hungry Stay Foolish
- 5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajive Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Product & Brand Management**

Course Code : **MB-3103**

Total Credits : **03**

Course Objective:

The objectives of this course are to acquire the conceptual understanding of product and brand management and its applications for corporate growth and development.

Learning Outcome:

Up on completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand.

Course Contents

UNIT –I Introduction to Product Management

- 1.1 Why product management, Relationship between marketing and product management,
- 1.2 Product management process,
- 1.3 Functions of product manager,
- 1.4 Role and responsibilities of product manager.

Unit-2 Product Life Cycle

- 2.1 Concept of PLC, Operationalizing the aspect of PLC concept,
- 2.2 PL Case forecasting model,
- 2.3 PLC as guideline for marketing strategy,
- 2.4 Extension of PLC.

Unit-3 New Product Development

- 3.1 Characteristics of successful product development,
- 3.2 New product development process and organization.

Unit-4 Brand Management

- 4.1 Concept, Decision, Elements and Brand portfolio

Unit-5 Brand Association

- 5.1 Brand awareness, identity, image, personality and loyalty
- 5.2 Managing brand equity through brand loyalty,
- 5.3 Measuring brand equity.

Unit-6 Branding Strategies

- 6.1 Evaluation of brands, Perceived quality,
- 6.2 Brand positioning and repositioning,
- 6.3 Brand extension decisions.
- 6.4 Emerging trends in product and brand management

Suggested Reading:

1. Majumdar, Ramanuj, "Product Management in India", PHI.
2. David A. Aaker, Rajeev Batra and John G. Meyer. "Advertising Management", New Delhi. PHI
3. David A. Aaker. "Managing Brand Equity", New York. Free Press.
4. Jean Noel Kapfers. "Strategic Brand Management", New York, Free Press.
5. Moorthi, Y.L.R., "Brand Management", Vikas
6. Kumar Ramesh, S., "Managing Indian Brands"
7. Oguinn, T.C., Allen, C.T. and Semenik, R.J., Vikas, "Advertising and Integrated Brand Management". Thomson.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Consumer Behavior**

Course Code : **MB-3104**

Total Credits : **03**

Course Objective:

The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications.

Learning Outcome:

Up on completion of this course students will be able to understand Consumer behavior and also to develop appropriate marketing strategies for different segments of consumers.

Course Content

Unit – 1 Introduction to Consumer Behaviour

- 1.1 Definition and scope of Consumer Behaviour,
- 1.2 Linkage with Marketing Strategy, Application of Consumer Behaviour and Consumer Research.

Unit- 2 Environmental Influences on Consumer Behaviour

- 2.1 Understanding culture, subculture and its marketing implications in Consumer Behaviour, culture process;
- 2.2 Social Class, Measurement of social class, social class mobility
- 2.3 Family, Family life cycle and Family decision making process, Understanding Husband- Wife decision role, Children's & Peer group influence in family decision making;
- 2.4 Personal influence, word of mouth communication, opinion leadership.

Unit- 3 Individual Determinants of Consumer Behaviour

- 3.1 Demographics; Concept, Theories and Applications –
- 3.2 Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and change,
- 3.3 Personality and Self Concept, Psychographics and Life Style.

Unit- 4 Consumer Decision Process and Models

- 4.1 Pre – purchase Process : Information processing, Types of information and sources, external and internal search, marketing strategies
- 4.2 Purchase Processes: Consumer choice making process, Evaluative criteria, Decision rules
- 4.3 Post Purchase Processes: Framework, dissonance satisfaction /Dissatisfaction.

Unit- 5 Strategic Applications of Consumer Behaviour

- 5.1 Marketing to children, women, adults and old age consumers;
- 5.2 Concerns and strategies;
- 5.3 The consumer movement, consumer rights and responsibilities.

Suggested Reading:

1. R.D.,Miniard, P.W.and Engel,J.F.,“ Consumer Behaviour”, Thomson.
2. Schiffman L.G. and Kanuk L. L.,“ Consumer Behaviour ”,PHI.
3. Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, “Consumer Behaviour Building Marketing Strategy”, Tata McGraw Hill Publishing Company Limited, NewDelhi.
4. Assel,H.,“Consumer Behaviour”, Thomson.
5. Solomon M.R.,“Consumer Behaviour”,PHI..

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Sales and Distribution Management**

Course Code : **MB-3105**

Total Credits : **03**

Course Objective:

The objectives of this course are to expose the students to various aspects of sales and distribution Management as an integral part of marketing management and provide abilities in sales and distribution system.

Learning Outcome:

Upon successful completion of this course student will be able to understand the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels..

COURSE CONTENTS

UNIT –I Personal Selling

- 1.1 The role of personal selling in marketing mix,
- 1.2 The personal selling process, Personal selling objectives, Types of sales job.

Unit-2 Theories of Sales Management

- 2.1 Objectives, Nature and scope.
- 2.2 Buyer– Seller Dyads, Theories of Selling-AIDAS Theory, “ Right set of circumstances” Theory, “ Buying formula” Theory, and Behavioral equation theory of selling.

Unit – 3 Sales Planning

- 3.1 Sales organization, Sales forecasting, Sales Budgeting,
- 3.2 Territory design and setting Quotas.

Unit- 4 Operational Sales Management

- 4.1 Selection, Training, Motivation and Compensation,
- 4.2 Evaluation and Control of sales force.

Unit- 5 Distribution

- 5.1 Design of distribution channel,
- 5.2 Management of channels,
- 5.3 Managing Co-operation, Conflict and competition,
- 5.4 Vertical and Horizontal Marketing Systems.

Unit- 6 Whole Selling and Retailing

- 6.1 Importance, Types, Marketing decisions for whole seller,
- 6.2 Retailing: Importance, Types, Retailer marketing decisions

Unit – 7 Physical Distribution

- 7.1 Objectives, Order processing, Warehousing inventory,
- 7.2 Transportation, Organizing for physical distribution, EDI and Supply chain,
- 7.3 Internet as a medium for order processing and information.

Suggested Reading:

1. Cundiff and Govni, “Sales Management–Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India.
2. Ingram, Laforge, Avila, Schwepker and Williams, “ Sales Management”, Thomson.
3. Watuba R. Thomsas, “ Sales Management – Text and Cases”, Business Publication Inc.
4. Johnson, Kurtz and Scheving, “ Sales Management, Concept Practice and Cases ”, Mc Graw Hill NY

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **E-Business**

Course Code : **MB-3106**

Total Credits : **03**

Course Objective:

- The objective of this course is to learn concept, dimensions and approaches of e-business & ecommerce and future business technologies.
- Elaborate challenges in adopting and implementing new business technologies to the traditional business or creating strategies for new e-business models..

Learning Outcome:

At the end of the course students should be able to;

- Explain the basic concept of e-business & e-commerce.
- Explain the process of developing and implementing e-business and be aware of the ethical, social and security issues in e-commerce business models.
- Explain the role of information systems in organizations, the strategic management processes, and the implications for the management.

Course Contents

Unit 1 Introduction to e Business & e Commerce

- 1.1 Define e-Commerce and e-Business,
- 1.2 Define Types of eCommerce transactions.
- 1.3 Define e-Business Models.
- 1.4 Internet Marketing and e-Tailing.
- 1.5 Elements of e-Business Models.
- 1.6 Explain the benefits and limitations of e-Commerce.

Unit-2 e-Marketplaces: Structures, Mechanisms, Economics, & impacts

- 2.1 Define e-Marketplace and Describe their Functions.
- 2.2 Explain e-Marketplace types and their features.
- 2.3 Describe the various types of auctions and list their characteristics.
- 2.4 Discuss the benefits, limitations and impacts of auctions.
- 2.5 E-Commerce in the wireless environment. Competition and impact on industry.

Unit – 3 E- Business applications, E-Procurement and E-Payment Systems

- 3.1 e-Commerce Integration and e-Business applications.
- 3.2 ERP, e-SCM, CRM, E-Payment.
- 3.3 E-Procurement definition, processes, methods and benefits.
- 3.4 Discuss the categories and users of smart cards.
- 3.5 Describe payment methods in B2B EC.

Unit- 4 Electronic Documents & Security Issues

- 4.1 Electronic Library & types of digital documents
- 4.2 Data Warehousing
- 4.3 Digital Signature
- 4.4 Client Server Security
- 4.5 Data & Documents security
- 4.6 Firewalls
- 4.7 Introduction to Cloud & Data Mining

Unit -5 The Impact of E-Business on Different Fields and Industries

- 5.1 Electronic Healthcare platforms & Applications
- 5.2 Banking and Personal Finance Online.
- 5.3 Financial Marketplaces & Advisories

- 5.4 On demand Entertainment
- 5.5 E-Tourism · Employment and Job Market Online
- 5.6 Online Real Estate.
- 5.7 Online Publishing and e-Books.
- 5.8 On-Demand Delivery Systems and E-Grocers.

Suggested Reading:

1. E-Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey, Financial Times/ Prentice Hall; 5th edition
2. Ravi Kalakotta and Whinston B., "Frontiers of E-Commerce", Addison-Wesley, New Delhi.
3. Ravi Kalakotta and M. Robinson, "E-Business: Roadmap for Success", Addison-Wesley, New Delhi.
4. E-COMMERCE: An Indian Perspective by S.J. P.T. Joseph, PHI Learning Pvt. Ltd.; 6th edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

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

Course Code : **MB-3107**

Total Credits : **03**

Course Objectives:

The course aims at developing an understanding of supply chain management and its significance in managerial process..

Learning Outcomes:

Students will be able to:

1. Analyze total system costs in supply chains
2. Know when and how to use various forecasting techniques
3. Compute tradeoffs between cost and responsiveness in supply chains.

Course Contents

UNIT –I Introduction and Strategic View of Supply Chain

- 1.1 The role of Supply Chain Management in Economy and Organization.
- 1.2 Supply Chain Strategy and Performance Measures.
- 1.3 Outsourcing: Make Versus Buy.

Unit-2 Managing Material Flow in Supply Chain

- 2.1 Inventory Management
- 2.2 Transportation,
- 2.3 Network Design and Operations: Facility Location.

Unit-3 Managing Information Flowing Supply Chain

- 3.1 Demand Forecasting,
- 3.2 The Role of Information Technology in Supply Chain Management.

Unit- 4 Supply Chain Innovations

- 4.1 Supply Chain Integration,
- 4.2 Supply Chain Restructuring,
- 4.3 Agile Supply Chains,
- 4.4 Pricing and Revenue Management

Suggested Reading:

1. Shah Janat, "Supply Chain Management-Text and Cases", New Delhi: Pearson Education, Latest Edition
2. Chopra Sunil, Meindl Peter, Kalra D.V., "Supply Chain Management – Strategy, Planning and Operation", New Delhi : Pearson Education, Latest Edition
3. Sinha Amit, Kotzab Herbert, " Supply Chain Management- A Managerial Approach", New Delhi: Tata Mc Graw- Hill- latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Retail Marketing**

Course Code : **MB-3108**

Total Credits : **03**

Course Objective:

The course enables the students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques.

Learning Outcome:

On successful completion of this course students will be able to:

- Apply abroad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience.
- Critically analyze and summarize market information to assess the retailing environment and formulate effective retail strategies.

Course Contents

Unit – 1 Marketing Channels and Supply Chains

- 1.1 Emergence, Roles and types of marketing channels, Channel members and their characteristics,
- 1.2 Choosing various channel options, factors affecting the choice
- 1.3 Supply Chain Management (SCM) – advantages gained, Physical flow of merchandise, logistics of e-retailing.

Unit-2 Retailing

- 2.1 Nature and importance of retailing, wheel of retailer,
- 2.2 Types of retailing- ownership based, store based, non-store based, webbased.
- 2.3 Retail management decisions Recent trends in retailing.

Unit-3 Strategic Planning in Retailing

- 3.1 Situation analysis, objectives, Identification of consumers and positioning, overall strategy,
- 3.2 specific activities and control.

Unit- 4 Identifying and Understanding Customers

- 4.1 Consumer demographics & lifestyle, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer's action.
- 4.2 Location, Operation & Merchandise Management: Trading Area Analysis, Sites election.

Unit- 5 Operation and Merchandise Management

- 5.1 Trading area analysis, site selection, store formation size and space allocation, store security and credit management.
- 5.2 Merchandise plans– forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

Unit-6 Retail Promotion

- 6.1 Building retail store image, atmosphere, layout planning
- 6.2 Retail promotional mix strategy Retail stores sales promotional scheme.

Suggested Reading:

- 1 Berman, Berry and Joel Evans Retail Management.
- 2 Cooper,J. Strategy planning in Logistics and Transportation.
- 3 Cox, Roger and Paul Brittain Retail Management.
- 4 Levy& Weitz Retailing Management.
- 5 Kotler, Philip Marketing Management.

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Finance)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Finance)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3203	Financial Risk & Derivatives	3
4.	MB-3204	Insurance & Bank Management	3
5.	MB-3205	Financial Markets Products and Services	3
6.	MB-3206	Investment Analysis & Portfolio Management	3
7.	MB-3207	Financial Reporting and Analysis	3
8.	MB-3208	Behavioral Finance	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps indecision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information ,Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure

5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

- 1. David H. Holt Entrepreneurship: New Venture Creation, PHI
- 2. Mary Coulter Entrepreneurship in Action, PHI
- 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
- 4. Stay Hungry Stay Foolish
- 5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajiv Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Financial Risk & Derivatives**

Course Code : **MB-3203**

Total Credits : **03**

Course Objective:

To acquaint participant with the basic concept of Financial Risk and Derivatives.

Learning Outcome:

1. At the end of the course students should be able to;
2. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument
3. To make them understand operations of derivatives market.

Course Contents

UNIT –1 Understanding Risk

- 1.1. Concept of Risk
- 1.2. Types of Risk
- 1.3. Risk Management Process
- 1.4. Risk Management Strategies

Unit-2 Introduction to Derivatives

- 2.1 Concept of Forwards, Future, Options
- 2.2 Difference between Forward and Futures
- 2.3 Types of Options
- 2.4 Participants in markets Hedgers, Speculators and Arbitragers
- 2.5 Uses of Derivatives
- 2.6 Basic Derivatives terminology

Unit-3 Futures Contract

- 3.1. Future Terminology
- 3.2. Types of Futures,
- 3.3. Standardization in Futures,
- 3.4. Futures Exchange Clearing House
- 3.5. Types of Orders
- 3.6. Trading in Futures-Mark to Market Process
- 3.7. Convergence of Future and Spot Price
- 3.8. Stock Index Futures
- 3.9. Currency Futures
- 3.10. Interest Rates Future
- 3.11. Hedging Using Futures—Short Hedge, Long Hedge.

Unit- 4 Options Market

- 4.1. Types of Options,
- 4.2. Payoffs from option positions, In the Money option, Out of Money Option, At the Money option,
- 4.3. Naked Option, Exotic Options, Bond Option, Time Value of Money.
- 4.4. Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.

Unit-5 Option Trading Strategies

- 5.1. Bull Strategy
- 5.2. Bear Strategy
- 5.3. Butterfly Strategy
- 5.4. Calendar Strategy
- 5.5. Diagonal Spread Strategy

5.6. Straddles, Strip and Straps Strategy.

Unit-6 Swaps

- 6.1. Introduction to Swaps
- 6.2. Basic Swap Structure
- 6.3. Interest Rate Swaps
- 6.4. Currency Swaps
- 6.5. Mechanics of Swaps Transactions
- 6.6. Swap options.

Unit-7 Greek Letters

- 7.1. Concept of Delta Theta, Gamma Vega, Rho
- 7.2. Factors Determining Option Price
- 7.3. Black Scholes Mode

Suggested Reading:

1. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
2. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
3. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
4. Das, Satyajit: Swap & Derivative financing, Probus
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Insurance & Bank Management**

Course Code : **MB-3204**

Total Credits : **03**

Course Objective:

To acquaint participant with the basic concept of Insurance and Banking sector.

Learning Outcome:

At the end of the course students should be able to;

1. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.

Course Content

UNIT –1 Understanding Banking

- 1.1 Evolution of Banking
- 1.2 Banking in India
- 2.2 Types of Banks Roles of Banks (viz. Intermediation, Payment system, and financial services)
- 2.3 Banking Regulations-- BASEL Norms
- 2.4 Banking Products – Fee based and fund based
- 2.5 Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance
- 2.6 Capital Adequacy norms for banks, SLR, CRR, CAR

Unit-2 Bank Management

- 2.1 Liquidity Management
- 2.2 Investment Management
- 2.3 Loan Management
- 2.4 Liability Management
- 2.5 Credit Management
- 2.6 Risk Management
- 2.7 Commercial banks' Balance Sheet and Income Statement, Relationship between B/S and Income Statement
- 2.8 Return on Equity Model
- 2.9 Important ratios used in Balance Sheet Analysis, CAM ELS Rating
- 2.10 Management of assets and liabilities in banks-Profitability and Productivity in Banks

Unit-3 Understanding Insurance

- 3.1. Definition of Insurance
- 3.2. General Principles of Insurance
- 3.3. Insurance Application and Acceptance Procedure
- 3.4. Insurance Terminology

Unit- 4 Life Insurance

- 4.1. Life Insurance Definition, General Principles of Life Insurance
- 4.2. Types of Life Insurance Products--- Whole Life Policy, Term Policy, Endowment Policy.
- 4.3. Annuities Types
- 4.4. Claim Management of Claim Settlement
- 4.5. Analysis of Balance Sheet of a Life Insurance Company

Unit-5 General Insurance

- 5.1. General Insurance Definition, General Principles of General Insurance
- 5.2. Marine Insurance, Fire Insurance
- 5.3. Motor Vehicle Insurance
- 5.4. Public Liability Insurance
- 5.5. Third Party Insurance

- 5.6. Medclaim and Health Policies
- 5.7. Group Insurance
- 5.8. Burglary Insurance

Suggested Reading:

- 1. Banking Theory, Law & Practice, **Gordon Natrajan**,
- 2. HPH Insurance Management, **S.C.Sahoo&S.C.Das**, HPH
- 3. Bank Management & Financial Services, **Rose, Hudgins**, McGraw Hill
- 4. Risk Management & Insurance, **Trieschmann, Hoyt, Sommer**, Cengage
- 5. Banking and Insurance, **Mohapatra and Acharya**, Pearson.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Financial Markets Products and Services**

Course Code : **MB-3205**

Total Credits : **03**

Course Objective:

To acquaint participant with the basic concept of Financial Markets, Products and Services.

Learning Outcome:

At the end of the course students should be able to;

1. To provide the students understanding of role financial institutions and markets play in the business environment.
2. It also helps to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions , financial products and services and the economy.

COURSE CONTENTS

UNIT –1 Nature and Role of Financial System

- 1.1 Money and finance – Money and near-money – Financial intermediation and financial intermediaries – The structure of the financial system – Functions of the financial sector – Indicators of financial development
- 1.2 Nature and Scope of Financial Services, Fund based and fee-based services.

Unit-2 Financial Market Operations

- 2.1. Money Market: Introduction, Instruments—T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills, Collateralized Debt Obligations, Trading mechanism of instruments, regulations.
- 2.2. Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO's, Book building, Private Placements etc. –Investor protection in primary market – recent trends in primary market. Rights Issue, Bonus Issue. BSE & NSE operations. Concept of Circuit Breakers
- 2.3. Secondary Market---Overview of major Stock Exchanges in India. Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method)
- 2.4. Trading on Stock Exchanges: Different trading systems – Share groups on BSE and NSE –BOLT and NEAT System – Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction, Order types and books – De -Mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit- Valuation price – Bad and short delivery – Auction.

Unit-3 Lease and Hire Purchase

- 3.1. Meaning and Types of Leasing – Legislative frameworks –Matters on Depreciation and Tax – Problems on leasing
- 3.2. Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.

Unit- 4 Credit Rating and Securitization of Debts

- 4.1. Definition and meaning- Process of credit rating of financial instruments- Rating Methodology- Rating agencies – Rating symbols of different companies.
- 4.2. Securitization of Debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization

Unit -5 Mutual Funds, Factoring Forfeiting and Bill Discounting

- 5.1. Mutual Funds- Types Mutual Funds – Advantages of mutual funds, Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects.
- 5.2. Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages Bill Discounting: Concept, type, bill rediscounting, problems on bill discounting.

Unit -6 Credit Cards, Venture Capital Finance and Merchant Banking

- 6.1. Credit Cards: Concepts, operational procedure, advantages, disadvantages.
- 6.2. Venture Capital Finance: Concepts, Procedure, and Importance. Merchant Banking: Mergers, Amalgamations, Acquisition, Takeovers.

Suggested Reading:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.
2. Harsh V.Verma, Marketing of Services, Global Business Press
3. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press,Boston.
M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi. Frank.J.Fabozzi& Franco Modigliani, Foundations of Financial Markets and Institutions,Pearson Education Asia.
4. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.
5. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.
6. B. Pathak : Indian Financial Systems Pearson Education

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Investment Analysis & Portfolio Management**

Course Code : **MB-3206**

Total Credits : **03**

Course Objective:

The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Learning Outcome:

- Ability to understand risk and return on financial assets
- Evaluation of key financial assets
- Portfolio concepts

Course Contents

UNIT –1 Introduction

- 1.1 Concept of Investment, Investment V/S Speculation,
- 1.2 Financial and Economic Aspect of Investment,
- 1.3 Types, Characteristics and Objectives of Investment
- 1.4 Selecting Investments in a global market.

Unit-2 Risk Return

- 2.1 Concept of Risk And Return, Systematic And Unsystematic Risk
- 2.2 Analysis of different types of Risks and Return,
- 2.3 Determinants of Required Rate of Return,
- 2.4 Risk free rate and factors influencing the risk free rate; Risk Premium.
- 2.5 Multifactor Model of Risk & Return

Unit-3 Fundamental and Technical Analysis

- 3.1 Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory. Challenges to the Efficient Market Hypothesis.
- 3.2 EIC analysis-Macro economic activity and security Markets. The Cyclical Indicator Approach. Monetary Variables, the Economy and Stock Prices. Inflation, interest rate and security prices
- 3.3 Analysis of Growth and Value Companies.
Technical Analysis: Assumptions, Advantages and Challenges. Technical Trading Rules and Indicators
Technical Analysis of Equity Markets.

Unit- 4 Valuation of Assets

- 4.1 Bonds: Bond Fundamentals, Bond Valuation Models: PV Model
- 4.2 Bonds Yield, Measures Duration, Modified Duration, Immunization
Convexity, Bond Value Theorem.
- 4.3 Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier
Models.
- 4.4 Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.

Unit -5 Portfolio Management:

- 5.1 Measurement of Expected Risk and Return of Portfolio
- 5.2 Markowitz Portfolio Theory. The Efficient Frontier and Investor
- 5.3 Utility. Optimal Portfolio Selection
- 5.4 Sharpe's Single Index Model,
- 5.5 Lagrange Multiplier Theory.

Unit-6 Capital Asset Pricing Model & Multi Factor Models:

- 6.1 Concept of Beta
- 6.2 SML And CML Valuations.
- 6.3 Arbitrage Pricing Theory, Empirical Tests of APT
- 6.4 Estimating Risk in a Multi-factor Setting.

Unit-7 Portfolio Performance Evaluation & Portfolio Management Strategy

- 7.1 Treynor, Sharpe, Jensen and Information Ratio Performance Measures.
- 7.2 Passive vs. Active Management.
- 7.3 Bond Portfolio Management Strategies and Equity Portfolio Management Strategies
- 7.4 Equity Portfolio Management Strategy-Index Portfolio Construction Techniques.

Suggested Reading:

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. Martin Pring, Technical Analysis Explained, McGraw Hill.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Financial Reporting and Analysis**

Course Code : **MB-3207**

Total Credits : **03**

Course Objectives:

To acquaint participant with the basic concept of Financial Statement Analysis.

Learning Outcomes:

At the end of the course students should be able to have better understanding of analyzing financial statements for the purpose of valuation of firms and investments.

Course Contents

UNIT –1 Framework for Financial Statement Analysis

- 1.1 Understanding financial statements—balance sheet, income statement. Need for financial statement analysis. Limitations of Financial Statements Analysis.
- 1.2 Various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Statement.

Unit-2 Cash Flow Analysis

- 2.1. Direct and indirect methods preparation of cash flow statements.
- 2.2. Transaction analysis, reported versus operating changes in assets and liabilities, relation between income and cash flows Analysis of cash flow trends

Unit-3 Ratios and Financial Analysis

- 3.1. Types of ratios, analysis of firms performance using ratios classification and selection of ratios. Cases on analyzing financial statements using Ratios.

Unit- 4 Analysis of Long Lived Assets

- 4.1 Capitalization decisions, capitalization versus expensing— general issues, industry issues, analytical adjustments for capitalization and expensing.
- 4.2 Depreciation concept, need for fixed asset disclosures, impairment of long lived assets. Treatment of long lived assets.

Unit -5 Analysis of Financing Liabilities

- 5.1. Nature of current and long term liabilities, debt with equity features, effect of changes in interest rates, debt of firms in distress, retirement of debt prior to maturity, bond covenants, nature of covenants.

Unit -6 Valuation of Companies

- 6.1. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF).
- 6.2. Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure & Adjusted Present Value. Method of Enterprise Valuation (APV).
- 6.3. Relative Valuation using Market Comparables. Equity Capital Raising Transactions, Initial Public Offerings. Valuation in Practice, Corporate Control & Agency Problems. Mergers & Acquisitions. Leveraged Buyouts (LBOs) / Management Buyouts. Valuation in Private Equity Setting & Venture Capital.

Suggested Reading:

1. Penman, S. H.: Financial Statement Analysis and Security Valuation, 3rd ed., McGraw Hill, Boston.
2. Ross, S. A., Westerfield, R. W., Jaffe, J. : Corporate Finance, McGraw Hill, Boston.
3. Soffer, L., Soffer, R. Financial Statement Analysis: A Valuation Approach, Prentice Hall, Upper Saddle River.
4. Copeland, T. E., Weston, J. F., Shastri, K. Financial Theory and Corporate Policy, d., Pearson, Boston.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Behavioral Finance**

Course Code : **MB-3208**

Total Credits : **03**

Course Objective:

To develop an understanding of Classical Finance and Behavioral Finance-Heuristics and Biases in Human Decision making-A framework of decision making under risk-Real world applications in finance-Real world applications to public policy.

Learning Outcome:

- Ability to understand risk and return on financial assets
- Evaluation of key financial assets
- Portfolio concepts for individual needs.

Course Contents

UNIT –1 Introduction

- 1.1 Neoclassical Challenge and Behavioral Finance
- 1.2 Rational Expectations Hypothesis and behavioral challenges 1.3 Expected Utility theory, Portfolio Theory, Efficient Market Hypothesis
- 1.4 Decision-making process and behavioral biases,

Unit-2 Behavioral economics and finance

- 2.1 prospect theory and asset pricing - Prospect theory, Bounded rationality,
- 2.2 Mental Accounting
- 2.3 Probability weighing function: Parameterization of utility function. Risk-taking behavior.
- 2.4 Endowment effect: experiments. Sentiments and asset pricing

Unit-3 Heuristics and behavioral biases of investors

- 3.1 Anchoring bias. Limited attention, storing and retrieving information, availability bias. Familiarity bias.
- 3.2 Risk preference, framing bias. Mental accounting, Representativeness, Ambiguity aversion,
- 3.3 Overconfidence and excessive trading

Unit- 4 Group Behavior

- 4.1 Conformism, herding, fatal attractions,
- 4.2 Investing Styles and Behavioral Finance,
- 4.3 Emotions and Neuro Science

Unit -5 Behavioral corporate finance

- 5.1 The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing.
- 5.2 Second level: less than rational managers. Behavioral biases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals

Unit-6 Investment Strategies of Individuals Models Of Personal Finance:-

- 6.1 4 Stroke Model,
- 6.2 Stair Case Model,
- 6.3 Earning –Expenses Model

Unit-7 Value Investing

- 7.1 Principles of value investing
- 7.2 Value investing to counter behavioural biases

Suggested Reading:

- 1 Behavioural Finance, William Forbes, Willey Publications
- 2 Behavioral Finance By Prasanna Chandra, Mcgraw Hill Publishers
- 3 Value Investing & Behavioral Finance , Parag Parikh, Tata Mcgraw Hill Publishers

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Human Resource Management)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Human Resource Management)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3303	Labour Laws	3
4.	MB-3304	Human Resource Development	3
5.	MB-3305	Performance Management	3
6.	MB-3306	Compensation and Reward Management	3
7.	MB-3307	International HRM	3
8.	MB-3308	Learning and Development	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps indecision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information ,Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure
- 5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI,IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

1. David H. Holt Entrepreneurship: New Venture Creation, PHI
2. Mary Coulter Entrepreneurship in Action, PHI
3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
4. Stay Hungry Stay Foolish
5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajive Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Labour Laws**

Course Code : **MB-3303**

Total Credits : **03**

Course Objective:

- To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force.
- To develop an understanding about different obligations towards society.

Learning Outcome:

At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.

Course Contents

UNIT –1 Industrial Relations Code

- 1.1 Concept, growth and Emerging Patterns in IR
- 1.2 Parties to Industrial Relations
- 1.3 Different perspective and approaches to Industrial Relation
The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946 and The Trade Unions Act, 1926.

Unit-2 Labour Welfare Legislation

- 2.1 Concept and Philosophy of Labour Welfare.
- 2.2 Theories of Labour welfare.
- 2.3 Contract Labour Act (Regulation and Abolition) Act, 1970- Scope, Application, Important Definitions and Important Provisions.

Unit-3 Social Security Code

- 3.1 Evolution and Growth of social legislation in India.
- 3.2 International Labour Standards on Social Security.
- 3.3 Employees State Insurance Act, 1948.
- 3.4 Payment of Gratuity Act, 1972.
- 3.5 Maternity Benefit (Amendment) Act, 2017
- 3.6 Employees' Provident and Miscellaneous Provisions Act, 1952

Unit- 4 Collective Bargaining in India

- 4.1 Meaning, Nature & Emerging Patterns.
- 4.2 Workers Participation in Management: Different degrees and forms of Worker's Participation in India.

Unit -5 Occupational Health, Safety and Welfare code

- 5.1 Factories Act 1948
- 5.2 Contract Labour Act 1970

Unit -6 Recent Developments

- 6.1 discussion on major case laws
- 6.2 various policies and schemes for workers and employers
- 6.3 major reforms and amendments
- 6.4 case studies

Suggested Reading:

1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.
2. Introduction to the Constitution of India 21st Edition, D.B. Basu
3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini Shekhar, Pearson, Third Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Human Resource Development**

Course Code : **MB-3304**

Total Credits : **03**

Course Objective:

The objectives of this course are to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.

Learning Outcome:

At the end of the course students should be able to;

- Understand the need and methods of HRD
- Insights in the design, development and delivery of HRD Programmes

Course Content

UNIT –1 Human Resource Development

- 1.1 Concept and Historical Perspective
- 1.2 Elements of Good HRD
- 1.3 HRD and Organizational Effectiveness

Unit-2 HRD Mechanisms -I

- 2.1 Training- Training Policy
- 2.2 Assessing Training and Development Needs
- 2.3 Design of Training Systems
- 2.4 Implementation and Evaluations of Training System
- 2.5 Employee Counseling
- 2.6 Performance Appraisal-Different Methods and their impact on Employees Effectiveness.

Unit-3 HRD Mechanisms-II

- 3.1 Career Planning and Development, Succession Planning
- 3.2 Potential Appraisal
- 3.3 Coaching – The Skills of Coaching, coaching and performance management
- 3.4 Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.

Unit- 4 Behavioral Tools

- 4.1 FIRO-B, Johari Window, Transactional Analysis.
- 4.2 Formulation and Implementation of HRD Strategies
- 4.3 Creating a World Class Organization

Unit-5 The Benefits and Cost of H.R.D

- 5.1 the cost and benefit of training
- 5.2 Models of cost benefit analysis of training
- 5.3 HR Accounting

Unit-6 Future of Human Resource Development

- 6.1 Economic
- 6.2 Political
- 6.3 Sociological and Organizational Factors.

Suggested Reading:

1. Jerry W. Gilley and Steven A. England, "Principles of Human Resource Development", U.S.A, Addison-Wesley, 1989.
2. T.V. Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
3. SatishPai, Ravishanker, UpinderDhar and B. Pattanayak (Eds), "HRD Skills for Organizational Excellence". Mumbai, Himalaya 1999.
4. Ashok Chanda and ShilpaKabra "Human Resource Strategies-Architecture for Change" NewDelhi, Response Books, 2000.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Performance Management**

Course Code : **MB-3305**

Total Credits : **03**

Course Objective:

- To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force.
- To develop an understanding about different obligations towards society..

Learning Outcome:

At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour..

COURSE CONTENTS

UNIT –1 Performance Management Conceptual Frame Work

- 1.1 Introduction to Performance Management,
- 1.2 nature,
- 1.3 scope,
- 1.4 importance, process of Performance Management, 1.5link between Performance Management and Performance Appraisal,
- 1.6 Benefits of Performance Management,
- 1.7 Performance Planning,
- 1.8 Role Analysis and Evaluating Performance Management.

Unit-2 Performance Appraisal System

- 2.1 Meaning, Features and Objectives of Performance Appraisal–
- 2.2 Factors affecting Performance Appraisal–
- 2.3 Benefits of Performance Appraisal–
- 2.4 Problems with Performance Appraisal–
- 2.5 Essentials of a Good Appraisal System–
- 2.6 Evaluation of a Performance Appraisal System.

Unit-3 Appraisal Methods on the basis of approaches

- 3.1 Ranking–Forced Distribution
- 3.2 Paired Comparison
- 3.3 Check List
- 3.4 Critical Incident
- 3.5 Graphic Rating Scale
- 3.6 BARS
- 3.7 MBO
- 3.8 Human Resource Accounting.
- 3.9 360 degree Feedback
- 3.10 Definition & Uses of 360 degree feedback
- 3.11 Rationale for 360 degree feedback
- 3.12 Scope of application in various industries
- 3.13 Advantage and disadvantage of 360 degree feedback
- 3.14 Concept of Potential Appraisal
- 3.15 Requirements for an Effective Potential Appraisal system
- 3.16 Performance Appraisal and Potential Appraisal.

Unit- 4 Model and Process of Performance Management

- 4.1 Performance Management Cycle
- 4.2 Role Definition
- 4.3 Personal Development Plan
- 4.4 Performance Agreement
- 4.5 Performance Review

- 4.6 Balance Scorecard approach to PMS, Benchmarking process,
- 4.7 Industry best practice

Unit -5 Performance Management Application & Improvement

- 5.1 Performance Management for Teams, Performance Management in practice,
- 5.2 Analyzing Performance problems
- 5.3 Performance counselling □ Concept, Principles and Skills competency based Performance Management
- 5.4 Performance Management linked Reward Systems Types of pay for
- 5.5 Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Suggested Reading:

1. Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
2. Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books
3. Hartle: Transforming Performance Management Process, Kogan page.
4. Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
5. Herman Aguinis: Performance Management, Pearson Education
6. A.S. Kohli and Tapomoy Deb, PerformanceManagementOXFORDUniversity Press

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Compensation and Reward Management**

Course Code : **MB-3306**

Total Credits : **03**

Course Objective:

- To familiarize the students with the dynamics of wage and salary administration.
- To impart knowledge about whole compensation scenario and components of salary..

Learning Outcome:

At the end of the course students should be able to;

- Describe various theories associated with wage and salary administration.
- Differentiate among varieties of element that helps in constituting an ideal salary and will be able to design a salary structure in very effective manner.
- Explain role of taxation and wage legislation in compensation system

Course Contents

UNIT –1 Wage and Salary Administration

- 1.1 Definition, Goals, Concept of Wages & Salary.
- 1.2 Theories of wages, Minimum wage, Fair wage & Living wage
- 1.3 Wage criteria & Wage fixation Machineries
- 1.4 Salary Benchmarking, designing KRA & KPI Union's role in wage and salary administration

Unit-2 Incentive Plan

- 2.1 Wage theories
- 2.2 Pay for Performance- types of incentive schemes-Individual and Group Incentive plans
- 2.3 Productivity Gain sharing plans, Profit Sharing Plans
- 2.4 Concept and Classification of Employees benefits,

Unit-3 Wage legislation

- 3.1 Employees' provident fund and Miscellaneous Provisions Act, 1952
- 3.2 Minimum Wages Act, 1948
- 3.3 Payment of Wages Act, 1948
- 3.4 Payment of Bonus Act, 1965

Unit- 4 Wage legislation

- 4.1 Maternity Benefit Act, 1961
- 4.2 Workmen's Compensation Act, 1923
- 4.3 Gratuity Act, 1972

Unit-5 Tax Planning & Reward Management

- 5.1 Role of Tax Planning in Compensation Benefits
- 5.2 Tax Efficient Compensation package
- 5.3 Salary Restructuring.
- 5.4 Concept of reward management
- 5.5 Purpose and contents of Reward strategy
- 5.6 Developing, Communicating & Implementing reward strategy.

Suggested Reading:

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Milkovich, Newman, Ratnam, Compensation, McGraw Hill, New Delhi.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **International HRM**

Course Code : **MB-3307**

Total Credits : **03**

Course Objectives:

- To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force.
- To develop an understanding about different obligations towards society..

Learning Outcomes:

At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.

Course Contents

UNIT –1 The Environment

- 1.1 Foundation and challenges of International Management,
- 1.2 The culture context value systems of some countries,
- 1.3 Cultural characteristics of business operations across the countries,
- 1.4 Diversity,
- 1.5 Managing diversity

Unit-2 Organizational Structure

- 2.1 The Global View,
- 2.2 Basic Organization Structure,
- 2.3 Decision making and controlling.

Unit-3 Attracting Human Resources

- 3.1 The Global View,
- 3.2 Recruitment,
- 3.3 Selection of people (Parent country nationals, Host country nationals, Third country nationals)

Unit- 4 Compensation and Benefits in Global Scenario

- 4.1 Impact of culture on IHRM,
- 4.2 Training in context of globalization age,
- 4.3 Preparing employees for foreign assignments,
- 4.4 Preparing global leaders.

Unit -5 Future and Challenges in context of IHRM

- 5.1 Managing people in an international context
- 5.2 HR issues in Multinational Corporate Social responsibility
- 5.3 Multinational as a global citizen
- 5.4 International Accord and Corporate Codes of Conduct
- 5.5 Implication for the HR function of the multinational firm

Unit -6 Concept of Culture and cultural environment

- 6.1 Culture Shock
- 6.2 Role Cultural Understanding
- 6.3 Cross Cultural Differences and Managerial Implications
- 6.4 Hofstadter Study
- 6.5 Cultural environment–Ethics in International Environment
- 6.6 Case studies on Cross-Cultural and International Human Resource Management

Suggested Reading:

1. P.L. Malik, IndustrialLaw, Lucknow, EasternBookCo., 1995.
2. IntroductiontotheConstitutionofIndia21stEdition,D.B.Basu
3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, KalyaniPublishers, 1993.
4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and SeemaPriyadarshinishekhar, Pearson, 2013.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Learning and Development**

Course Code : **MB-3308**

Total Credits : **03**

Course Objective:

- Align learning with organizational goals.
- Master effective design and delivery of learning programs.
- Implement and adapt strategies in diverse contexts.
- Evaluate outcomes and innovate continuously.

Learning Outcome:

- Align learning with organizational goals.
- Master effective design and delivery of learning programs.
- Implement and adapt strategies in diverse contexts.
- Evaluate outcomes and innovate continuously.

Course Contents

Unit 1: Introduction to Learning and Development

- 1.1 Overview of L&D and its organizational significance.
- 1.2 Historical perspectives and the evolution of L&D.
- 1.3 Key theories and models in adult learning.
- 1.4 Understanding the concept of a learning organization.

Unit 2: Strategic Planning for Learning and Development

- 2.1 Aligning L&D with organizational goals.
- 2.2 Conducting a training needs analysis (TNA).
- 2.3 Developing a strategic L&D plan.
- 2.4 Budgeting and resource allocation for L&D.
- 2.5 Measuring and evaluating the effectiveness of L&D programs.

Unit 3: Designing and Developing Learning Programs

- 3.1 Instructional design principles.
- 3.2 Selecting appropriate learning methodologies.
- 3.3 Developing training materials and resources.
- 3.4 Technology-enabled learning (e-learning, virtual classrooms).
- 3.5 Customizing training programs for diverse learners.

Unit 4: Implementing Learning Initiatives

- 4.1 Delivery methods and techniques in L&D.
- 4.2 Facilitation skills for trainers.
- 4.3 Managing resistance to change in the context of learning.
- 4.4 Ensuring inclusivity and diversity in learning programs.
- 4.5 Implementing and managing mentorship programs.

Unit 5: Evaluating and Improving Learning and Development

- 5.1 Kirkpatrick's Four Levels of Evaluation.
- 5.2 Collecting and analyzing data on learning outcomes.
- 5.3 Continuous improvement in L&D initiatives.
- 5.4 Addressing challenges and obstacles in the learning process.
- 5.5 Future trends and innovations in learning and development.

Unit 6: Technology and Learning Transformation

- 6.1 Exploration of emerging technologies in learning (AI, VR, AR).
- 6.2 Integration of social media and collaborative tools in learning.
- 6.3 Data-driven decision making in L&D (analytics, predictive analysis).
- 6.4 Strategies for effective remote and hybrid learning.
- 6.5 Agile methodologies in L&D and building a culture of continuous learning.
- 6.6 Cross-cultural considerations and global perspectives in L&D.

Suggested Reading:

1. Employee Training and Development by Raymond Noe (2016).
2. The Adult Learner by Malcolm S. Knowles, Elwood F. Holton III, and Richard A. Swanson (2015).
3. Design for How People Learn by Julie Dirksen (2016).
4. First Break All the Rules by Marcus Buckingham and Curt Coffman (1999).
5. The Fifth Discipline by Peter M. Senge (2006).

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Supply Chain Management)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Supply Chain Management)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3403	Inventory Management and Materials Requirement Planning	3
4.	MB-3404	Principles of Logistics and Supply Chain Management	3
5.	MB-3405	Distribution Management for Global supply Chain	3
6.	MB-3406	e-Business Fundamentals	3
7.	MB-3407	Procurement, Storage and Warehouse Management	3
8.	MB-3408	Lean supply Chain Management	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps indecision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information ,Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure

5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

- 1. David H. Holt Entrepreneurship: New Venture Creation, PHI
- 2. Mary Coulter Entrepreneurship in Action, PHI
- 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
- 4. Stay Hungry Stay Foolish
- 5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajiv Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Inventory Management and Materials Requirement Planning**

Course Code : **MB-3403**

Total Credits : **03**

Learning Outcome:

The learning objectives for Inventory Management and Materials Requirement Planning include acquiring skills to optimize stock levels, minimize carrying costs, and enhance operational efficiency. Students will also develop proficiency in using MRP systems to strategically plan and manage the procurement and production of materials for streamlined supply chain processes.

Course Contents

Unit 1: Introduction to Inventory Management

- 1.1 Understanding the importance of inventory management
- 1.2 Types of inventory and their characteristics
- 1.3 Inventory costs and financial implications
- 1.4 Inventory control techniques: ABC analysis, EOQ, and safety stock

Unit 2: Demand Forecasting and Inventory Planning

- 2.1 Techniques and methods for demand forecasting
- 2.2 Factors influencing demand for products
- 2.3 Forecasting accuracy and measurement
- 2.4 Inventory planning based on demand forecasts

Unit 3: Materials Requirement Planning (MRP)

- 3.1 Introduction to MRP and its objectives
- 3.2 Bill of Materials (BOM) and product structure
- 3.3 MRP process and calculations
- 3.4 MRP system implementation and integration with production

Unit 4: MRP II and Advanced Inventory Management

- 4.1 Evolution and components of MRP II
- 4.2 Capacity planning in MRP II
- 4.3 Advanced inventory management techniques
- 4.4 Just-in-Time (JIT) and its relation to MRP II

Unit 5: Inventory Optimization and Supply Chain Integration

- 5.1 Inventory optimization models and techniques
- 5.2 Vendor-Managed Inventory (VMI) and collaborative planning
- 5.3 Integration of MRP and inventory management with the supply chain
- 5.4 Case studies and best practices in inventory optimization

Suggested Reading:

1. "Introduction to Operations and Supply Chain Management" by Cecil B. Bozarth and Robert B. Handfield, Published in 2019.
2. "Principles of Inventory Management: When You Are Down to Four, Order More" by Max Muller, Published in 2010.
3. "MRP and Beyond: A Toolbox for Integrating People and Systems" by Joseph Orlicky, Published in 2011.
4. "JIT Implementation Manual -- The Complete Guide to Just-In-Time Manufacturing" by Hiroyuki Hirano, Published in 2009.
5. "Inventory Management: Principles, Concepts and Techniques" by Adam Haleem, Published in 2014.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Principles of Logistics and Supply Chain Management**

Course Code : **MB-3404**

Total Credits : **03**

Learning Outcome:

The learning objectives for Principles of Logistics and Supply Chain Management are to comprehend the fundamental concepts of supply chain processes, master the coordination of logistics activities, and develop skills in optimizing the end-to-end flow of goods and information to meet organizational goals efficiently.

Course Contents

Unit 1: Foundations of Supply Chain Management

- 1.1 Role and importance of supply chain management
- 1.2 Aligning supply chain strategy with business objectives
- 1.3 Strategic implications of outsourcing decisions
- 1.4 Measuring supply chain performance

Unit 2: Material Flow Optimization and Operations Management

- 2.1 Advanced inventory management techniques
- 2.2 Global transportation strategies and challenges
- 2.3 Optimizing supply chain network design
- 2.4 Facility location and capacity planning

Unit 3: Information Flow and Digital Transformation

- 3.1 Advanced demand forecasting methods
- 3.2 Leveraging data analytics for supply chain optimization
- 3.3 The impact of IoT on supply chain visibility
- 3.4 Digitalization and IT-enabled supply chains

Unit 4: Supply Chain Innovations and Adaptations

- 4.1 Collaborative planning and vendor-managed inventory (VMI)
- 4.2 Implementing agile supply chain methodologies
- 4.3 Managing supply chain risks and building resilience
- 4.4 Strategies for pricing and revenue management

Unit 5: Performance Metrics, Sustainability, and Future Trends

- 5.1 Measuring supply chain performance with advanced metrics
- 5.2 Incorporating sustainability and ethical practices in supply chains
- 5.3 Emerging technologies like blockchain and AI in supply chain
- 5.4 Preparing for future trends and technological shifts in supply chain

Suggested Reading:

1. Shah Janat, "Supply Chain Management- Text and Cases", New Delhi: Pearson Education, Latest Edition
2. Chopra Sunil, Meindl Peter, Kalra D.V., "Supply Chain Management – Strategy, Planning and Operation", New Delhi: Pearson Education, Latest Edition
3. Sinha Amit, Kotzab Herbert, "Supply Chain Management- A Managerial Approach", New Delhi: Tata McGraw-Hill-latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Distribution Management for Global supply Chain**

Course Code : **MB-3405**

Total Credits : **03**

Learning Outcome:

The learning objective for Distribution Management in Global Supply Chain is to grasp the intricacies of coordinating the movement of goods worldwide, understanding cross-border logistics, and developing strategies for efficient distribution networks to ensure timely delivery and customer satisfaction on a global scale.

Course Contents

Unit 1: Theories of Sales Management

- 1.1 Objectives, nature, and scope of sales management
- 1.2 Buyer-Seller Dyads in sales
- 1.3 AIDAS Theory, "Right set of circumstances" Theory, "Buying formula" Theory, and Behavioral equation theory of selling

Unit 2: Operational Sales Management

- 2.1 Sales organization and structure
- 2.2 Sales forecasting, budgeting, and quota setting
- 2.3 Selection, training, motivation, and compensation of the sales force
- 2.4 Evaluation and control of the sales force

Unit 3: Whole Selling and Retailing

- 3.1 Importance and types of wholesalers
- 3.2 Marketing decisions for wholesalers
- 3.3 Importance and types of retailing
- 3.4 Marketing decisions in retailing

Unit 4: Distribution

- 4.1 Designing an efficient distribution channel
- 4.2 Managing channels, cooperation, conflict, and competition
- 4.3 Understanding vertical and horizontal marketing systems
- 4.4 Importance of channel management

Unit 5: Physical Distribution

- 5.1 Objectives of physical distribution
- 5.2 Order processing, warehousing, and transportation
- 5.3 Organizing for physical distribution
- 5.4 Utilizing EDI and the internet for efficient distribution

Suggested Reading:

1. Cundiff and Govni, "Sales Management – Decisions, Strategy and Cases", New Delhi: Prentice Hall of India.
2. Ingram, Laforge, Avila, Schwegler and Williams, "Sales Management", Thomson.
3. Watuba R. Thomsas., "Sales Management – Texts and Cases", Business Publication Inc. Johnson, Kurtz and Scheving, "Sales Management, Concept Practice and Cases", McGraw Hill NY.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **e-Business Fundamentals**

Course Code : **MB-3406**

Total Credits : **03**

Learning Outcome:

The learning objective for e-Business Fundamentals is to gain a comprehensive understanding of online business models, digital technologies, and their strategic applications to effectively navigate and succeed in the digital business landscape.

Course Contents

Unit 1: Introduction to e-Business and Digital Transformation

- 1.1 Definition and scope of e-Business
- 1.2 Evolution of e-Business and its impact on industries
- 1.3 Digital transformation and its role in modern business

Unit 2: e-Business Models and Strategies

- 2.1 Various e-Business models (B2B, B2C, C2C, etc.)
- 2.2 Strategy formulation and implementation in e-Business
- 2.3 Market segmentation and targeting in the digital landscape

Unit 3: E-Commerce Platforms and Technologies

- 3.1 Types of e-Commerce platforms and their features
- 3.2 Payment gateways, security, and privacy considerations
- 3.3 Integrating technologies for seamless e-Commerce operations

Unit 4: Digital Marketing and Customer Experience

- 4.1 Digital marketing strategies and channels
- 4.2 Search Engine Optimization (SEO), Social Media Marketing (SMM), etc.
- 4.3 Customer journey mapping and enhancing customer experience

Unit 5: Legal and Ethical Aspects of e-Business

- 5.1 Legal frameworks governing e-Business
- 5.2 Intellectual property, data privacy, and cybersecurity
- 5.3 Ethical considerations in e-Business practices

Suggested Reading:

1. E-Business and E-Commerce Management: Strategy, Implementation, and Practice by Dave Chaffey, Paul Russell, and Mark Chadwick, Published in 2019.
2. E-Commerce 2018: Business, Technology, and Society by Kenneth C. Laudon and Carol Traver, Published in 2017.
3. Digital Business and E-Commerce Management by Dave Chaffey and Tanya Hemphill, Published in 2019.
4. E-Marketing: The Essential Guide to Marketing in a Digital World by Rob Stokes and the Minds of Quirk, Published in 2019.
5. E-Business and E-Commerce Infrastructure: Technologies Supporting the E-Business Initiative by Abhijit Chaudhury and Jean-Pierre Kuilboer, Published in 2000.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Procurement, Storage and Warehouse Management**

Course Code : **MB-3407**

Total Credits : **03**

Learning Outcome:

The learning objective for Procurement, Storage, and Warehouse Management is to develop expertise in efficient sourcing, strategic storage, and effective warehouse operations to optimize supply chain processes and minimize costs

Course Contents

Unit 1: Fundamentals of Procurement

- 1.1 Key concepts in procurement
- 1.2 Procurement processes and strategies
- 1.3 Supplier selection, evaluation, and negotiation

Unit 2: Inventory Management and Control

- 2.1 Introduction to Inventory models
- 2.2 Inventory planning and analysis
- 2.3 Techniques for effective inventory control
- 2.4 ABC analysis, EOQ, JIT, and safety stock

Unit 3: Warehouse Design and Layout

- 3.1 Principles of warehouse design and layout
- 3.2 Storage systems and equipment
- 3.3 Warehouse layout optimization
- 3.4 Space utilization

Unit 4: Warehouse Operations and Processes

- 4.1 Order picking and packing
- 4.2 Receiving and put-away processes
- 4.3 Warehouse automation and technology integration
- 4.4 Quality control in warehouse operations

Unit 5: Transportation and Distribution Management

- 5.1 Transportation modes and selection
- 5.2 Distribution network design and optimization
- 5.3 Last-mile delivery and supply chain visibility

Suggested Reading:

1. Procurement Principles and Management by Peter Baily, David Farmer, and Barry Crocker, Published in 2019.
2. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse by Gwynne Richards, Published in 2014.
3. Introduction to Operations and Supply Chain Management by Cecil B. Bozarth and Robert B. Handfield, Published in 2019.
4. Inventory Management: Principles, Concepts, and Techniques by Adam Haleem, Published in 2014.
5. Transportation: A Global Supply Chain Perspective by Robert A. Novack, Brian J. Gibson, Yoshinori Suzuki, John J. Coyle, and Edward J. Bardi, Published in 2020.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Lean supply Chain Management**

Course Code : **MB-3408**

Total Credits : **03**

Learning Outcome:

The learning objective of Lean Supply Chain Management is to optimize efficiency and eliminate waste by systematically identifying and improving processes across the entire supply chain.

Course Contents

Unit 1: Introduction to Lean Thinking and Principles

- 1.1 Understanding the history and origins of lean thinking
- 1.2 Principles of lean management
- 1.3 Key concepts: value, value stream, flow, pull, perfection
- 1.4 Lean culture and organizational mindset

Unit 2: Lean Tools and Techniques in Supply Chain

- 2.1 Value stream mapping (VSM)
- 2.2 Just-in-Time (JIT) and Kanban systems
- 2.3 5S methodology and workplace organization
- 2.4 Total Productive Maintenance (TPM)
- 2.5 Lean Six Sigma integration in the supply chain

Unit 3: Lean Supply Chain Strategy and Design

- 3.1 Aligning supply chain strategy with lean principles
- 3.2 Demand forecasting and management in a lean context
- 3.3 Lean supplier management and partnerships
- 3.4 Lean distribution and logistics design
- 3.5 Risk management and resilience in lean supply chains

Unit 4: Lean Implementation and Performance Measurement

- 4.1 Lean project planning and implementation
- 4.2 Change management and organizational readiness
- 4.3 Key performance indicators (KPIs) for lean supply chain
- 4.4 Monitoring and continuous improvement
- 4.5 Case studies and best practices

Unit 5: Lean Supply Chain Sustainability and Global Considerations

- 5.1 Sustainable supply chain practices and lean integration
- 5.2 Ethical considerations in lean supply chains
- 5.3 International and cross-cultural perspectives in lean supply chain
- 5.4 Lean and environmental impact
- 5.5 Circular economy and waste reduction strategies in the supply chain

Suggested Reading:

1. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker, Published in 2003.
2. Lean Thinking: Banish Waste and Create Wealth in Your Corporation by James P. Womack and Daniel T. Jones, Published in 1996.
3. The Lean Supply Chain: Managing the Challenge at Tesco by Barry Evans, Robert Mason, and Mike Baddley, Published in 2004.
4. Lean Supply Chain and Logistics Management by Paul Myerson, Published in 2012.

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Business Analytics)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Business Analytics)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3503	Business Modeling with Spreadsheets	3
4.	MB-3504	Data Mining and Data Warehousing	3
5.	MB-3505	Data Visualization	3
6.	MB-3506	Python for Analytics	3
7.	MB-3507	Business Intelligence	3
8.	MB-3508	Econometrics	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps indecision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information ,Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure

5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

- 1. David H. Holt Entrepreneurship: New Venture Creation, PHI
- 2. Mary Coulter Entrepreneurship in Action, PHI
- 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
- 4. Stay Hungry Stay Foolish
- 5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajiv Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Business Modeling with Spreadsheets**

Course Code : **MB-3503**

Total Credits : **03**

Objective

Spreadsheet is a powerful tool for business analysis. This course aims to develop student's ability to formulate, analyse, and solve business problems using spreadsheet modeling.

Learning Outcome:

After Completing this course students are expected to:

1. Identify situations in which a spreadsheet model may improve managerial decision making
2. Demonstrate proficiency in the data analysis to aid in data-centric decision making
3. Become effective modellers who can build models to solve business problems in various functional areas of business

Course Contents

Unit-1 Introduction to Modelling and Visualization

- 1.1 Modeling: Definition, terminology, types, and process,
- 1.2 Visualization, database/list, searching and editing, sorting, filtering, tabulating
- 1.3 Importing data from files and the Internet, data table

Unit-2 Spreadsheet Functions

- 2.1 Introduction to Excel functionality, Basic Functions: (IF, VLOOKUP, INDEX, MATCH, COUNTIF, etc.)
- 2.2 Text Functions.
- 2.3 Advanced Functions: (OFFSET, INDIRECT, ARRAY)
- 2.4 User-Defined Functions
- 2.5 Database functions

Unit-3 Data Analysis and Visualization

- 3.1 Data tables and Pivot Tables
- 3.2 Charts in Excel
- 3.3 Dash Board

Unit-4 Advanced Modeling and Analysis Techniques

- 4.1 What-if-analysis
- 4.2 Correlation and multiple regression,
- 4.3 Introduction to Solver
- 4.3 Auditing Tools

Unit-5 Advanced Modeling Applications

- 5.1 Linear programming,
- 5.2 Sensitivity analysis, simulations, and optimization with applications in marketing, operations, and finance

Suggested Reading:

1. Ragsdale, C. (2017). Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics. 8th ed. Cengage Learning
2. Gottlieb, I. (2013). Next Generation Excel: Modeling in Excel for Analysts and MBAs. 2nd ed. John Wiley & Sons.
3. Winston, W. L. (2014). Marketing analytics: data-driven techniques with Microsoft Excel. John Wiley & Sons.
4. Winston, W. (2016). Microsoft Excel data analysis and business modeling. 5th ed. Microsoft Press.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Data Mining and Data Warehousing**

Course Code : **MB-3504**

Total Credits : **03**

Learning Outcome:

1. To understand the principles of Data warehousing and Data Mining
2. To know the Architecture of a Data warehouse and Data Mining system.
3. To understand the various Data preprocessing Methods, classification and prediction of data.

Course Contents

Unit I Data Warehousing and Business Analysis

Data warehousing Components, Building a Data warehouse
Data Warehouse Architecture
DBMS Schemas for Decision Support
Data Extraction, Cleanup, and Transformation Tools
Metadata: reporting, Query tools and Applications
Online Analytical Processing (OLAP), OLAP and Multidimensional Data Analysis

Unit II Data Mining -I

Introduction to Data Mining Systems, Data Mining Techniques – Issues – applications- Data Objects and attribute types, Statistical description of data, Data Preprocessing – Cleaning, Integration, Reduction, Transformation and discretization, Data Visualization, Data similarity and dissimilarity measures.

Unit III Data Mining -II

Architecture of A Typical Data Mining Systems- Classification of Data Mining Systems.
Associations and Correlations, Association Rule Mining: - Efficient and Scalable Frequent Item set Mining Methods – Mining Various Kinds of Association Rules – Association Mining to Correlation Analysis – Constraint-Based Association Mining.

Unit IV Classification and Prediction

Issues Regarding Classification and Prediction – Classification by Decision Tree Introduction – Bayesian Classification – Rule Based Classification – Classification by Back propagation – Support Vector Machines – Associative Classification – Lazy Learners – Other Classification Methods – Prediction – Accuracy and Error Measures – Evaluating the Accuracy of a Classifier or Predictor – Ensemble Methods – Model Section.

Unit V Cluster Analysis

Types of Data in Cluster Analysis – A Categorization of Major Clustering Methods – Partitioning Methods – Hierarchical methods – Density-Based Methods – Grid-Based Methods – Model-Based Clustering Methods – Clustering High-Dimensional Data – Constraint-Based Cluster Analysis – Outlier Analysis.

Unit VI Mining Object, Spatial, Multimedia, Text and Web Data

Multidimensional Analysis and Descriptive Mining of Complex Data Objects – Spatial Data Mining – Multimedia Data Mining – Text Mining – Mining the World Wide Web.

Suggested Reading:

1. a

Learning Outcome :

In a Data Visualization course, students will achieve five key learning outcomes:

1. Proficiency in using various data visualization tools and techniques, enabling them to create informative visuals from different datasets.
2. Application of principles for effective data visualization, ensuring clarity, simplicity, and accuracy in their visual representations.
3. The ability to analyze and interpret data through graphical means, enabling informed decision-making based on visual insights.
4. Skills to design and construct interactive dashboards, facilitating user exploration and deeper data understanding.
5. A strong ethical foundation, leading to the creation of accessible, accurate, and ethically sound data visualizations that consider issues like privacy and accessibility.

Course Contents

Unit 1: Introduction to Data Visualization

Importance of data visualization in business analytics
Historical context and evolution of data visualization
Principles of effective data visualization

Unit 2: Data Types, Sources, and Tools

Understanding different data types (e.g., categorical, numerical)
Data collection methods and sources
Data cleaning and preprocessing for visualization
Introduction to data visualization tools (e.g., Tableau, Power BI, matplotlib, ggplot)

Unit 3: Basic Visualization Techniques and Interactivity

Bar charts and histograms
Scatter plots
Line charts
Pie charts

Unit 4: Advanced Visualization Techniques

Heatmaps
Box plots and violin plots
Treemaps
Sankey diagrams
Geographic maps and geospatial visualization
Network graphs
Building interactive dashboards
Adding filters, parameters, and interactivity to visualizations
Storytelling through interactive data visualizations

Unit 5: Design, Best Practices, and Ethics

Color theory and color choices
Typography and text in visualizations
Layout and composition
Accessibility considerations
Data-ink ratio

Avoiding chartjunk
Choosing appropriate chart types
Ensuring data accuracy and integrity
Ethical issues in data visualization (e.g., misleading visualizations, privacy concerns, communicating uncertainty)

Unit 6: Real-World Applications and Case studies

Case studies and examples of data visualization in business analytics
Industry-specific applications (e.g., finance, marketing, healthcare)

Suggested Reading:

1. The Visual Display of Quantitative Information, Edward Tufte, 1986, Graphics Press.
2. Storytelling with Data: A Data Visualization Guide for Business Professionals, Cole Nussbaumer Knaflic, 2015, Wiley.
3. Data Points: Visualization That Means Something, Nathan Yau, 2013, Wiley.
4. Python Plotting with Matplotlib, Ben Root and Michael Droettboom, 2018, Packt Publishing.
5. Interactive Data Visualization for the Web, Scott Murray, 2020, O'Reilly Media.

Learning Outcome:

Students will be able to:

1. Gain strong Python coding skills for data analysis
2. Learn data cleaning, transformation, and analysis techniques.
3. Create effective data visualizations for communication.
4. Apply statistical analysis and hypothesis testing for data-driven decisions.
5. Build predictive models for solving real-world business problems with data.

Course Contents

Unit 1: Python Basics

Introduction to Python and its uses
Setting up Python and basic operations
Understanding variables and data types
Basic programming concepts like loops and conditionals

Unit 2: Data Handling

Working with data structures
Using Pandas for data manipulation
Cleaning and preparing data
Dealing with missing data

Unit 3: Data Visualization

Creating visualizations using Matplotlib and Seaborn
Charts and graphs for effective data communication
Best practices for data visualization

Unit 4: Statistical Analysis

Descriptive statistics and data summary
Hypothesis testing for making informed decisions
Regression and correlation analysis
Basic probability concepts

Unit 5: Applied Analytics

Introduction to machine learning
Building predictive models with Scikit-learn
Time series analysis for forecasting
Real-world case studies and ethical considerations

Suggested Reading:

1. Wes McKinney, Python for Data Analysis, 2017, O'Reilly Media
2. Foster Provost and Tom Fawcett, Data Science for Business, 2013, O'Reilly Media
3. Sebastian Raschka and Vahid Mirjalili, Python Machine Learning, 2017, Packt Publishing
4. Andrew Bruce and Peter Bruce, Practical Statistics for Data Scientists, 2016, O'Reilly Media
5. Yves Hilpisch, Python for Finance, 2018, O'Reilly Media

Learning Outcome:

1. Proficiency in data gathering, processing, and management.
2. Mastery of Business Intelligence tools and data modeling techniques.
3. Expertise in creating effective data visualizations and successful BI project implementation.

Course Contents

Unit 1: Introduction to Business Intelligence

Importance of data-driven decision-making.
Historical context and evolution of BI.
Role of BI in strategy and operations.
Key BI terms and concepts.

Unit 2: Data Management and Warehousing

Data sources and types.
ETL process for data integration.
Data warehousing fundamentals.
Data modeling techniques.

Unit 3: Business Intelligence Tools

Survey of BI tools.
Tool selection criteria.
Hands-on practice with BI tools.
Creating effective dashboards and reports.

Unit 4: Data Analytics and Reporting

Introduction to data analytics.
Data visualization best practices.
Designing informative dashboards and reports.
Extracting insights from data.

Unit 5: Business Intelligence Implementation

Project planning and management in BI.
Data security and governance.
Ethical considerations in BI.
Real-world case studies and applications.

Suggested Reading:

1. Shaku Atre, "Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications," 2003, Addison-Wesley Professional.
2. Larissa T. Moss and Shaku Atre, "Business Intelligence Guidebook: From Data Integration to Analytics," 2014, Morgan Kaufmann.
3. Ralph Kimball and Margy Ross, "The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling," 2013, Wiley.
4. Paulraj Ponniah, "Data Warehousing Fundamentals: A Comprehensive Guide for IT Professionals," 2010, Wiley.
5. Stephen Few, "Now You See It: Simple Visualization Techniques for Quantitative Analysis," 2009, Analytics Press..

Learning Outcome:

Students will be able to:

1. Develop the ability to analyze economic data using statistical techniques.
2. Master the art of building and interpreting regression models for economic analysis.
3. Learn to choose and apply the most suitable regression model for a given economic problem.
4. Acquire skills to work with time series data and understand causality in economics.
5. Understand and apply simultaneous equation models using methods like Two-stage least squares (2SLS) for economic research and analysis.

Course Contents

Unit 1: Nature of Econometrics and Economic Data

Definition of Econometrics – Steps in Empirical Economic Analysis - Econometric Model –The Role of Measurement in Economics – The Structure of Economic Data: Cross-Sectional data, Time Series data, Pooled Cross Section data, Panel Data.

Unit 2: Simple Regression Model

Two Variable Linear Regression Model: Assumptions, Estimation of Parameters, Tests of Significance and Properties of Estimators – Functional forms of Regression models – Loglinear models, Semi log-models and Reciprocal models – Choice of Functional Form.

Unit 3: The General Linear Model

Review of Assumptions, Estimation and Properties of Estimators: Un-biasness, BLUEs and Tests of significance of estimates – Analysis of Variance - Dummy variables - Nature of Dummy variables – Use of Dummy Variables – Errors in Variables and its consequences.

Unit 4: Auto-regressive and Distributed Lag Models

Introduction – Types of Lag schemes - Koyck's lag model, Almon's Lag scheme, Partial Adjustment and Expectations models - Causality in Economics – The Granger Causality Test.

Unit 5: Simultaneous Equation Models

Specification – Simultaneous Bias – Inconsistency of OLS Estimators - The concept of Identification, Rank and Order conditions for Identification – Indirect Least Squares – Two stage Least Squares (without proof), Problems.

Suggested Reading:

1. Jeffrey M. Wooldridge, "Introductory Econometrics: A Modern Approach," 2021, Cengage Learning.
2. Damodar N. Gujarati and Dawn C. Porter, "Basic Econometrics," 2019, McGraw-Hill Education.
3. James H. Stock and Mark W. Watson, "Introduction to Econometrics," 2018, Pearson.
4. Bruce E. Hansen, "Econometrics," 2018, University of Wisconsin.
5. William H. Greene, "Econometric Analysis," 2017, Pearson.
6. Christopher Dougherty, "Introduction to Econometrics," 2016, Oxford University Press.
7. Maddala, G.S: Econometrics, McGraw-Hill Book Co., New York, 3rd Rd.
8. Johnston, J: Econometric Methods, McGraw-Hill Book Co., New York.
9. Maddala, G.S: Limited-Dependent and Qualitative Variables in Econometrics, Cambridge University Press.

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

MBA (ODL)



**Semester – III
Course Scheme & Syllabus**

(MBA-Energy Management)

(Open and Distance Learning)

**Centre for Distance and Online Education
Devi Ahilya Vishwavidyalaya, Indore**

**MBA (ODL), Semester – III
(Energy Management)**

Course Scheme & Syllabus

S. No.	Course Code	Course Name	Credits
1.	MB-3001	Entrepreneurship and New Ventures	3
2.	MB-3002	Project Management	3
3.	MB-3603	Solar Energy	3
4.	MB-3604	Biomass Energy	3
5.	MB-3605	Wind Energy	3
6.	MB-3606	Environmental Pollution & Control	3
7.	MB-3607	Environmental Impact Assessment & Environmental Audit	3
8.	MB-3608	Energy Related Material	3

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Entrepreneurship and New Ventures**

Course Code : **MB-3001**

Total Credits : **03**

Course Objective:

1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.
2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking.

Learning Outcome:

At the end of the course learners will be able to;

1. Provide overview of Entrepreneurship environment in country
2. The process of owning your business & art of sustaining a business.
3. Various qualities, character & leadership requirements of being an Entrepreneur.

Course Contents

UNIT –I Entrepreneur & Entrepreneurship

- 1.1 Concept & Nature,
- 1.2 Definition Characteristics, Functions, Kinds, Role,
- 1.3 Difference between entrepreneur and Manager.
- 1.4 Role of entrepreneurship in development of economy Ethical dimensions

Unit-2 Theories of Entrepreneurship

- 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior.
- 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps indecision making)
- 2.4 Process of Innovation- Social & Commercial Entrepreneurial environment: Political, Economic, Technical, Social, Cultural, International.

Unit – 3 New Venture

- 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits – Developing Entrepreneurs
- 3.2 New ventures: Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities
- 3.3 Methods of valuing a business - Franchising and franchisee's perspective.

Unit- 4 Business Plan

- 4.1 Need for a Business plan - Steps in the preparation of Business plan.
- 4.2 Need for marketing research
- 4.3 Operating plans and financial plan
- 4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business

Unit -5 Feasibility Planning

- 5.1 Planning paradigm for new ventures - Stages of growth model
- 5.2 Fundamental of a good feasibility plan, components of feasibility plan, Relevance of marketing concept to new ventures
- 5.3 Marketing research of pre-start-up planning , Sources of marketing research information ,Implication of market research
- 5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure

5.5 Concept of pricing - Growth strategies - Marketing plan.

Unit-6 Financing a new venture

- 6.1 Financing and its effects on effective asset management –Alternate methods of financing
- 6.2 Applicability of Legislation
- 6.3 Venture capital and new venture financing -
- 6.4 working out working capital requirement -
- 6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI, IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).
- 6.6 Micro Finance

Unit-7 Life cycle of an entrepreneurial venture

- 7.1 Role of entrepreneur during various transition
- 7.2 Requirements for successful patent grants : steps in obtaining a patent, Registration of trademark , copyright and the concept off their use, protection of intellectual property
- 7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.

Suggested Reading:

- 1. David H. Holt Entrepreneurship: New Venture Creation, PHI
- 2. Mary Coulter Entrepreneurship in Action, PHI
- 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI
- 4. Stay Hungry Stay Foolish
- 5. Autobiography of Steve Jobs, Bill Gates

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Project Management**

Course Code : **MB-3002**

Total Credits : **03**

Course Objective:

The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.

Learning Outcome:

It develops various individual skills but it emphasizes the need for a systemic approach. The individual skills include:

- Project risk analysis, project success/ failure analysis;
- Project scheduling, able to use financial model, cost-benefit analysis in project management
- Report writing, presentation and team working.

Course Contents

Unit 1: Introduction

- 1.1 Meaning, Need And Significance and its types;
- 1.2 Project Life Cycle and its phases;
- 1.3 Generation and Screening of Project Ideas.

Unit 2: Project Selection & Analysis

- 2.1 Market and Demand Analysis, (Including Demand Forecasting);
- 2.1 Location Analysis;
- 2.2 Technical Analysis;
- 2.3 Financial Analysis
- 2.4 Cost of Project
- 2.5 Working Capital Requirement & its Financing
- 2.6 Cost and Benefit Analysis;
- 2.5 Social Cost Benefit Analysis.

Unit 3: Financial Feasibility And Project Appraisal

- 3.1 : Financial Feasibility Study or Financial Analysis;
- 3.2 Time Value of Money;
- 3.3 Cost of Capital;
- 3.4 Projected Cash Flows;
- 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria;
- 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.

Unit 4: Project Financing

- 4.1 Preparing Project Report, Financial Projections, Estimating Costs.
- 4.2 Project Financing, Project Appraisal by Financial Institutions.

Unit 5: Project Management And Control

- 5.1 Project Organizations;
- 5.2 Planning and Control of Project
- 5.3 Human Aspects of Project Management;
- 5.4 Project Control Tools (Gantt Charts, Line off balance).

Unit 6: Network Techniques for Project Management

- 6.1 Basic Concepts of Networks;
- 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models);
- 6.3 Network Cost Systems;
- 6.4 Activity Crashing.

Unit 7: Project Review

- 7.1 Need for Reviews;
- 7.2 Initial Review, Performance Evaluation;
- 7.3 Abandonment Analysis;
- 7.4 Evaluating the Capital Budgeting Systems.
- 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.

Suggested Reading:

1. Prasanna Chandra. "Project Planning, Analysis, Selection, Implementation and Review", New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, "Text Book of Project Management". New Delhi, McGraw Hill Publications, Latest Edition.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling and Controlling", New Delhi, CBS Publications, Latest Edition.
4. Rajiv Anand, "Project Profiles with Model Franchise Agency and Joint Venture Agreement", New Delhi, Bharat Publications, Latest Edition.

Learning Outcome:

1. Understanding basics of solar energy demand areas of economy.
2. Design criterions of solar thermal and power generating systems for appropriate use.
3. Application mechanisms as technical, legal or financial that influence energy consumption. Recognizing opportunities for increasing rational use of solar energy.

Course Contents

Unit-1 Earth & Sun Relation

- 1.1 Solar Angles
- 1.2 Day length
- 1.3 Angle of Incidence on Tilted Surface
- 1.4 Sun path Diagram, Shadow Determination

Unit-2 Solar Radiation & Characteristics

- 2.1 Extraterrestrial Characteristics
- 2.2 Effect of Earth Atmosphere
- 2.3 Measurement and Estimation on Horizontal and Tilted Surface
- 2.4 Transparent and Opaque Materials, Selective Coating

Unit-3 Flat Plate Collectors, Air Flat Plate Heaters, Concentrating Collectors

- 3.1 Effective Energy Losses
- 3.2 Thermal Analysis
- 3.3 Heat Capacity Effect
- 3.4 Evacuated Tubular Collectors
- 3.5 Types, Thermal Analysis
- 3.6 Types, Thermal Analysis, Single Axis and Two Axis Solar Tracking

Unit- 4 Thermal Energy Systems and Storage Systems

- 4.1 Solar Cooker
- 4.2 Solar Pond
- 4.3 Solar Distillation
- 4.4 Solar Detoxification
- 4.5 Sensible Storage (Water, pebble bed and ground storage) Latent Heat Storage

Unit-5 Solar Heating System, Load Estimation

- 5.1 Liquid Based Solar Heating System (Natural, Forced and Gravity Flow)
- 5.2 Solar Air Heating System
- 5.3 Solar Drying
- 5.4 Solar Water Heating Systems
- 5.5 Air Heating Systems

Unit-6 Solar Cooling System, Solar Thermal Power Generation

- 6.1 Solar Operated Refrigeration Systems
- 6.2 Solar Desiccant Cooling
- 6.3 Central Receiver Systems, Parabolic Trough Systems
- 6.4 Solar One Power Plant
- 6.5 Solar Furnaces

Unit-7 Solar Photovoltaic System

- 7.1 Semiconductor Theory, Photovoltaic Principles, Solar Cells: Characteristics,
- 7.2 Types and Production
- 7.3 Methods, Series parallel combination
- 7.4 Storage Batteries, Modules
- 7.5 Application of Solar, Photovoltaic System

Suggested Reading:

- 1. Duffle and Beckman, Solar Thermal Engineering Process, John Wiley & Sons, New York
- 2. J.S. Hsieh, Solar Energy, Prentice Hall Inc. New Jersey
- 3. P.J. Lunde, Solar Thermal Engineering, John Wiley & Sons, New York
- 4. N.C. Harris, C.E. Miller and I.E. Thomas, Solar Energy Systems Design, John Wiley & Sons, New York
- 5. H.P. Garg Advanced in Solar Energy Technology, D. Reidel Publishing Co., Dordrecht.
- 6. S.P. Sukhatme, Solar Energy, Tata McGraw Hill Company Ltd., New Delhi

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Biomass Energy**

Course Code : **MB-3604**

Total Credits : **03**

Learning Outcome:

1. Characterize the biomass and organic waste materials with distinguishing different types of biomass suitable for energy or fertilizer of both production and utilization.
2. possess knowledge of bioreactors engineering and systems for Biofuels generation as producer gas, biogas, bioethanol and biodiesel production,
3. Students will be able to analyze problems related to biogas utilization for electricity and heat production on the basis of lab models.

Course Content

Unit – 1 Biomass Availability

- 1.1 Characteristics of Biomass or organic wastes,
- 1.2 Energy Plantation. Day length

Unit - 2 Biochemical Process

- 2.1 Waste Biomass /Organic utilization Technology options
- 2.2 Aerobic and Anaerobic Bioconversion process
- 2.3 Biogas production process
- 2.4 Types of digesters and their suitability
- 2.5 Applications Design criterion of some Biomethanation Plants
- 2.6 optimum sizing of landfill digesters & Gas storage systems

Unit – 3 Thermochemical Process

- 3.1 Biomass Gasification Process,
- 3.2 Types of Gasifiers and their working,
- 3.3 Feed and operational parameters on output Gas production,
- 3.4 properties of output gases (mainly producer gas),
- 3.5 Design of criterion, design of a Gasifier

Unit-4 Alcoholic Fermentation

- 4.1 Processes, Technologies,
- 4.2 applications Biomass Pyrolysis,
- 4.3 Process of slow and fast pyrolysis for solid and liquid fuel Production, Technologies,
- 4.4 Applications Bio-diesel: Materials and Methods,
- 4.5 Characteristics of Bio-oils, Applications

Unit - 5 Biomass Briquetting and Pillarization

- 5.1 Potential, Process and technologies,
- 5.2 characteristics of Briquettes and their use

Unit - 6 Composting

- 6.1 Process Material and operational, Parameters,
- 6.2 characteristics of manure, applications
- 6.3 Vermi-composting:
- 6.4 Process, Types of Species, Materials and Methods,
- 6.5 Characteristics of Manure Applications

Suggested Reading:

1. Philip Kotler, and Gary Armstrong, "Principles of Marketing", Latest Edition, Pearson Education.
2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, MithileshwarJha "Marketing Management - A South Asian Perspective" –New Delhi: Pearson Education.
3. William J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit "Marketing Concepts and Cases", Tata Mc Graw Hill.
4. RajanSaxena, Marketing Management, , Tata McGraw Hill.

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Wind Energy**

Course Code : **MB-3605**

Total Credits : **03**

Learning Outcome:

1. The unit is aimed at helping you to know Scenario of Wind energy in globally as well in India.
2. After going through this unit you should be able to: analyze the Potential of Wind Energy in Indian state and its contribution towards the power requirement of the country.
3. Unit also help to know the limitation of the technology and able to take proper decision that at what conditions wind energy should be installed for power generation.

COURSE CONTENTS

Unit - 1 World Energy Scenario

- 1.1 Contribution of wind power in Renewable Energy worldwide
- 1.2 Scenario of wind power in world
- 1.1 Countries which are blessed by wind power
- 1.2 Contribution of wind power in total power requirement of developed and developing country

Unit - 2 India Energy Scenario

- 2.1 Contribution of wind power in Renewable Energy in India.
- 2.2 Scenario of wind power in India
- 2.3 Indian States which are blessed by wind power
- 2.4 Contribution of wind power in total power requirement of India
- 2.5 Future Scenario of wind power in India

Unit - 3 Wind potential in India and world

- 3.1 Basic principle of wind energy Conservation characteristics of wind power Factors Influencing Buying Behavior,
- 3.2 Extractable wind power
- 3.3 Site selection, wind data analysis and predictions
- 3.4 Use of statistical tools

Unit-4 Different types of Wind Machines

- 4.1 Electricity generating stand-alone systems & grid connected systems
- 4.2 Performance Estimation of Wind turbines
- 4.3 Aerodynamic construction of rotor blades
- 4.4 Wind Farms, wind mills & their applications
- 4.5 Cost economics, case studies

Unit - 5 Wind hybrid system

- 5.1 Control Mechanism
- 5.2 Grid Connection of Wind hybrid system
- 5.3 Advantage and disadvantage of hybrid system

Unit - 6 Airborne Wind Turbines, Wind Stalk

- 6.1 Definition, working principle of Airborne Wind Turbines
- 6.2 Types of Airborne Wind Turbines
- 6.3 Power transmission mechanism in Airborne Wind Turbines
- 6.4 Advantage and disadvantage of Airborne Wind Turbines
- 6.5 Definition, working principle of wind stalk
- 6.6 Types of wind stalk
- 6.7 Power transmission mechanism in wind stalk

Suggested Reading:

1. V.D., Hunt, Wind power: A handbook on Wind energy Conversion systems. Van Nostrand Reinhold Company, 1981.
2. Tony Burton, David Sharpe, Nick Jenkins and Ervin Bossanyi (2001) Wind Energy handbook, Published by John Wiley & Sons.
3. G N Tiwari and M K Ghosal (2005) Renewable Energy Recourses: Basic Principle and Applications, Published by Narora Publishing House.
4. G D Rai (2003) Non-Conventional Energy Sources, Published by Khanna Publisher, Delhi

Learning Outcome:

After successful completion of this course,

- Students will be able to understand an overview of air, noise, water and waste water with the understanding of design, development and evaluation methods.
- The application of use of appropriate technologies will also be done by students to apply them for prevention, control, measures and management of the pollution.

COURSE CONTENTS

UNIT –I Fundamentals of Pollution Basic Concepts of Air Pollution

- 1.1 Definition, Sources (Natural and Anthropogenic)
- 1.2 Chemistry of Air Pollutants, Classification-Primary Air Pollutants
- 1.3 Secondary Air Pollutants & their Adverse Effects of Air Pollutants
- 1.4 Air quality standards Air Pollution Episode Air Pollution

Unit-2 Control Technology Basic Concepts of Noise Pollution

- 2.1 Methods of Control of Air pollution
- 2.2 Air Pollution Control Equipment (Gravity Settling Chamber, Electrostatic Precipitator, Cyclone Collector, and Wet Scrubbers)
- 2.3 Sources of Noise Pollution, Properties of Sound, Sound Pressure and Intensity Levels.
- 2.4 Measurement of Noise, Measurement and Analysis of Sound.
- 2.5 Equipment Used for Noise Measurements, Effects of Noise Pollution, Approaches for Noise

Unit-3 Control Basic Concepts of Water Pollution

- 3.1 Sources and Effects of Water Pollution
- 3.2 Types of Water Pollutions, Marine pollution, Self-Purification of rivers, Oxygen Sag Curve, Zones of Pollution. Water Pollutants.
- 3.3 Water Sampling, Objectives, Selection of Sampling Site, Types of Water Samples, Sampling Equipment, Classification of Water Quality Parameters (Organic, Inorganic, Nutrient & Heavy metals)
- 3.4 Basic Concept, Significance and Measurement of DO, BOD, COD, Phenol, Polynuclear Aromatic hydrocarbon (PAH) in Water and Wastewater.
- 3.5 Bacteriological and Biological examination of water.

Unit- 4 Water & Waste Water Pollution

- 4.1 Portability of Water, Objectives, Treatment of Water for Drinking Purpose, Coagulation, Flocculation, Sedimentation
- 4.2 Filtration (Rapid & Slow Sand Filters), Pressure Filter, Disinfections.
- 4.3 Water Softening Methods: Temporary Permanent Hardness Removal, Lime Soda Process, Zeolite Process, Demineralization Process.
- 4.4 Iron and Manganese Removal; Fluoridation; Defluoridation.

Unit -5 Wastewater Treatment

- 5.1 Sources of Wastewater, Objectives of Treatment, Preliminary Treatment.
- 5.2 Selection and Applications of Screens (Bar Screens, Fine Screens, Self Cleaning and Cutting Screens).
- 5.3 Grit Chambers (Aerated & Plain), Primary Treatment-Sedimentation (Septic Tank & Imhoff Tank).
- 5.4 Primary Treatment: Plane Sedimentation with Coagulation, Filtration & Disinfection Methods, Secondary Treatment.

5.5 (Biological Methods): Activated Sludge Process, Oxidation Pond & Trickling Filter and Up-flow

- Anaerobic Sludge Blanket Reactor.
- 5.6 Tertiary Treatment: Adsorption, Ion Exchange, Electrolysis, Reverse Osmosis & Treatment with Activated Carbon, Sludge Handling Treatment and Disposal.
 - 5.7 Composition & Characteristics of Sludge, Need for Disposal, Operation & Maintenance of Wastewater Treatment Plant.

Suggested Reading:

1. Environmental Pollution and Its Control Jeffrey J. and P.A. Vesilind.
2. Chemistry for Environmental Engineering Clair N. Sawyer & McCarty, TATA McGraw Hill International Publication 3rd Edition 1986
3. Environmental Engineering - Howard S. Peavy et.al, TATA McGraw Hill International Publication 1st Edition, 1986.
4. Environmental Engineering – Ruth F. Weiner and Robin Matthews fourth edition.
5. Water & Waste Water Technology - Marle J. Hammer, Prentice Hall of India Ltd. New Delhi 2nd
6. Waste Water Treatment, Disposal & Reuse - Metcalf & Eddy, TATA McGraw Hill Publication New Delhi 3rd Edition.
7. Waste Water Treatment for Pollution Control – Soli J. Arceivala, TATA McGraw Hill Publication New Delhi 2nd Edition.
8. Environmental Noise Pollution And Its Control, Anmol Publication 1st edition 1992 Chhatwal G.R.et al
9. Air Pollution: M. N. Rao & HVN Rao, TATA McGraw Hill Publication, New Delhi, 12th edition, 1998

CENTRE FOR DISTANCE AND ONLINE EDUCATION

Course Name: **Environmental Impact Assessment & Environmental Audit**

Course Code : **MB-3607**

Total Credits : **03**

Learning Outcomes:

At the completion of this course the students will be able to

- Understand the sustainable development
- Understand the basics of Elements of Environmental Impact Assessment, Concepts of the Environmental Audit, Methodologies and legislation
- Select the appropriate EIA methodologies to assess the environmental impact on a organization/industry
- Develop knowledge and skills for preparation of EIA and EA reports for any organization/industry

COURSE CONTENTS

UNIT –I Basic Concept of EIA

- 1.1 Introduction, Principles and Objective
- 1.2 Origin and Development of EIA Types of EIA
- 1.3 Environmental Impact Analysis, Essential Components of EIA
- 1.4 Project Screening, Baseline Study, Impact Identification
- 1.5 Impact Prediction, Evaluation And Mitigation, Life cycle assessment

Unit-2 EIA Notification by Ministry of Environment and Forest (Govt. of India)

- 2.1 Provisions in the EIA notification
- 2.2 Procedure for environmental clearance
- 2.3 Procedure for conducting environmental impact assessment report- evaluation of EIA report
- 2.4 Category of project

Unit-3 EIA Methodologies

- 3.1 Introduction, Criteria for the selection of EIA Methodology
- 3.2 E I A methods, Ad-hoc methods, matrix methods
- 3.3 Network method Environmental Media Quality Index method
- 3.4 Overlay methods
- 3.5 Cost/benefit Analysis – EIS and EMP

Unit- 4 Impact Assessment

- 4.1 The Interlinking: Positive and Negative Impacts, Primary and Secondary Impacts
- 4.2 Impacts on Physical, Chemical Biotic and Social Environment
- 4.3 Environmental Impact Statement and Environmental Management Plan For Selected Industries
- 4.4 Case studies and preparation of Environmental Impact assessment statement for various Industries.

Unit -5 Concepts of the Environmental Audit

- 5.1 Definition, Benefits, Objectives
- 5.2 Legislation: Rules and Regulation
- 5.3 Gazette, Notification on Environmental Statement
- 5.4 Latest Amendments. Need for Environmental Audit, Guidelines for Environmental Audit

Unit -6 Methodology for Pre-audit activities

- 6.1 Preliminary Information, Audit Team. Activities at the site
- 6.2 Material Balance Waste Flow, Monitoring, Field Observations, Draft Report
- 6.3 Post-Audit Activities; Synthesis of Data Evaluation of Waste Treatment Facilities
- 6.4 Final report, Action plans, Follow up actions
- 6.5 Material and Energy Flow Assessment, Preparation of Audit Report

- 6.6 Water Consumption, Guidelines to Environmental Safe Layouts to Minimize Losses & Waste
- 6.7 Control Mechanism, Waste water reduction, Air emission reduction
- 6.8 Preparation of Audit Report, Form V, Case Studies

Suggested Reading:

1. Environmental Impact of Industries on Sub Urban Environment S.A. Abbasi, Discovery Publishing House, New Delhi.
2. Global Environmental Negotiations Ist Green, Anil Agrwal And Sunita, CSE, Delhi
3. Environmental Policy in International Context Prospects by Blowers, Andrews, Glas, Scholar Publisher Distributor.
4. Environmental Impact Assessment by Clark Brain, Biset, Mansenn.
5. Environmental Impact Assessment, Canter Larry W., McGraw-Hill education Edi (1996)
6. Environmental Impact Assessment Methodologies, by Y. Anjaneyulu, B.S. Publication, Sultan Bazar, Hyderabad..

Learning Outcome:

On the completion of the course the student should understand basic physical and chemical mechanisms operating in energy relevant materials in order to be able to:

- Evaluate main structure-property relations and how materials performance can be tailored for better functioning under particular conditions.
- Describe main modern trends and concepts in the development of materials for clean energy production and storage.
- Discuss and argue about general materials aspects of modern energy and clean environment technologies.

Course Contents

UNIT 1

- 1.1 Introduction to physics of semiconductor devices and basics of solar cells.
- 1.2 High efficiency solar cells.
- 1.3 PERL Si solar cell, III-V high efficiency solar cells, GaAs solar cells.
- 1.4 Tandem and multi-junction solar cells, solar PV concentrator cells and systems.
- 1.5 III-V, II-VI thin-film solar cells (GaAs, Cu(In,Ga)Se₂, CdTe)

UNIT 2

- 2.1 Nano-, micro- and poly-crystalline Si for solar cells.
- 2.2 Mono-micro silicon composite structure, crystalline silicon deposition techniques.
- 2.3 Material and solar cell characterization.
- 2.4 Advanced solar cell concepts and technologies (Porous Si layer transfer, Metal induced crystallization, etc.).

UNIT 3

- 3.1 Amorphous silicon thin-film (and/or flexible) technologies.
- 3.2 Multi-junction (tandem) solar cells, stacked solar cells.
- 3.3 Conjugated polymers, organic/plastic/flexible solar cells, polymer composites for solar cells.
- 3.4 Device fabrication and characterization.

UNIT 4

- 4.1 Basic of electrochemical energy devices; mechanism and materials for different types of batteries.
- 4.2 Super capacitor and hybrid; fuel cells (Polymer membranes for fuel cells).
- 4.3 PEM fuel cell, Acid/alkaline fuel cells.
- 4.4 Electrochemical and photo electrochemical water splitting.

UNIT 5

- 5.1 Details of Pb-acid Nickel-metal hydride (Ni-MH), NiCd-alkaline battery.
- 5.2 Ni-iron, Li/Na-ion, Mg-ion, Li/Na-S batteries.
- 5.3 Metal-air battery, battery maintenance and safety precautions.
- 5.4 Application of phase-change materials for energy conservation.

Suggested Reading:

- 1 Solar cells: Operating principles, technology and system applications, by Martin A. Green, Prentice-Hall Inc, Englewood Cliffs, NJ, USA, 1981.
- 2 Adrian Kitai, Principles of Solar Cells, Leds And Related Devices: The Role Of The Pn Junction, 2nd Edition. John Wiley
- 3 JOHN WILEY, Vasilis M. Fthenakis, Paul A. Lynn, Electricity From Sunlight: Photovoltaic-Systems Integration And Sustainability, 2nd Edition

- 4 Juan Bisquert, Physics Of Solar Cells : Perovskites, Organics, And Photovoltaic Fundamentals, T&F/Crc Press
- 5 Physics of Semiconductor Devices, 3rd Edition by S M. Sze, Kwok K. Ng
- 6 Guangyu Wang, TECHNOLOGY, MANUFACTURING AND GRID CONNECTION OF PHOTOVOLTAIC SOLAR CELLS, JOHN WILEY
- 7 Soteris Kalogirou, MCEVOYS HANDBOOK OF PHOTOVOLTAICS : FUNDAMENTALS AND APPLICATIONS, 3RD EDN, ELSEVIER