

MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR

(A Govt. Aided UGC Autonomous Institute & NAAC Accredited Institute Affiliated to RGPV, Bhopal, MP and Jiwaji University, Gwalior, MP)

Department of Management

Master of Business Administration (MBA) – I Semester

Scheme of Evaluation w.e.f. Batch Admitted in July 2021

| S. No. | Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits | Mode of Teaching (Offline/ Online) | Mode of Exam. |
|--------------|--------------|---|------------------------|-----------------------|-------------------------------|-----------------------|----------|-------------|------------------------|----------|----------|---------------|--|---------------|
| | | | Theory Slot | | | Practical Slot | | | L | T | P | | | |
| | | | End Term Evaluation | Continuous Evaluation | | Continuous Evaluation | | | | | | | | |
| | | | End Sem. Exam | Mid Sem. Exam. | Quiz/Assignment /Presentation | Internal | External | | | | | | | |
| 1. | 700111 | Managerial Functions and Practices | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 2. | 700112 | Accounting for Managers | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 3. | 700113 | Operations Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 4. | 700114 | Managerial Economics | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 5. | 700115 | Organizational Behaviour | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 6. | 700116 | Marketing Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 7. | 700117 | Managerial Communication | 60 | 20 | 20 | - | - | 100 | 2 | - | 1 | 3 | Blended (2/1) | PP |
| 8. | 700118 | Transforming Business through Technology | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 9. | 700119 | Syndicate Personality Development Program (SPDP) [#] | 30 | 10 | 10 | 50 | - | 100 | - | - | 2 | 2 | Blended (2/1) | MCQ |
| Total | | | 510 | 170 | 170 | 50 | - | 900 | 24 | - | 2 | 26 | - | |
| 10. | MC0101 | Corporate Governance & Ethics (*MAC) | 30 | 10 | 10 | 50 | - | 100 | 2 | - | - | - | Blended (1/1) | MCQ |

[#] Students will be trained on skill sets required for the industry through the concept of SPDP, involving class room sessions, group discussions, mock tests, interviews, etc. designed and executed by academia and industry experts. Evaluation of the students will be on a continuous basis through Quiz/Assignments/Presentations and final marks will be provided by the Department to the Examination cell which will provide the final grades for this course.

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment (PPT/Case study/Project), final marks will be provided by the Department to the Examination cell which will provide the final grades for this course.

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Department of Management

Master of Business Administration (MBA) – II Semester

Scheme of Evaluation w.e.f. Batch Admitted in July 2021

| S. No. | Subject Code | Subject Name | Maximum Marks Allotted | | | | Total Marks | Contact Hours per week | | | Total Credits | Mode of Teaching (Offline/ Online) | Mode of Exam. | |
|--------------|--------------|--|------------------------|-----------------------|-------------------------------|-----------------------|-------------|------------------------|-----------|---|---------------|--|---------------|-----|
| | | | Theory Slot | | Practical Slot | | | L | T | P | | | | |
| | | | End Term Evaluation | Continuous Evaluation | | Continuous Evaluation | | | | | | | | |
| | | | End Sem. Exam | Mid Sem. Exam. | Quiz/Assignment /Presentation | Internal | | External | | | | | | |
| 1. | 700211 | Managing People and Performance in Organizations | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 2. | 700212 | Statistics for Managers | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 3. | 700213 | Financial Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 4. | 700214 | Business Research Methods | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 5. | 700215 | Entrepreneurship & Innovation | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 6. | 700216 | Legal Aspects of Business | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 7. | 700217 | International Business Perspectives | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 8. | 700218 | Business, Environment and Sustainability | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| Total | | | 480 | 160 | 160 | - | - | 800 | 24 | - | - | 24 | - | |
| 9. | MC0201 | Digital Business (*MAC) | 30 | 10 | 10 | 50 | - | 100 | 2 | - | - | - | Blended (1/1) | MCQ |

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment (PPT/Case study/Project), final marks will be provided by the Department to the Examination cell which will provide the final grades for this course.

Minimum 45 Days Internship/Project in any Organization or Industry in summer break just after II semester. Evaluation will be done in III semester by Viva Voice, Presentation with Report Submission or Certification.

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Department of Management

Master of Business Administration (MBA) – III Semester

Scheme of Evaluation w.e.f. Batch Admitted in July 2020

| S. No. | Subject Code | Subject Name | Maximum Marks Allotted | | | | Total Marks | Contact Hours per week | | | Total Credits | Mode of Teaching (Offline/Online) | Mode of Exam. | |
|--------------|--------------|-----------------------------------|------------------------|-----------------------|------------------------------|-----------------------|-------------|------------------------|-----------|----------|---------------|-----------------------------------|---------------|-----|
| | | | Theory Slot | | | Practical Slot | | L | T | P | | | | |
| | | | End Term Evaluation | Continuous Evaluation | | Continuous Evaluation | | | | | | | | |
| | | | End Sem. Exam | Mid Sem. Exam. | Quiz/Assignment/Presentation | Internal | | External | | | | | | |
| 1. | 700311 | Strategic Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 2. | MB0.... | Specialization Elective-1 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 3. | MB0.... | Specialization Elective-2 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 4. | MB0.... | Specialization Elective-3 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 5. | MB0.... | Specialization Elective-4 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 6. | MB0.... | Specialization Elective-5 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 7. | MB0.... | Specialization Elective-6 | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 | Blended (2/1) | PP |
| 8. | 700318 | Summer Internship/Minor Project | - | - | - | 50 | 50 | 100 | - | - | 3 | 3 | - | - |
| Total | | | 420 | 140 | 140 | 50 | 50 | 800 | 21 | - | 3 | 24 | - | |
| 9. | MC0301 | Data Analytics in Business (*MAC) | 30 | 10 | 10 | 50 | - | 100 | 2 | - | - | - | Blended (1/1) | MCQ |

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Department of Management

Master of Business Administration (MBA) – IV Semester

Scheme of Evaluation w.e.f. Batch Admitted in July 2020

| S. No. | Subject Code | Subject Name | Maximum Marks Allotted | | | | Total Marks | Contact Hours per week | | | Total Credits | Mode of Teaching (Offline/Online) | Mode of Exam. | |
|--------------|--------------|---|------------------------|-----------------------|----------------|-----------------------|-------------|------------------------|----------|----------|---------------|-----------------------------------|---------------|----------|
| | | | MOOCs | | Practical Slot | | | L | T | P | | | | |
| | | | End Term Evaluation | Continuous Evaluation | | Continuous Evaluation | | | | | | | | |
| | | | End Exam | Mid Sem. Exam. | Assignment | Internal | | | | | | | | External |
| 1. | MB0.... | Specialization Elective 7 (Through MOOCs/Online Mode) [§] | 75 | - | 25 | - | - | 100 | 3 | - | - | 3 | Online (0/3) | PP |
| 2. | MB0.... | Specialization Elective 8 (Through MOOCs/Online Mode) [§] | 75 | - | 25 | - | - | 100 | 3 | - | - | 3 | Online (0/3) | PP |
| 3. | MB0.... | Specialization Elective 9 (Through MOOCs/Online Mode) [§] | 75 | - | 25 | - | - | 100 | 3 | - | - | 3 | Online (0/3) | PP |
| 4. | 700414 | ** Internship/ Major Project | - | - | - | 200 | 200 | 400 | - | - | 12 | 12 | - | - |
| Total | | | 225 | - | 75 | 200 | 200 | 700 | 9 | - | 12 | 21 | - | |

[§] For MOOCs, students must register on NPTEL/SWYAM or any other online portals available for specialized subjects. In case of non-availability of MOOCs for specialized subjects, faculty will develop their own MOOCs. For each MOOC, faculty will be mentoring.

**Students can get attached with any reputed organization for Major Project or to work upon any real time Business problem. Students can go for internship for full semester or can join company early as intern after placement

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Department of Management

List of Specialization Electives for MBA Program

| Elective Groups | |
|--|--|
| Elective Group 1 (Human Resource Management) | |
| MB0111: Strategic HRM MB0112: Talent and Competency Management MB0113: Industrial Relations & Labour Laws MB0114: e-HRM | MB0115: Managing Change in Organization MB0116: Leadership & Team Effectiveness MB0117: Emerging Areas in HRM MB0118: International Human Resource Management |
| Elective Group 2 (Marketing) | |
| MB0221: Consumer Behavior MB0222: Service Marketing MB0223: Sales & Distribution Management MB0224: Advertising & Promotion Management | MB0225: Product & Brand Management MB0226: Global Marketing Management MB0227: Retail Management MB0228: Digital Marketing |
| Elective Group 3 (Operations) | |
| MB0331: Total Quality Management MB0332: Project Management MB0332: Production Planning and Control MB0334: Services Operation Management | MB0335: Analytics for Supply Chain Management MB0336: Management of Inventory System MB0337: Operations Strategy MB0338: Productivity Management |
| Elective Group 4 (Finance) | |
| MB0441: Investment & Portfolio Management MB0442: Financial Services MB0443: Working Capital Management MB0444: Corporate Tax Planning & Management | MB0445: Financial Institutions & Markets MB0446: Financial Statement Analysis & Reporting MB0447: Cost Accounting MB0448: Corporate Finance |

Course Outline of Core Subjects

| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits |
|---------------|---|------------------------|-----------|---------------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/ Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/ Assignment | Internal | External | | | | | |
| 700111 | Managerial Functions and Practices | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioural dynamics governing an organization.

Unit I

Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, Rand D; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches- An Overview.

Unit II

Planning and Control: Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques- Traditional and Modern (PERT and CPM).

Unit III

Organizing: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralization; Departmentalization basis and formats (Project and Matrix); Formal and Informal Organization; Changing patterns in Organization structures in the Knowledge economy.

Unit IV

Leading People at work- basic concepts; Communication- nature, process, networks Directing: Motivating and barriers; Effective Communication.

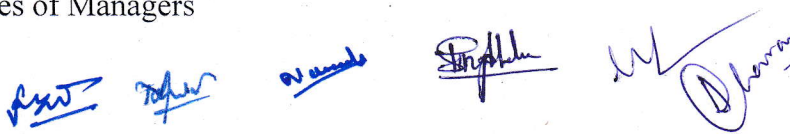
Unit V

International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organizing, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Course Outcomes:

After completion of course, students will learn

1. Various concept of Management, function and practices
2. Various Roles of Managers



3. About integrating management practices in work environment.
4. Enhance decision making skills
5. To work with teams.

Suggested Text & Reference Books:

1. L.M.Prasad, (2010), Principles and Practice of Management, 7th edition, Sultan and Chand.
2. UdaiPareek, SushamaKhanna, (2012), Organization Behavior, 3rd edition, Oxford Publishing
3. Richard L. Daft, (2013), Understanding the Theory and Design of Organizations, 11th edition, Cengage Learning

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| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credit |
|--------------|-------------------------|------------------------|---------|-----------------|---|----------|-------------|------------------------|---|---|--------------|
| | | Theory | | | Project/Internship/Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/Assignment | Internal | External | | | | | |
| 700112 | Accounting for Managers | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

The aim of the course is to give students an understanding of the accounting techniques which managers use when making internal decisions and understand how this contrasts with external decision-making. This Course will also help the student with the basic concepts, standards and practices of financial and Management Accounting, as well as to describe how to maintain accounting books and Statements for decision making process. Another objective of this course is to discuss how to analyze the various financial statements of a company to estimate Cash flows and different ratios.

Unit I

An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS)

Unit II

Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance.

Unit III

Preparation and Analysis of Financial Statements (Trading, Profit & Loss Account and Balance Sheet) with Adjustments (numerical)

Unit IV

Relationship analysis between balance sheet and income statement, Analysis and interpretation of cash flow statement as per AS-3 (Revised) and Ratio Analysis including Interpretation.

Unit V

Basic concepts of budgeting: Preparation of Functional Budgets, and Master Budget; and Flexible Budgets; Responsibility Accounting and Divisional Performance.

Course Outcomes:

After completion of this course, a student will be able to:

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1. provide a basic coverage of accounting concepts, techniques of Double entry system of Book-keeping and Financial Accounting.
2. understand the various sources of accounting information.
3. understand external and internal users of accounting and financial information.
4. Understand and analyzedifferent components of final accounts.

Suggested Text & Reference Books:

1. Porwal, L.S, "Accounting theory and practices" 9th edition, Tata McGraw Hill publication.
2. Rajasekaran, V. and Lalitha R. "Financial Accounting" Pearson publication.
3. Hanif and Mukherjee, "Financial and management accounting", 6th edition, Tata McGraw Hill publication.
4. Manuals of Institute of Chartered accountants of India (ICAI), New Delhi
5. Pandey, I.M., "Financial Management", Vikas publishing house Pvt. Ltd.

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|--------------|-----------------------|------------------------|---------|-----------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/Assignment | Internal | External | | | | | |
| 700113 | Operations Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

The course is oriented to familiarize the students with fundamentals of Operations Management, and tools and techniques used in taking decisions in operating and controlling the production and service industries. Further, the aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

Unit I

Introduction of Operations Function and Operations Management; Scope and Importance of OM; Productivity, Efficiency and Effectiveness; Input/output transformation; Importance of OM, Functions and decisions of Operations Manager, Operations as Competitive Advantage, History of OM

Unit II

Planning and Designing the Products/Services: Services v/s manufacturing, Products v/s Services, PLC; Process Design and Planning; Facility Planning: Designing the Facility Location and Layout; Types of Layout

Unit III

Forecasting and its types, Forecasting time horizons, Methods of Forecasting: Qualitative and Quantitative; Inventory Management: Types of inventories and demands, Inventory costs, Inventory Systems, ABC Classification, EOQ, Production Quantity Model; Material requirement planning; Material handling, Material Management

Unit IV

Production Planning and Control: Introduction, meaning, importance, objectives; Capacity Planning; Supply Chain Management: Introduction and concepts; Project Management: Introduction and concepts; Quality Control

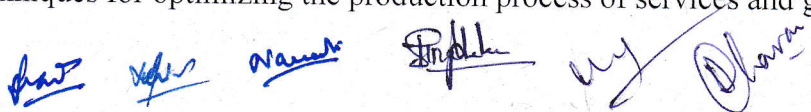
Unit V

Maintenance Management, Waste Management; Measuring and Improving the Operations Processes; Green operations management.

Course Outcomes:

Students are expected to:

1. learn the role and relevance of OM in organizations and society
2. use techniques for optimizing the production process of services and goods



3. understand the various concepts of OM and their practical applications
4. describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

Suggested Text & Reference Books:

1. Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
2. S. Anil Kumar and N. Suresh (2008), Production & Operations Management, New Age International Publication.
3. Bhat, S. (2011), Production & Operations Management, Himalaya Publishing House
4. Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
5. Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
6. Porter, A. (2011), Operations Management, Ventus Publishing
7. Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
8. Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
9. Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
10. Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

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| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits |
|--------------|----------------------|------------------------|---------|---------------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/ Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/ Assignment | Internal | External | | | | | |
| 700114 | Managerial Economics | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

To teach and develop skills in applying economic ideas to take decisions through strategies regarding Market Conditions, Pricing, and facing competition. Thus, forming the foundation for specializing in Marketing, Financial Markets, Inventory Management, Optimization in human resources.

Unit I

Fundamental of Economics and Theories of Firm, Basic Concepts of Economics - Economics as decision making tools; Goals of the firm and Alternate Theories of Firm.

Unit II

Demand Analysis Force of Demand – Types of Demand - Demand Function - Force of Supply – Supply Function – Demand and Supply Equilibrium, Demand Elasticity Measurements: Price Elasticity – Income Elasticity – Cross-elasticity – Advertising Elasticity – Supply Elasticity. Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods.

Unit III

Cost and Revenue Analysis Types of Costs – Short run and Long run cost and output relationship– Economies of Scale and Competitive Strategy – Economies of Scope – Sources of Economies of Scale and Scope – Estimation of Cost function – Revenue and Break-Even Analysis

Unit IV

Production Analysis: Factors of production or inputs – Production Function – Types: Returns to an Input – Isoquants and Iso-costs - Returns to Scale – Estimation of Production function.

Unit V

Competing Within Market& Pricing Strategy Perfect Competition – Monopoly - Oligopoly - Game Theory and Competitive Strategy - Regulation, Public Goods, and Benefit-Cost Analysis, Pricing Strategy :Pricing Practices and Strategies - Advanced Topics in Pricing Theory: peak-Load pricing, Pricing over Life cycle of Product, Public Utility Rate Regulation Multiproduct pricing, Transfer pricing - General considerations in Pricing and Price Forecasting.

Course Outcomes:

After completing the course, a student will be able to

1. Understand the economic basis for business characteristics and market imperfections.
2. Differentiate between consumer behaviour and market behaviour.
3. Distinguish the importance of costing, pricing and its relation with demand and supply.
4. Learn in detail the creation and sustainability of different markets.
5. Apply optimizing techniques in competitive strategy in different markets.

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Suggested Text & Reference Books:

1. William J. Baumol, Alan S. Blinder, (2016), Micro Economics – Principles and policy, 13th edition, CengageLearnings.
2. Koutsoyiannis, (2010), Modern Micro Economics, International edition, Macmillan Publication.
3. Besanko. D et al, (2013), Economics of Strategy, 6th edition, Wiley India Edition.

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|--------------|--------------------------|------------------------|---------|-----------------|---|----------|-------------|------------------------|---|---|--------------|
| | | Theory | | | Project/Internship/Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/Assignment | Internal | External | | | | | |
| 700115 | Organizational Behaviour | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

The objective of this course is to provide students with a better understanding of behavioural processes of individuals and groups in organizations enabling them to function more effectively in their roles as managers personally and with others. Specific learning objectives for this course are as follows:

1. To provide a basic knowledge of important theories relating to organizational behavior;
2. To develop skills to deeply analyze human behavior and apply the learning to organizational context.
3. To understand the group dynamics and Leadership in the Organization
4. To develop an understanding of the structure and design of organizations and their role in organizational effectiveness
5. To develop an understanding of the dynamics of change in organizations

Unit I

Definition, Nature, Disciplines Contributing to OB, Evolution of OB, Assumptions, Scope and Importance of OB, Elements of OB, Models of OB, Limitations of OB.

Unit II

Personality, the Myers-Briggs type indicator, and the Big Five Personality Model, **Learning**: Types of learners, learning process, learning theories, **Perception, Attitude, Emotions, Values, and Emotional Intelligence. Perceptions, Motivation**, Motivation: from concepts to applications.

Unit III

Group Dynamics: Stages of group development: The Five-stage model, Group Decision Making and techniques, Emergence of informal leaders and working norms. **Team building**: Importance of Teams, Difference between teams and groups, Types of teams, creating effective team, turning individual in team player. **Communication**: Functions and process, Direction of communication, Interpersonal communication, Organizational communication, Control, Johari window and Transactional analysis.

Unit IV

Leadership: Leadership styles and Theories, Leaders v/s Managers, Mentoring, **Power and Politics, Conflicts**: Definition and Meaning, Sources of Conflict, The conflict process, Types of conflict, Conflict Management Approaches, **Negotiations**.

Unit V

Organization structure, Organizational design and employee behaviour, new design options, **Organizational Culture**, Managing Cultural Diversity, **Organizational change**: Approaches, creating

a culture of change, **Work stress and its management.** Organizational development: Characteristics, Objectives, Organizational effectiveness.

Course Outcomes:

1. To use major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior in an Organizational setting.
2. To understand the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
3. To analyze the role of individuals, groups, managers and leaders in influencing how people behave in organizational culture at large.
4. To evaluate and formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
5. To elaborate the challenges in shaping organizational behavior, organizational culture and organizational change.

Suggested Text and Reference Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, K Ashwathappa
6. Organizational Behaviour, M N Mishra
7. Understanding OB, Uday Pareek

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|--------------|----------------------|------------------------|---------|---------------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/ Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/ Assignment | Internal | External | | | | | |
| 700116 | Marketing Management | 60 | 20 | 20 | - | - | 100 | 3 | - | - | 3 |

Course Objectives:

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects.

Unit I

Understanding Marketing Management: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Emerging Trends in Marketing. The marketing process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Unit II

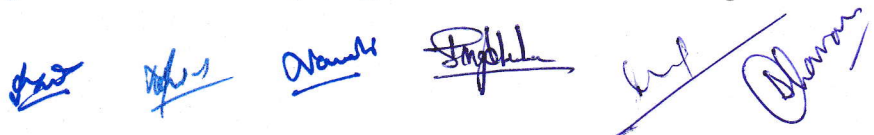
Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P). Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Unit III

Product Management-Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.

Unit IV

Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation



Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity

Unit V

Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing, Channels of distribution – concept and importance; Role of Channel intermediaries and their functions;

Course Outcomes:

After completing the course, a student will be able to

1. Understanding the nature and scope of marketing.
2. Develop an understanding of various marketing philosophies
3. Understanding segmentation, targeting and positioning.
4. Construct sales plan and professional interactive Presentation.
5. Understand the dynamics of marketing in business.

Suggested Text and Reference Books:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 14th Edition)
2. Station William J- Fundamentals of Marketing (MC Graw Hill)
3. Kotler, Philip and ArmstrongGraw - Principles of Marketing (Pearson Education, 11th Edition)
4. Kotler Philip Keller Kevind Lane, KoshyAbraham and JhaMithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition)
5. McCarthy and Perreault - Basic Marketing: A Global Marketing Approach (Tata McGraw Hill, 15th)
6. Kurtz and Boone - Principles of Marketing (Thomson India Edition, 2007)

Handwritten signatures and initials in blue ink:
A series of approximately seven handwritten marks, including names like "Suresh", "Singh", and "Sharma", and a circular stamp.

MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR
(A Govt. Aided UGC Autonomous & NAAC Accredited Institute Affiliated to R.G.P.V., Bhopal and
Jiwaji University, Gwalior, MP)

| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits |
|--------------|--------------------------|------------------------|---------|-----------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/Assignment | Internal | External | | | | | |
| 700117 | Managerial Communication | 60 | 20 | 20 | - | - | 100 | 2 | - | 1 | 3 |

Course Objectives:

It has objective to introduce key concepts of communication theory, improving verbal and non-verbal communication and to develop student's skills in applying these concepts to realistic situations in a different workplace environment.

Unit I

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication

Unit II

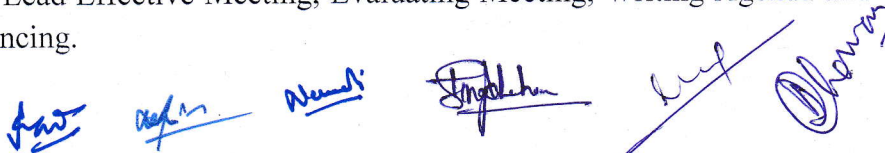
Role of Verbal & Non-verbal Symbols in communication: Forms of Nonverbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication. Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Types of Listening skills, strategies, Barriers to effective Listening.

Unit III

Oral Presentation: Planning presentation, delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Telephone, Teleconferencing, Challenges and etiquette, Principles of successful oral communication, Barriers to communication, Conversation control – Reflection and Empathy: two sides of effective oral communication.

Unit IV

Group Discussion & Interviews: Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision Making, Group Conflict, Fundamental principles of Interviewing, Types of Interviewing Questions, Types of Interviews, Style of Interviewing. Mock Interviews, Dressing and Grooming, Norms of Business Dressing.
 Meetings: Ways and Means of conducting meeting effectively, planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings, Web Conferencing.



Unit V

Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing, Writing Business Reports (Short & Long), Kinds of Business Letters, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos. Identifying potential career opportunities, Preparing Resumes, Composing Application Messages

Writing E-mail, Business Reports, Business Proposals: Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports.

Course Outcomes:

Student will learn how to:

1. Write clearly and effectively Memoranda, Formal Letters, E-Mails, Short Reports and Long Report Executive Summaries
2. Speak clearly and effectively using Formal Presentations and Group Discussions
3. Technology enable communication

Suggested Text and Reference Books:

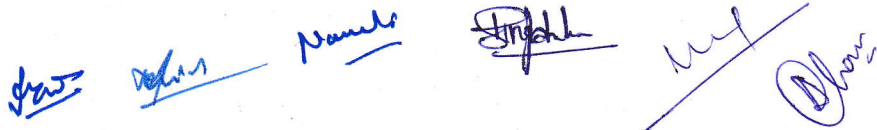
1. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
2. Business Communication Asha Kaul Prentice Hall of India
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Rajendra Pal - Business Communication (Sultanchand & Sons Publication)
5. P.D., Chaturvedi - Business Communication (Pearson Education, 1st Edition 2006).
6. Communication for Business (Pearson Education, 4th Edition)

| | |
|---------------------------|---|
| Lab/Practical Work | 700117: Managerial Communication |
|---------------------------|---|

Tentative activities* of Lab/Practical Work in Managerial Communication:

1. Email writing, writing Business letters, preparing reports and minutes of the meeting
2. CV and Cover letter writing,
3. Facing Interviews
4. Presentation Skills
5. Effective oral communication/ Public speaking skills
6. Role Play
7. Personal branding, story telling

*These activities are tentative and can be modified as per the industrial requirements in the same domain.



Accounting Information System: - Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Software –Wave Accounting Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

Unit V

Software: Introduction; Types of software with examples Operating systems: Introduction to operating system, Functions of operating system, Classification of operating System Computer Networks: Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies, Modes of Data communication.

Course Outcomes:

The learning outcomes of this course are:

1. Identify the current software programs available to assist managers in accomplishing their jobs and develop basic understanding of technology in order to make use of them in business.
2. Explain how to make a professional looking and effective presence on the Internet.
3. Develop reports to assist managers in recognizing problems and opportunities through Automation.
4. Explain fundamental concepts of data communications, computer networking, and the related hardware and demonstrate technical knowledge of computer networks and various information systems

Suggested Text & Reference Books:

1. Fundamentals of Information Technology, Alexis Leon, & Mathews Leon - Vikas.
2. Basics of Computer Sciences, Behrouz Forouzan, Firoz Mosharraf, Cengage.
3. Information Technology for Management, Ramesh Behi, McGraw Hill.
4. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
5. V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
6. Bharihoke, D. (2009). Fundamentals of Information Technology. New Delhi: Excel Books.
7. Norton, P. (2006). Introduction to Computers. New Delhi: Tata McGraw Hill Publications.
8. Ritendra Goel & D.N. Kakkar (2004). Computer Applications in Management New Delhi: New Age International (P) Ltd

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Jiwaji University, Gwalior, MP)

| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits |
|--------------|---|------------------------|---------|---------------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/ Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/ Assignment | Internal | External | | | | | |
| 700119 | Management of Self/ Presentation / Self-Learning | - | - | 50 | 50 | - | 100 | 1 | - | 1 | 2 |

Course Objectives:

Objectives of a Personality Development Training to the students are development program forms a part of the self-development process Personality development course lets students adopt a right mind-set required to achieve success at professional as well as personal areas of life and improving communication skills as well as other skills.

1. Personality and Psychological Assessment- Assessment Centre, Determinants of Personality Development
2. Use of standardized instruments in various areas: Intelligence Testing, Attitude Testing, Self-Report Inventory, Typological Tests, Summing Up and developing Personal Profile, Personality Traits
3. Individual and Interpersonal Behaviour-Developing Self Awareness: concepts of secular & spiritual levels Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development.
4. SWOT Analysis, Effective Problem-Solving Assertiveness, Decision making skills, Conflict: Process & Resolution, Managing Emotions at the work place, Emotional Intelligence
5. Soft Skills: Projecting a positive social image, importance of social image, Looking great and attractive, Grooming basics, Public speaking Voice modulation
6. Email and telephonic etiquettes, International and Social etiquettes, Manners & Etiquettes, Developing Effective Habits
7. Trust Building, Organizational Success through Effective Team work, Getting along with People (co-workers, Boss), Managing Stress Time management: Importance of time management, Techniques of time management, Time management styles.
8. CV & Cover Letter writing, Understanding JD & JS, Group discussion, Presentation Skills, Newspaper reading, General awareness and current development in Industry
9. Skill development: Excel, Advanced excel, Drafting and area-based skill training, Practical exposure through guest sessions, conducting exercises in class, case studies

Course Outcomes:

1. It will develop student's overall personality: professionally, personally and emotionally.
2. It aims to strengthen the strong areas and improvise the weak areas to boost confidence level both internally and externally.
3. It gives skill-based learning training to achieve better job opportunities.
4. It will develop an understanding of the corporate environment and facilitate the professional behavior in students.

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COURSE OUTLINE OF MANDATORY AUDIT COURSES (MAC)

| Subject Code | Subject Name | Maximum Marks Allotted | | | | | Total Marks | Contact Hours per week | | | Total Credits |
|--------------|---|------------------------|---------|-----------------|---|----------|-------------|------------------------|---|---|---------------|
| | | Theory | | | Project/Internship/Presentation/Self Learning | | | L | T | P | |
| | | End Sem | Mid Sem | Quiz/Assignment | Internal | External | | | | | |
| MC0101 | Corporate Governance & Ethics (MAC)* | - | - | 50 | 50 (PPT, Case study/Project) | - | 100 | 2 | - | - | - |

**MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.*

Course Objectives:

Today's hyper competitive business environment creates tremendous pressure on managers to improve performance of their organizations. Many times, such pressures result in managers engaging in unethical practices. Hence, ethics and corporate governance has come to occupy an important place in Management theory and practices. Corporate governance is the way a corporation polices itself. In short, it is a method of governing the company like a sovereign state, instating its own customs, policies and laws to its employees from the highest to the lowest levels. Corporate governance is intended to increase the accountability of your company and to avoid massive disasters before they occur. The course is aimed at providing fundamental knowledge and concepts relating to business ethics and corporate governance.

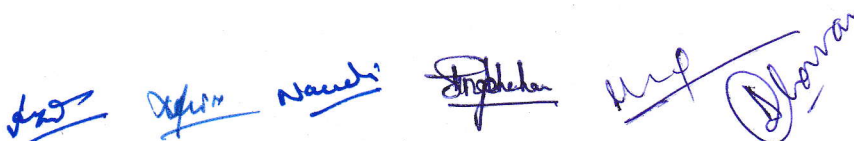
Unit I

Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance systems; Obligations to stakeholders; Principles of corporate governance; History of Corporate Governance; Theory of the firm;

Corporate Governance Models: The Anglo-Saxon Model- Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.

Unit II

Business Ethics & Corporate Governance: What is Business Ethics; Roots of Unethical Behaviour; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behaviour in Business; The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;



Unit III

Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; **Rights & Privileges of Shareholders:** Recommendations relating to shareholders; Responsibilities of Shareholders; Guidelines for Investors/Shareholder; Trading of Securities;

Unit IV

Role of Government in Corporate Governance: Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business

Course Outcomes:

After completing the course,

1. Students will be able to understand the business ethics.
2. The student will be able to analyze corporate social responsibility.
3. The student will be able to analyze various ethical codes in corporate governance
4. Student will be able to analyze the Employees conditions and Business Ethics

Suggested Text & Reference Books:

1. Horngreen CT: Introduction to Management Accounting, Prentice Hall of India, New Delhi.
2. Lal Jawahar: Management Accounting, Tata McGraw Hill New Delhi.
3. Maheswary S N, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.
4. Shasi K Gupta and R K Sharma, Management accounting, Kalyani Publishers.

