



**आईएफटीएम विश्वविद्यालय, मुरादाबाद, उत्तर प्रदेश**

**IFTM University, Moradabad, Uttar Pradesh**

**NAAC ACCREDITED**

**SCHOOL OF BUSINESS MANAGEMENT**

**DEPARTMENT OF MANAGEMENT**

**MASTER OF BUSINESS ADMINISTRATION**

**[II YEAR]**

**[FOR ACADEMIC SESSION 2021-22]**

**IFTM UNIVERSITY**

**N.H.-24, Lodhipur Rajput, Delhi Road, Moradabad, Uttar Pradesh-244001**

**[www.iftmuniversity.ac.in](http://www.iftmuniversity.ac.in)**



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**SCHOOL OF BUSINESS MANAGEMENT  
DEPARTMENT OF MANAGEMENT**

**Study & Evaluation Scheme of  
Master of Business Administration  
[II Year]**

**[for Academic Session 2021-22]**

**Summary**

<b>Programme:</b>	<b>Master of Business Administration</b>
<b>Programme Level:</b>	<b>PG Degree</b>
<b>Duration:</b>	<b>Two years (four semesters) Full Time</b>
<b>Medium of Instruction:</b>	<b>English</b>
<b>Minimum Required Attendance:</b>	<b>75%</b>
<b>Maximum Credits:</b>	<b>140</b>

**COURSE STRUCTURE FOR MBA PROGRAMME**

**Preamble**

**Master of Business Administration**

The main aim of the education system is to impart knowledge, skills and certain values which in turn prepare an individual for occupational mobility and participating actively in society. The emerging need for a borderless corporate world has begun to realize the indispensability of management education to business. An entirely new set of behavior patterns, attitudes, and methods of communication is expected to deal with the emerging global business, global market trends, organizational versatility, trade agreements, and trade barriers. The Master of Business Administration, a two-year full-time Programme at IFTM University aims to develop young men and women as competent professional managers, capable of working in any sector of organized activity, proceeding leadership and achieving excellence in performance while contributing to the welfare of the society at large.

**Programme Objectives:** The programme specifically attempts to:

- ✓ Equip students with the required conceptual and interpersonal skills and sense of social purpose for managerial decision-making,
- ✓ Develop leadership capabilities to act as change agents and be a source of motivation in the organizations they work in,
- ✓ Nurture the desire to excel in performance without compromising integrity, honesty and fairness.

To achieve the aforesaid objectives of the programme, the course structure of the programme has been designed to move beyond the conceptual and analytical framework to practical orientation with ethical and behavioural foundations.

**Programme Outcomes (Pos):** Students completing this programme will be able to:

- ✓ Apply knowledge of management theories and practices to solve business problems,
- ✓ Analytical and critical thinking abilities for data-based decision making,
- ✓ Ability to develop Value based Leadership ability,
- ✓ Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business,
- ✓ Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment,
- ✓ Gain knowledge about the contemporary business environment and business laws,
- ✓ Conduct research work related to comparative survey between different companies,
- ✓ Develop computer literacy to handle different data,
- ✓ Determine the entrepreneurial skills for setting up own startups, and
- ✓ Choose the best possible investment decisions for an enterprise

**Study and Evaluation Scheme**  
**Programme: Master of Business Administration**

**SEMESTER III**

S. No	Paper Code	Subject title	Period			Credit	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA301	BUSINESS POLICY AND STRATEGIC MANAGEMENT	4	--	--	4	30	70	100
2	MBA302	PROJECT MANAGEMENT	4	--	--	4	30	70	100
3	MBA303	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-III	4	--	--	4	30	70	100
4	-----	SPECIALIZATION GROUP I ELECTIVE – I	4	--	--	4	30	70	100
5	-----	SPECIALIZATION GROUP I ELECTIVE – II	4	--	--	4	30	70	100
6	-----	SPECIALIZATION GROUP II ELECTIVE – I	4	--	--	4	30	70	100
7	-----	SPECIALIZATION GROUP II ELECTIVE – II	4	--	--	4	30	70	100
8	MBA308	SUMMER TRAINING REPORT EVALUATION AND VIVA-VOCE	--	--	--	4	30	70	100
<b>Total</b>			<b>28</b>	<b>--</b>	<b>--</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>

**SEMESTER IV**

S. No.	Paper code	Subject title	Period			Credit	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA401	MANAGEMENT INFORMATION SYSTEM	4	--	--	4	30	70	100
2	MBA402	SUPPLY CHAIN MANAGEMENT	4	--	--	4	30	70	100
3	MBA403	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-IV	4	--	--	4	30	70	100
4	-----	SPECIALIZATION GROUP I ELECTIVE – III	4	--	--	4	30	70	100
5	-----	SPECIALIZATION GROUP I ELECTIVE – IV	4	--	--	4	30	70	100
6	-----	SPECIALIZATION GROUP II ELECTIVE – III	4	--	--	4	30	70	100
7	-----	SPECIALIZATION GROUP II ELECTIVE – IV	4	--	--	4	30	70	100
8	MBA408	RESEARCH PROJECT REPORT EVALUATION	--	--	--	4	30	70	100
9	MBA409	COMPREHENSIVE VIVA-VOCE	--	--	--	4	--	100	100
<b>Total</b>			<b>28</b>	<b>--</b>	<b>--</b>	<b>36</b>	<b>240</b>	<b>660</b>	<b>900</b>

**LIST OF ELECTIVES\*****SPECIALIZATION GROUP: MARKETING**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA MK01</b>	MARKETING RESEARCH	<b>III SEMESTER</b>
<b>MBA MK02</b>	SALES AND DISTRIBUTION MANAGEMENT	<b>III SEMESTER</b>
<b>MBA MK03</b>	SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT	<b>IV SEMESTER</b>
<b>MBA MK04</b>	EVENT MANAGEMENT	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: FINANCE**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA FM01</b>	INTERNATIONAL FINANCE	<b>III SEMESTER</b>
<b>MBA FM02</b>	INDIAN FINANCIAL MARKETS, INSTITUTION AND SERVICES	<b>III SEMESTER</b>
<b>MBA FM03</b>	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	<b>IV SEMESTER</b>
<b>MBA FM04</b>	FINANCIAL DERIVATIVES AND RISK MANAGEMENT	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: HUMAN RESOURCE MANAGEMENT**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA HR01</b>	PERFORMANCE MANAGEMENT	<b>III SEMESTER</b>
<b>MBA HR02</b>	LABOUR LAWS AND INDUSTRIAL RELATION	<b>III SEMESTER</b>
<b>MBA HR03</b>	TRAINING AND DEVELOPMENT SYSTEM AND PRACTICES	<b>IV SEMESTER</b>
<b>MBA HR04</b>	PARTICIPATIVE MANAGEMENT	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: OPERATIONS MANAGEMENT**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA OM01</b>	INVENTORY MANAGEMENT	<b>III SEMESTER</b>
<b>MBA OM02</b>	MANUFACTURING PROCEDURES AND TECHNOLOGY MANAGEMENT	<b>III SEMESTER</b>
<b>MBA OM03</b>	LOGISTICS MANAGEMENT	<b>IV SEMESTER</b>
<b>MBA OM04</b>	TOTAL QUALITY MANAGEMENT	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: INTERNATIONAL BUSINESS**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA IB01</b>	FOREIGN EXCHANGE MANAGEMENT	<b>III SEMESTER</b>
<b>MBA IB02</b>	EXPORT IMPORT PROCEDURES AND DOCUMENTATION	<b>III SEMESTER</b>
<b>MBA IB03</b>	INTERNATIONAL BUSINESS ENVIRONMENT	<b>IV SEMESTER</b>
<b>MBA IB04</b>	FOREIGN TRADE POLICY	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: INFORMATION TECHNOLOGY**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA IT01</b>	SYSTEMS ANALYSIS AND DESIGN	<b>III SEMESTER</b>
<b>MBA IT02</b>	DATABASE MANAGEMENT SYSTEMS	<b>III SEMESTER</b>
<b>MBA IT03</b>	INNOVATION AND TECHNOLOGY MANAGEMENT	<b>IV SEMESTER</b>
<b>MBA IT04</b>	KNOWLEDGE MANAGEMENT	<b>IV SEMESTER</b>

**SPECIALIZATION GROUP: ENTREPRENEURSHIP DEVELOPMENT**

<b>COURSE CODE</b>	<b>SUBJECT NAME</b>	<b>SEMESTER</b>
<b>MBA ED01</b>	ENTREPRENEURSHIP THEORY AND PRACTICES	<b>III SEMESTER</b>
<b>MBA ED02</b>	SMALL AND MEDIUM ENTERPRISES	<b>III SEMESTER</b>
<b>MBA ED03</b>	NEW ENTERPRISE MANAGEMENT	<b>IV SEMESTER</b>
<b>MBA ED04</b>	BUSINESS PLAN DEVELOPMENT	<b>IV SEMESTER</b>

*\* The Specialization groups offered by the school may be subject to change as per the requirement of the program and availability of the resources.*

## **MBA 301: BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Objective:** This paper aims to acquaint the students with the issues and challenges relating to the process of policy and strategy formulation. Its objective is to provide an orientation of some of the well-known frameworks in analyzing industry structure and competitive choices and also various organizational decisions regarding growth and restructuring.

### **UNIT I**

**(8 Sessions)**

**Introduction:** Meaning, nature, scope and Importance of Business Policy; Classification of Business Policy; Meaning, Scope and Importance of Strategic Management; Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy, Role of strategists in Business Policy

### **UNIT II**

**(10 Sessions)**

**Environmental Scanning:** Industry Analysis, Competitive Intelligence, and External Environment Profiling: ETOP, Strategic Advantage Profile; Corporate Analysis, SWOT Analysis and TOWS Matrix, Environment Analysis Approaches-Resource based approach, Value-Chain Approach, Scanning Functional Resources, Introduction to Strategic Budget and Audit.

### **UNIT III**

**(10 Sessions)**

**Corporate Generic Strategies:** Growth and Expansion, Diversification, Stability, Retrenchment & Combination Strategies. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

### **UNIT IV**

**(12 Sessions)**

**Strategy Implementation:** Interrelationship among formulation and implementation of strategy, Functional implementation, Operational implementation, Mc Kinsey's 7S Model, An overview of corporate social responsibility (CSR), An overview of Strategic Evaluation and Control

**Course Outcomes:** Students completing this course will be able to:

- Understand the strategic issues and policy decisions facing businesses and how current management concepts address these issues,
- Understand and describe the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation,
- Acquire an understanding of how to use new and existing knowledge to analyze "real world" cases and by so doing, to understand the complexity of strategic issues,
- Elaborate on how strategic plans and policies are integrated, implemented and controlled and to comprehend the culture and ethical factors that influence these management activities,
- Analyze new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., five forces model, SWOT analysis, Diamond model) in a variety of industries,
- Discuss the leadership tasks associated with implementing and executing company strategies, and the action managers can take to promote competent strategy execution, and
- Demonstrate how the various pieces of the knowledge they have acquired in their functional-oriented business courses fit together, and discuss why the different parts of a company's business need to be managed in strategic harmony for the company to operate successfully.

### **Suggested Readings:**

1. Jauch L.R., Gupta, R. &Glueck, W.F.: Business Policy and Strategic Management, Frank Bros, New Delhi.
2. Wheelen, T.L., Hunger, J.D. &Rangaragjan. K.: Concepts in Strategic Management and Business Policy.
3. Ghosh, P.K.: Business Policy Strategic planning and Management. Sultan Chand & Sons, New Delhi.
4. Kazmi,A.: Business Policy and Strategic Management. Tata McGraw Hill.
5. Budhiraja, S.B. &Athreya, M.B.: Cases in Strategic Management. Tata McGraw Hill.
6. Aswathappa, K. (2011): Essentials of Business Environment. Text, Cases and Exercises. Himalaya Publishing House.

### **Website Sources:**

- [www.strategicmanagementinsight.com](http://www.strategicmanagementinsight.com)
- [www.edx.org/learn/strategic-management](http://www.edx.org/learn/strategic-management)
- [www.onlinelibrary.wiley.com/journal/10970266](http://www.onlinelibrary.wiley.com/journal/10970266)
- [www.businessdictionary.com](http://www.businessdictionary.com)
- [www.onlinecourses.nptel.ac.in](http://www.onlinecourses.nptel.ac.in)
- [www.yourarticlelibrary.com](http://www.yourarticlelibrary.com)
- [www.en.wikipedia.org](http://www.en.wikipedia.org)
- [www.managementstudyguide.com](http://www.managementstudyguide.com)

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA 302: PROJECT MANAGEMENT**

**Objective:** This paper aims to acquaint the students to understand project management roles and environments, the project life cycle and various techniques of work planning, control and evaluation to achieve project objectives.

**UNIT I**

**(6 Sessions)**

**Introduction:** Basic Concept and Types of project, Project development cycle, Nature and scope of Project Management, Tools & Techniques of Project Management, Role of Project Manager.

**UNIT II**

**(14 Sessions)**

**Project Identification and Formulation:** Market and demand estimation, Market survey, Demand forecasting, Technical factors, financial factors, Project selection, ROI Projection, Project Formulation, Stages in Project Formulation, Project Report Preparation.

**UNIT III**

**(10 Sessions)**

**Project Appraisal:** Objectives, Essentials of a Project Methodology, Market Appraisal, Technical Appraisal, Financial Appraisal, Social-Cost and Benefit Analysis, Managerial Appraisal.

**UNIT IV**

**(10 Sessions)**

**Implementation, Monitoring and Control of Projects:** Project Scheduling, Techniques of Cost Budgeting, Project Financing, Monitoring and post implementation, Control Techniques- PERT and CPM, Project Evaluation and Audit.

**Course Outcomes:** Students completing this course will be able to:

- Understand project concept, types and various stages of a project,
- Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic,
- Understand various project appraisal & consideration of Social cost benefit,
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control, and
- Understand how monitoring and control is practiced in the Industry.

**Suggested Readings:**

1. Beenet, P.L.&Kathyn: Project management for 21<sup>st</sup> century. Pearson Education, New Delhi.
2. David, I.C.: Project management. McGraw Hill International Edition, USA
3. Denni, L.: The essentials of project management. Grower, USA.
4. Gray,C., & Larson, E.: Project Management. Tata McGraw Hill, New Delhi.
5. Gopalakrishnan, P.: Project management. McMillian India Ltd, New Delhi.
6. Harry, N.: Project Management. Pearson Publication, New Delhi.
7. Prasanna, C.: Project Management. Tata McGraw Hill, New Delhi

**Website Sources:**

- [www.pmi.org](http://www.pmi.org)
- [www.epmbook.com](http://www.epmbook.com)
- [www.eprojectcentral.com](http://www.eprojectcentral.com)
- [www.nationalpm.org](http://www.nationalpm.org)
- [www.projectmanagement.com](http://www.projectmanagement.com)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA 303: PROFESSIONAL SKILLS DEVELOPMENT – III**

**Objective:** This paper aims to acquaint the students in understanding the nuances of Corporate Grooming and Dressing, Corporate Etiquette & the Ethical Dilemmas present in business. It also encompasses the basics underlying Group Discussions, the Group Decision-Making process, how to handle Interview situations, and how to make Presentations.

**UNIT I**

**(10 Sessions)**

**Campus to Company:** The Corporate Fit: Dressing and Grooming, Knowledge of how to dress in corporate environment, Basic Table Manners, Telephone Etiquette, Email Etiquette, Knowledge of how to behave & take decisions in a professional set up, Code of Conduct in a professional environment, Do's and Don'ts for Men and Women

**UNIT II**

**(10 Sessions)**

**Group Discussions:** Introduction, difference between GD and Debate, Types of Group Discussions, key techniques to succeed in a GD, Etiquettes and Mannerisms, Opening and Concluding, Dos and Don'ts during a GD

**UNIT III**

**(10 Sessions)**

**Interviews:** Resume Preparation, Interview Process, Types, Preparation Checklist, Interview Handling Skills, Common Interview Mistakes, Impressing the Interviewer

**UNIT IV**

**(10 Sessions)**

**Presentations:** Effective Presentation Skills: Voice Modulation, Body Language, Importance of initial planning, preparation and practice, minute task to make an effective presentation, Use of Visual Aids, Audience Management

*Note: Based on the given syllabus, this paper also comprises of a number of classroom activities & practice sessions.*

**Course Outcomes:** Students completing this course will be able to:

- Understand what constitutes proper grooming and etiquette in a professional environment,
- Have some practical tips to handle him / her in a given professional setting and help them to practice the skills necessary to demonstrate a comfort level in executing the same,
- Appreciate the nuances of the Group Decision-making process and understand the skills tested and participate effectively in Group Discussions,
- Learn the basics of how to make an effective presentation and have numerous practice presentations in small groups and larger audiences, and
- Attend any type of interview with the confidence borne out of knowledge gained and practice sessions.

**Suggested Readings:**

1. Sehgal, M.K. & Khetrapal, V.: Business Communication. Excel Books.
2. Pal, R.: Business Communication. Sultan Chand & Sons Publication.
3. Chaturvedi, P.D.: Business Communication. Pearson Education.
4. Rothschild, D.: Etiquette's The Main Course on Dining Etiquette: A step-by-step guide to dining with confidence in the 21st Century.

5. Galanes, G.J., Katherine, A. &Brilhart, J.K.: Effective Group Discussion: Theory and Practice.
6. Jay, R. & Jay, A.: Effective Presentation, Pearson Education.
7. Mandel, S.: Effective Presentation Skills (A Fifty-Minute Series Book).

**Website Sources:**

- <https://www.corporateclassinc.com/blog/2012/06/22/business-dress-etiquette-tips-for-the-workplace/>
- [https://www.etiquettescholar.com/dining\\_etiquette/table\\_manners.html](https://www.etiquettescholar.com/dining_etiquette/table_manners.html)
- <http://www.dailyedge.ie/table-manners-refresher-1534601-Jun2014/>
- [http://officeskills.org/telephone\\_etiquette.html](http://officeskills.org/telephone_etiquette.html)
- <http://www.hays.ie/career-advice/handling-an-interview-402593>
- <https://www.skillsyouneed.com/presentation-skills.html>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA MK 01: MARKETING RESEARCH**

**Objective:** This paper aims at equipping students with an understanding of the marketing research process, tools and techniques in order to facilitate managerial decision making.

**UNIT I**

**(8 Sessions)**

**Introduction:** Meaning, objectives, applications, limitations and process of marketing Research.

**Marketing Information System:** Concept, need and process of marketing information system, Data vs. Information.

**UNIT II**

**(12 Sessions)**

**Research Design:** Types of Research Design, Important Experimental Research Designs.

**Primary and Secondary Data:** Meaning, primary data vs. processed data, sources of processed data, essential characteristics for selecting processed data.

**Methods of Data Collection:** Survey method, Schedule, Questionnaire and Observation Method- Advantages & Disadvantages; Types of observations; Types of questionnaires, Precautions in Preparation of Questionnaire.

**UNIT III**

**(10 Sessions)**

**Measurement and Scaling:** Types of scales, difficulty in measurement, sources of error, criteria for a good scale, development of marketing measures.

**Attitude Scales:** Concept and Components of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

**UNIT IV**

**(10 Sessions)**

**Data Processing and Analysis:** Data processing, Analysis and Estimation, Hypothesis Testing, Parametric test including t- test and z-test; Non-parametric test including chi-square test and two way, ANOVA.

**Course Outcomes:** Students completing this course will be able to:

- Understanding the meaning and significance of marketing research for a business enterprise,
- Explain relationship and differences between marketing research and marketing information systems,
- Learn a wide range of marketing research concepts toward building a broad foundation for strategic planning and marketing,
- Familiar with the process of designing marketing research, and a variety of techniques for analyzing data for input to decision making about the direction and investments a business organization is considering,
- Design and produce, evaluate a research proposal, understand the quality of research studies to gain the knowledge about business research in marketing decision making,
- Understand how the marketing research process works,
- Analyze data to test for significant differences and association (relationships between variables), and

- Use a variety of computer applications with SPSS for application of marketing research methods.

### **Suggested Readings:**

1. Byod. &Byod.: Marketing Research, All India Traveler Book Seller
2. Nargundkar. : Marketing Research, Tata McGraw Hill.
3. Luck. &Rubin.:Marketing Research, Prentice Hall of India.
4. Tull. &Hawkins.: Marketing Research: Measurement & Method, Prentice Hall of India.
5. Beri, G.C.: Marketing Research. Tata McGraw Hill.

### **Website Sources:**

- [http://www.pondiuni.edu.in/storage/dde/downloads/markiii\\_mr.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/markiii_mr.pdf)
- <https://ais.ku.edu.tr/course/24120/lec.html>
- <http://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Marketing%20Research%20&%20Product%20Management.htm>
- <http://www.pondiuni.edu.in/sites/default/files/MARKETING%20RESEARCH200813.pdf>
- <http://dimr.edu.in/wp-content/uploads/2015/10/MCQs-Contemporary-Marketing-Research.pdf>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA MK 02: SALES AND DISTRIBUTION MANAGEMENT**

**Objective:** This course aims to provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of sales and distribution.

**UNIT I**

**(14 Sessions)**

**Sales Management:** Meaning, nature and scope of Sales Management, objectives and functions of sales department, Theories of selling, Objectives and Process of Direct Selling; Goal Setting Process in Sales Management, Market Demand and Sales Potential analysis, Techniques of Sales Forecasting, Formulation of Selling Strategies, Designing Sales Territories and Sales Quota.

**UNIT II**

**(10 Sessions)**

**Sales Force Management:** Salesmanship, Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Personnel, Sales Training Programs, Motivation and Compensation of Sales Personnel, Designing Compensation Plans, Performance Appraisal.

**UNIT III**

**(8 Sessions)**

**Physical Distribution:** Introduction to Marketing Channels, Structure, Functions and Flows of Channel Participants; Type and Number of Intermediaries, Distributors- Policies and Strategies, Marketing System- Vertical, Horizontal, Multi-Channels and corporate marketing systems.

**UNIT IV**

**(8 Sessions)**

**Channel Management:** Channel Selection Process & criteria; Performance appraisal of channel components; Channel Conflicts, Techniques to resolve channel conflicts, Channel Relationships Management, E-enabled selling and distribution, Information Systems for Channels.

**Course Outcomes:** Students completing this course will be able to:

- Understand evolution and definition of sales management,
- Identify emerging trends in sales management,
- Know the purpose of sales in an organisation and classify the basic types of sales organizational structure,
- Identify the role of distribution management in the marketing mix,
- Describe the various types of distribution channels, and
- Understand how and why channel conflicts occurs and outline ways of managing channel conflicts.

**Suggested Readings:**

1. Aaker, D., Batra, R. & Mayers, J.G.: Advertising Management. Prentice Hall of India.
2. George, B. & Michael, B.: Advertising and Promotion: An Integrated Marketing Communications Perspective. Tata McGraw Hill Education.
3. Still, R.R.: Sales Management: Decisions, Strategies and Cases. Pearson Education.
4. Anderson B.R.: Professional Selling. Universe Publications Limited.
5. Johnston, M.W. & Marshall G.W.: Sales Force Management: Leadership, Innovation and Technology. Routledge.

6. Johnston, M.W. & Marshall G.W.: Contemporary Selling: Building Relationships and Creating Value. Routledge.
7. Sharma, K.: Advertising: Planning and Decision Making. Taxmann Publications.

**Website Sources:**

- [gurukpo.com/sales-and-distribution-management/](http://gurukpo.com/sales-and-distribution-management/)
- [https://www.tutorialspoint.com/sales\\_and\\_distribution\\_management/sales\\_and\\_distrib](https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distrib)
- [gn.dronacharya.info/MBADept/Downloads/.../New/.../SD\\_Question\\_Bank\\_IVSem.pdf](http://gn.dronacharya.info/MBADept/Downloads/.../New/.../SD_Question_Bank_IVSem.pdf)
- [164.100.133.129:81/econtent/Uploads/Sales\\_&\\_Distribution\\_Management.pdf](http://164.100.133.129:81/econtent/Uploads/Sales_&_Distribution_Management.pdf)
- <https://www.scribd.com/doc/25524063/Sales-and-Distribution-Management>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA FM 01: INTERNATIONAL FINANCE**

**Objectives:** This paper aims to acquaint students with the mechanics of foreign exchange markets and also to develop an in-depth understanding of the international foreign exchange exposure.

**UNIT I**

**(12 Sessions)**

**International Monetary and Financial System:** Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries

**UNIT II**

**(10 Sessions)**

**The Foreign Exchange Markets:** The foreign exchange market; Mint power parity theory, Purchasing power parity theory; Interest rate parity theory; currency forecasting.

**UNIT III**

**(10 Sessions)**

**Foreign Exchange Risk and Management:** Risk- Meaning and Measurement, Types of Risk, Exposures, Hedging tools and techniques.

**UNIT IV**

**(8 Sessions)**

**International Money and Capital Market Instruments:** GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits.

**Current Developments:** International Indebtedness; Structure of Balance of Payment, Convertibility – Pros and Cons; Innovations in International Financial Instruments.

**Course Outcomes:** Students completing this course will be able to:

- Explain the organisation and institutional details of foreign exchange and international money markets,
- Explain and apply orthodox theories of exchange rates, and
- Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.

**Suggested Readings:**

1. Shapiro, A.C.: Multinational Financial Management, Wiley Sons.
2. Levi, M.: International Finance, New York, Tata McGraw Hill Inc.
3. Apte, P.G.: Multinational Financial Management. Tata McGraw Hill.
4. Seth, A.K.: International Financial Management. Galgotia Publishing House.
5. Eitman, D.K., Stonehill, A. & Moffet, M.H.: Multinational Business Finance. Pearson Education.
6. Madura, J.: International Corporate Finance, Cengage Thomson Learning.

**Website Sources:**

- [www.rbi.org](http://www.rbi.org)
- [www.indiabudget.gov.in](http://www.indiabudget.gov.in)
- [www.finmin.nic.in](http://www.finmin.nic.in)
- [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)
- [www.data.gov.in](http://www.data.gov.in)

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA FM 02: INDIAN FINANCIAL MARKETS, INSTITUTIONS AND SERVICES**

**Objective:** This paper aims to acquaint the students about financial system, its elements, their importance and contribution in economic and financial growth and development of the economy.

**UNIT I** **(15 Sessions)**

**Overview of Financial System:** Introduction, structure, features of Indian Financial System; Components or elements of Indian Financial System -their characteristics, types, role and importance; Deficiencies and Recent Developments; RBI – role and functions. Regulation of money and credit, Monetary and Fiscal policies, Financial Sector Reforms in India, SEBI and its Roles.

**UNIT II** **(9 Sessions)**

**Management of Commercial Banks:** Banking Industry in India, constituents; Banking Sector Reforms; Determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for enhancing commercial banks viability.

**UNIT III** **(8 Sessions)**

**Management of Non-Banking Financial Institutions:** Securitization-concept, nature, scope and their implications, Securitization in India; Development Financial Institutions in India –IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; Non-Banking Financial Companies - their status, types, working and strategies for commercial viability, Importance of MFIs.

**UNIT IV** **(8 Sessions)**

**Management of Financial Services:** Leasing and Hire Purchase: Industry, size and scope, parties involved, classification and impact. Other financial services: Factoring, Forfaiting; Mutual Funds- concept, types and classification of Mutual Fund schemes, advantages, operations and management of Mutual Funds in India; Consumer Credit and Plastic Money – concept, working and uses; High-tech banking- E-payment systems, E-Banking, Credit Rating, Venture Capital Financing.

**Course Outcomes:** Students completing this course will be able to:

- Know the concept and importance of Indian financial system in the growth of Indian economy,
- Know the various banking tools to manage the activities of commercial banks like ALM, CAN, Liquidity management and also understand to manage NPAs of banks,
- Know the types, functions and role of non-banking financial corporations in the development of Indian economy, and
- Know the importance of various financial services providing under the India financial system and also know about the e-banking services for the customers.

**Suggested Readings:**

1. Khan, M.Y.: Financial Services. Tata McGraw Hill, New Delhi.
2. Pathak.: Indian Financial System. Pearson Education.
3. Machiraju, H.R.: Indian Financial System. Vikas Publishing House.
4. Shrivastava, R.M& Nigam, D.: Management of Indian Financial Institutions. Himalaya Publishing House.
5. Fabozzi.: Foundations of Financial Markets and Institutions. Pearson Education.

6. Bhole, L.M.: Financial Institutions and Markets. Tata McGraw Hills, New Delhi.
7. Peter, S.R.& Sylvia, C.H.: Bank Management & Financial Services. Tata McGraw Hill International Edition.

**Website Sources:**

- [www.finmin.nic.in](http://www.finmin.nic.in)
- [www.indianchamber.org](http://www.indianchamber.org)
- [www.indiantradeportal.in](http://www.indiantradeportal.in)
- [www.sebi.gov.in](http://www.sebi.gov.in)
- [www.rbi.org.in](http://www.rbi.org.in)
- [www.capitalmarket.com](http://www.capitalmarket.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com)
- [www.bseindia.com](http://www.bseindia.com)
- [financialservices.gov.in](http://financialservices.gov.in)
- [dipp.nic.in](http://dipp.nic.in)
- [ficci.in](http://ficci.in)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA HR 01: PERFORMANCE MANAGEMENT**

**Objective:** This course aims to acquaint students with the concepts of Performance Management within the wider context of human resource management.

**UNIT I**

**(8 Sessions)**

**Introduction to Performance Management:** Meaning, Nature, purpose, importance, benefits, principles and process of Performance Management; Dimensions of Performance Management; Theoretical Framework of Performance Management: Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and their applications.

**UNIT II**

**(12 Sessions)**

**Performance Management Planning and Development:** Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluation of Performance Planning Process.

**Mechanism, Planning and Documentation:** Structure and Documentation, Mechanism of PM Planning and Creation of PM Document, Manager's and Employee's Responsibility in Performance Planning Mechanism and Documentation.

**UNIT III**

**(10 Sessions)**

**Performance Management Application & Improvement:** Methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal, Performance reviews; Performance Management in practice, Analyzing Performance problems; Performance counseling: Concept, Principles and Skills competency based Performance Management.

**UNIT IV**

**(10 Sessions)**

**Issues and Ethics in Performance Management:** Team Performance, Performance of Learning Organisations and Virtual Teams; Team Performance Management, Performance Management and Learning Organisations; Ethics in Performance Management.

**Course Outcomes:** Students completing this course will be able to:

- Explain the concept of performance management and different advantages of implementing well-designed performance management systems,
- Understand different approaches to performance measurement,
- Design a performance management system,
- Understand and develop key skills involved in effective performance management,
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems,
- Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities, and
- Critically evaluate the effectiveness of performance management.

## Suggested Readings:

1. Herman, A.: Performance Management, Pearson Education.
2. Rao, T.V.: Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, SAGE Publications Pvt. Ltd.
3. Berger, L.& Berger, D.: The Talent Management Hand Book, Tata McGraw Hill.
4. Parikh, U.: Understanding Organisational Behaviour

## Website Sources:

- [http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii\\_pm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_pm.pdf)
- <http://www.businessmanagementideas.com/notes/management-notes/performance-appraisal-management-notes/notes-on-performance-appraisal-meaning-objectives-and-approaches/5059>
- <https://www.managementstudyguide.com/objectives-of-performance-management.htm>
- <https://economictimes.indiatimes.com/definition/performance-planning>
- <https://www.admin.ks.gov/docs/default-source/ops/performance-management-process/manager-resource-guide1.pdf?sfvrsn=8>
- [http://www.google.com/url?sa=t&rct=j&q=notes%20of%20issues%20and%20Ethics%20in%20Performance%20Management&source=web&cd=4&cad=rja&uact=8&ved=0ahUKEwiTwozi5pPcAhVEfH0KHTrPAd8QFghSMAM&url=http://togetherwepass.co.za/http://togetherwepass.co.za/wp-content/uploads/filebase/HRM3706-RHR3706/Notes/HRM3706\\_Study\\_Unit\\_3\\_Ethical\\_Dilemmas\\_in\\_performance\\_Appraisal.pdf&usq=A0vVaw3yM832nu0y1WwAX9ZLFSMt](http://www.google.com/url?sa=t&rct=j&q=notes%20of%20issues%20and%20Ethics%20in%20Performance%20Management&source=web&cd=4&cad=rja&uact=8&ved=0ahUKEwiTwozi5pPcAhVEfH0KHTrPAd8QFghSMAM&url=http://togetherwepass.co.za/http://togetherwepass.co.za/wp-content/uploads/filebase/HRM3706-RHR3706/Notes/HRM3706_Study_Unit_3_Ethical_Dilemmas_in_performance_Appraisal.pdf&usq=A0vVaw3yM832nu0y1WwAX9ZLFSMt)

## Note:

- **Latest editions of all the suggested readings must be used.**
- **The course will employ lectures and case studies, class discussion, parables, quotations by various philosophers, videos and in-class individual and team exercises.**

## **MBA HR 02: LABOUR LAWS AND INDUSTRIAL RELATIONS**

**Objective:** This course is aimed at acquainting the students to a variety of industrial situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given set of facts.

### **UNIT I**

**(10 Sessions)**

**Introduction to Industrial Relations (IR):** Concept, scope and objectives of IR; Dunlop's model of IR; Issues and problems of IR; Technological Changes and IR; Preventive measures- grievance procedure, code of discipline and standing orders; Settlement of measures-mediation, conciliation, arbitration and adjudication.

### **UNIT II**

**(12 Sessions)**

**Trade Unions:** Concept, origin and growth of trade unions, Types and functions, Role and Future of Trade Unions in India, Trade union legislation, amendments and provisions; Joint Consultation: Principal types, Attitude of trade unions and management; Joint consultation in India;

**Collective Bargaining:** Concept, significance, features and pre-requisites of collective bargaining, tactics and strategies, process and collective bargaining model, collective bargaining in India and its effectiveness- present scenario; Worker's participation in management.

### **UNIT III**

**(10 Sessions)**

**Laws Related to Employment:** Introduction to labor legislation; Brief history and need for studying labor legislation in India; Major provision of Employment Exchange Act 1959;

**Wages and Bonus Law:** Major provisions of the Payment of Wages Act 1936, Minimum Wages Act 1948, Factories Act 1948, The Payment of Bonus Act 1965.

### **UNIT IV**

**(8 Sessions)**

**Social Security Laws:** Social security, concept and constituents; Growth of social security in India with special reference to Adarkar Report; Major provisions of the Work Compensation Act 1923; Employees' state insurance; Provident fund, gratuity, and maternity relief.

**Course Outcomes:** Students completing this course should be able to:

- Know the conceptual framework of IR,
- Relate with the facets of Trade Unions along with the importance of a collective stance to problem Solving,
- Know the legislations related to labour intensive industries, and
- Appreciate the growth and provisions of social security in India.

### **Suggested Readings:**

1. Beaumont, P.B.: The Future of Employment Relations. Sage Publications
2. Bareja, J.K.: Industrial Law. Galgotia Publishing House
3. Monappa, A.: Industrial Relations. Tata McGraw Hill
4. Blyton, P. & Turnbull, P.: The Dynamics of Employee Relations. Palgrave McMillan
5. Ackers, P. & Wilkinson, A.: Understanding Work & Employment, Industrial Relations in Transition. Oxford University Press

**Website Sources:**

- <https://labour.gov.in/industrial-relations>
- <http://mbaexamnotes.com/industrial-relations-and-labour-laws.html>
- <http://mbachannel.blogspot.com/2014/05/industrial-relations.html>
- <http://14.139.206.50:8080/jspui/bitstream/1/3317/1/INDUSTRIAL%20RELATIONS.pdf>
- <http://www.ddegjust.ac.in/studymaterial/mba/obh-311.pdf>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA OM 01: INVENTORY MANAGEMENT**

**Objective:** This paper aims to provide an understanding of purchasing and managerial techniques in acquisition and disbursement of equipment, materials and items in merchandise and service business environment.

**UNIT I**

**(8 Sessions)**

**Introduction to Inventory:** Concept, and Functions of Inventory, Advantages and Disadvantages of Inventory, Inventory Classification; Inventory Control- Objectives, Factors affecting Inventory, Inventory Costs; Material Requirement Planning (MRP)- Objectives and Methods, MRP System Components, Limitations and Advantages of MRP.

**UNIT II**

**(10 Sessions)**

**Stock Levels:** Factors affecting Stock levels, Maximum and Minimum Level, Order Point, Reorder Level, Types of Inventory System, Lead Time, Economic Order Quantity (EOQ), Safety or Buffer Stock, Feedback Inventory Information System; Selecting Inventory Control Techniques: ABC Analysis, HML Analysis, VED Analysis, SDE Analysis, Just in Time (JIT).

**UNIT III**

**(12 Sessions)**

**Purchasing:** objectives, procedure, purchasing research, source of supply, price determination and negotiation in purchasing, vendor selection, legal aspects of purchasing.

**Stores Management:** Store Objectives, Receiving Procedures and Control, Identification of Materials, Stores system and Procedures, Classification and Codification of material, Stock Valuation Methods and Stock Verification.

**UNIT IV**

**(10 Sessions)**

**Material Handling:** Objectives and Importance of Material Handling, Material Handling Principles, Choice of Equipment's, Types of Material Handling Systems, Traffic and Transportation, Modes of transportation, Transportation Strategy and Cost Reduction; Waste management- Sources of Surplus, Disposal of Surplus.

**Course Outcomes:** Students completing this course should be able to:

- Understand the meaning, components and objectives of inventory,
- Explain the factors influencing inventory management and control,
- Discuss the benefits and the process of inventory management and control,
- Discuss and understand in detail various inventory control techniques, and
- Know the significance of material handling and basic transportation methods.

**Suggested Readings:**

1. Chandra, B.D.: Inventory Management. Prentice Hall of India.
2. Toomey J.: Inventory Management: Principles, Concepts and Techniques. Kluwer Academic Publishers.
3. Waters. D.: Inventory Control and Management. John Wiley & Sons.
4. Tony, W.: Best Practice in Inventory Management. Elsevier Science Ltd.
5. Muller, M.: Essentials of Inventory Management AMACOM

6. Muckstad, J.A. &Sapra, A.:Principles of Inventory Management: When You Are Down to Four, Order More. Springer India.

**Website Sources:**

- [www.ibef.org/industry/manufacturing-sector-india.aspx](http://www.ibef.org/industry/manufacturing-sector-india.aspx)
- [www.cii.in](http://www.cii.in)
- [www.india.gov.in](http://www.india.gov.in)
- [www.mospi.gov.in](http://www.mospi.gov.in)
- [www.iso.org](http://www.iso.org)
- [www.bis.gov.in](http://www.bis.gov.in)
- [dipp.nic.in](http://dipp.nic.in)
- [commerce.gov.in](http://commerce.gov.in)
- [india.gov.in/website-ministry-commerce-and-industry](http://india.gov.in/website-ministry-commerce-and-industry)

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA OM 02: MANUFACTURING PROCEDURES AND TECHNOLOGY MANAGEMENT**

**Objective:** This course intends to make the students understand the current manufacturing practices with a blend of managerial and technical inputs covering planning and control activities of Operations Management.

**UNIT I** **(8 Sessions)**

**Managing Operations:** The Operations Function and Managing the Transformation Process, trends in operations management, mass customization, flexible specializations, agile manufacturing strategy, Operations strategy- scope and importance, four stages of strategy.

**UNIT II** **(10 Sessions)**

**Processes:** Production planning and control system, supply chain management strategies and process, Push Pull, JIT integrated activities, synchronous manufacturing, Benchmarking strategies, Process Re-engineering, New Process Development, Lean Manufacturing, Quality as a strategy tool, ISO 9000 and ISO 14000.

**UNIT III** **(12 Sessions)**

**Technology Management:** Scope, Components, and Overview of Technology Management, Technology Forecasting- need, methodology and methods, Technology Choice and Evaluation Technology Transfer and Acquisition Technology Adoption and Productivity Technology Absorption and Innovation.

**UNIT IV** **(10 Sessions)**

**Implementation of new Technologies:** Forms of Technology - Process technology; Product technology; Selection and Implementation of New Technologies- Automation Decisions, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions.

**Course Outcomes:** Students completing this course will be able to:

- Describe transformation process, operations function and strategy,
- Identify concept of Quality as a tool for strategy,
- Understand production planning and control, different manufacturing processes,
- Define components and other related concepts of technology management, and
- Understand the concept of new technologies and forms of technology.

**Suggested Readings:**

1. Betz, F.: Strategic Technology Management. Tata McGraw-Hill.
2. Khalil, T. M.: Management of Technology - The Key to Competitiveness and Wealth Creation. Tata McGraw-Hill.
3. Nicholas, J.: Competitive Manufacturing Management. Tata McGraw-Hill.
4. Adam, E. E. & Ebert, R. J.: Productions and Operations Management -Concepts, Models, and Behavior. Prentice Hall.

**Website Sources:**

- [www.ibef.org/industry/manufacturing-sector-india.aspx](http://www.ibef.org/industry/manufacturing-sector-india.aspx)
- [www.cii.in](http://www.cii.in)
- [www.india.gov.in](http://www.india.gov.in)
- [www.mospi.gov.in](http://www.mospi.gov.in)
- [www.iso.org](http://www.iso.org)
- [www.bis.gov.in](http://www.bis.gov.in)
- [dipp.nic.in](http://dipp.nic.in)
- [commerce.gov.in](http://commerce.gov.in)
- [india.gov.in/website-ministry-commerce-and-industry](http://india.gov.in/website-ministry-commerce-and-industry)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IB 01: FOREIGN EXCHANGE MANAGEMENT**

**Objective:** This paper aims to acquaint the students with the environment of international financial markets concerning foreign exchange operations and management.

**UNIT I**

**(10 Sessions)**

**Foreign Exchange Determination Systems:** Basic Concepts of foreign exchange, Theories of foreign exchange: supply and demand theory, Balance of Payments (BOP) theory, revaluation and devaluation, appreciation and depreciation, various types of Exchange Rate Regimes.

**UNIT II**

**(8 Sessions)**

**Factors Affecting Exchange Rate:** Meaning, price theory of exchange rate volatility, exchange rate overshooting and the J-curve effect; Central banking intervention for exchange rate stability; Effect of devaluation on trade balance.

**UNIT III**

**(12 Sessions)**

**Foreign Exchange Market Participation:** Nature of the market and transactions, spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

**UNIT IV**

**(10 Sessions)**

**Foreign Exchange Instruments:** Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; Foreign exchange regulation in India.

**Course Outcomes:** Students completing this course will be able to:

- Understand the concept of foreign exchange, theories of foreign exchange and balance of payments,
- Understand the factors affecting exchange rate and role of RBI in the exchange rate determination, effect of devaluation on trade balance in international business,
- Understand the importance and applicability of various hedging tools to protect the various participants of international business, and
- Know about the various foreign exchange instruments used in international business scenario and their uses.

**Suggested Readings:**

1. Hill, C.W.: International Business. Tata McGraw Hill.
2. Daniels, W.: International Business. Pearson Education.
3. Giddy, I: Global Financial Markets. AITBS, New Delhi
4. Maurice, D.L.: International Finance. Prentice Hall of India, New Delhi
5. Buckley: Multinational Finance. Prentice Hall of India, New Delhi
6. Paul, R.: Mastering Foreign Exchange and Money Markets. Pitman, London
7. Apte, P.G.: International Financial Management. Tata McGraw Hill, New Delhi.

**Website Sources:**

- <https://www.slideshare.net/chandiniammu3/foreign-exchange-management-31829682>
- <http://www.pondiuni.edu.in/sites/default/files/Forex-mgt%26cd-260214.pdf>
- [http://www.pondiuni.edu.in/storage/dde/downloads/ibiv\\_forex.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/ibiv_forex.pdf)
- <http://grd.org:8084/grdcs/mcq/281AFOREIGN%20EXCHANGE%20MANAGEMENT.pdf>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IB 02: EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

**Objective:** This paper aims to acquaint the students with the trade practices, procedures and documentation of international trade.

**UNIT I**

**(10 Sessions)**

**Introduction to Export Management:** Export Prospects for Small Firms, Process of Export Marketing, Legal framework, Sources of Export Information, Export Related Publications, Organizations facilitating Exports, Getting started in export business, Legal framework in India: FEMA- Origin, objectives and main provisions.

**UNIT II**

**(8 Sessions)**

**Export & Import Operations and Documentation:** Trade operations and documentation; Documentation areas and dimensions; Nature and features of Export & Import documents; EDI and ADS documentation, WTO Provisions.

**UNIT III**

**(10 Sessions)**

**Export Order Processing:** Export contracts; Export price quotations; Shipping and custom clearance of export and import cargo; Central excise clearance; Methods of payment in international trade; Documentary collection of export bills; UCPDC guidelines; Realization of export proceeds, provisions of RBI's Exchange Control Manual; Incoterms.

**UNIT IV**

**(12 Sessions)**

**Export Finance, Pricing and Promotion:** Pre-shipment & Post-shipment Finance, Special Financial Facilities; Role of EXIM bank and Export Credit Guarantee Corporation (ECGC) in India.

**Export Pricing:** Mechanism of Price Fixation, Duty Drawback- Concept and rationale, monitoring authority; Duty Exemption Schemes, Import of capital goods; Types of Export Houses; EoU's/EPZs/SEZs- Meaning, schemes and procedures.

**Course Outcomes:** Students completing this course will be able to:

- Know how to export strategically as an entrepreneur,
- Understand the role of government and semi-government organisations,
- Explain the step-by-step procedure of the export-import business,
- Describe the various aspects of transport and financial documents,
- Explain the export-import cargo clearance mechanism, and
- Understand the basics of export finance and the export pricing mechanism.

**Suggested Readings:**

1. Jitendra, M. D.: Export Procedures and Documentation. Rajat Publications. New Delhi.
2. Wadia, P.: Export Markets and Foreign Trade Management. Kanishka Publications. New Delhi.
3. Customs and Excise Law, various issues.
4. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
5. Paul, J. & Aserkar, R.: Export Import Management. Oxford University Press.
6. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India,

**Website Sources:**

- [www.pondiuni.edu.in/sites/default/files/Int-trade%20%26%20fin%20-260214.pdf](http://www.pondiuni.edu.in/sites/default/files/Int-trade%20%26%20fin%20-260214.pdf)
- [www.pondiuni.edu.in/.../EXIM%20financing%20and%20documentation200813.pdf](http://www.pondiuni.edu.in/.../EXIM%20financing%20and%20documentation200813.pdf)
- [www.ddegjust.ac.in/studymaterial/mba/mm-410.pdf](http://www.ddegjust.ac.in/studymaterial/mba/mm-410.pdf)
- [https://www.crectirupati.com/.../lecture\\_notes/international%20marketing%20notes.pd...](https://www.crectirupati.com/.../lecture_notes/international%20marketing%20notes.pd...)
- [www.eiilmuniversity.co.in/downloads/Import-Export-Management.pdf](http://www.eiilmuniversity.co.in/downloads/Import-Export-Management.pdf)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IT 01: SYSTEM ANALYSIS AND DESIGN**

**Objective:** This course aims to introduce variety of new software used by analysts, designers to manage projects, analyze and document systems, design new systems and implement their plans.

**UNIT I** **(10 Sessions)**

**Systems Concept;** Characteristics of a System; Elements of System; Types of Systems; Decision Support System;

**Systems Analysis and Design Life Cycle:** Systems Planning and Investigation; Basis for Planning in Systems Analysis, Dimensions of Planning, Requirements determination, requirements specifications, feasibility analysis, final specifications, hardware and software study, system design, system implementation, system evaluation, system modification.

**UNIT II** **(10 Sessions)**

**Object Oriented Systems Modeling:** Objects- Meaning and their properties, classes of objects; Identification of objects in an application, use of objects in modeling system, cases of object-oriented system modeling.

**UNIT III** **(12 Sessions)**

**Tools for Systems Analysts:** Data flow diagrams, case study for use of DFD, good conventions, leveling of DFDs, leveling rules, logical and physical DFDs; Entity relationship model, E-R diagrams, relationships cardinality and participation, Data Dictionary; Process Modeling- Structured English, Decision Tree & Decision Table.

**UNIT IV** **(8 Sessions)**

**Audit and Security of Information Systems:** Need, objectives and techniques of Control; Auditing information systems; Testing information systems – types of tests, technique to generate tests; Security of information systems – disaster recovery, Viruses, Virus Control, Hackers; Overview of Risks associated with Internet.

**Course Outcomes:** Students completing this course will be able to:

- Understand the concepts relating to different types of information systems,
- Explain the purpose and activities of the Systems development life cycle phases,
- Understand project management techniques,
- Identify and understand system inputs and outputs,
- Understand and model system entities and data stores,
- Understand and model system processes, events, and data flows within a system,
- Understand and model classes of data within a system, and
- Understand the concepts relating to various models, tools, and techniques used in system analysis and design.

**Suggested Readings:**

1. Elias, M.A.: System Analysis and Design. Galgotia Publication.
2. Kendall, K.K. & Kendall, J.E.: System Analysis and Design, PHI Publication

3. Grienstein&Feinman: E-commerce –Security, Risk Management and Control. Tata Mc Graw Hill.
4. Fadia, A.: Encryption-Protecting your Data. Vikas Publication.

**Website Sources:**

- <https://www.docsity.com/...notes/.../system-analysis-and design>
- <http://bcastuff.blogspot.com/p/sad-notes>
- <http://holowczak.com/systems-analysis-and-design-course-notes>

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IT 02: DATABASE MANAGEMENT SYSTEM**

**Objective:** This course imparts an understanding of the concept and various application issues of Database Management System like Entity-Relationship Model, Relational Database Model, Structure Query Language and various database utilities.

**UNIT I** **(10 Sessions)**

**Introduction to Database:** Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

**UNIT II** **(10 Sessions)**

**Relational Database Design:** Integrity Constraints; Functional Dependencies; Normalization; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

**UNIT III** **(12 Sessions)**

**Structured Query Language:** Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

**UNIT IV** **(8 Sessions)**

**Database Utilities:** Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL, Object/Basic Database Administration/ Remote Data Access.

**Course Outcomes:** Students completing this course will be able to:

- Evaluate business information problem and find the requirements of a problem in terms of data,
- Design the database schema with the use of appropriate data types for storage of data in database,
- Use different types of physical implementation of database,
- Understand database concepts and structures and query language,
- Understand the E-R model and relational model,
- Design and build a simple database system and demonstrate competence with the fundamental tasks involved with modeling, designing, and implementing a DBMS,
- Understand the uses of database schema and need for normalization and apply various Normalization techniques, and
- Perform PL/SQL programming using concept of Cursor Management, Error Handling, Package and Triggers.

**Suggested Readings:**

1. Majumdar. &Bhattacharya.: Database Management System. Tata McGraw Hill.
2. Navathe, E.: Fundamentals of Database Systems. Pearson Education.
3. Beynon, D.P.: Database Systems. Palgrave McMillian.

4. Hoffer.: Modern Database Management, Pearson Education
5. Alexis. & Leon. : Database Management System. Vikas Publication.

**Website Sources:**

- <https://beginnersbook.com/2015/04/dbms-tutorial/>
- <https://lecturenotes.in/.../database-management-system>
- <https://www.smartzworld.com/notes/database-management-system-dbms-notes-pdf/>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA ED 01: ENTREPRENEURSHIP THEORY AND PRACTICE**

**Objective:** This course aims to provide necessary input to the students for understanding the entrepreneurial effort and planning the start of new venture to investigate, understand and internalize the process of setting up a business.

**UNIT I**

**(8 Sessions)**

**Introduction:** Evolution, Characteristics, Types and Functions of Entrepreneur; Entrepreneurial Competencies; Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Factors affecting Entrepreneurial Growth; Managerial vs. entrepreneurial approach; Entrepreneurship process; Barriers to entrepreneurship.

**UNIT II**

**(12 Sessions)**

**Entrepreneurship Development and Leadership:** Types of Start-ups; Intellectual Property Protection-Patents, Trademarks and Copyrights – importance for startups; Entrepreneurial class Theories: Frank Knight's Risk Bearing Theory, Alfred Marshall's Theory, Max Weber's Sociological Theory, Mark Casson's Economic Theory, Joseph Schumpeter's Innovation Theory, Israel Kirzner's Theory, Leibenstein's Theory, McClelland's Theory of Achievement Motivation; Entrepreneurial training; Characteristics and Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas.

**UNIT III**

**(10 Sessions)**

**New Venture Planning:** Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues.

**Financing Venture:** Financing Stages; Criteria for evaluating new-venture proposals; evaluating the venture capital process; Sources of financing for Indian entrepreneurs.

**UNIT IV**

**(10 Sessions)**

**Emerging trends in Entrepreneurship:** Forms of business ownership, Franchising and its types, Benefits and drawbacks of buying a franchise; Technopreneurship, Netpreneurship, Rural Entrepreneurship, Social Entrepreneurship, Women Entrepreneurship, Portfolio entrepreneurship.

**Global aspects of Entrepreneurship:** Meaning, need for going global, Strategies for going global, recognizing crisis situation, dealing with downturns, declines and crisis.

**Course Outcomes:** Students completing this course should be able to:

- Recognize the conceptual details of an Entrepreneur and Entrepreneurship,
- Appreciate the contribution of various thinkers for their contribution in the field of entrepreneurship,
- Comprehend the basics of starting a new venture along with how the finances may be arranged for the same, and
- Get acquainted with the emerging trends and global aspects of Entrepreneurship.

**Suggested Readings:**

1. Doliinger, M. J. : Entrepreneurship: Strategies and Resources, Prentice Hall.
2. Gupta, C.B.: Entrepreneurship Development in India. Sultan Chand and Sons.
3. Hisrich, R., Peters,P.M. & Shepherd, D.:Entrepreneurship, Tata McGraw Hill, New Delhi.
4. Holt, D.H. : Entrepreneurship: New venture creation.Prentice- Hall.
5. Khanka, S.S.: Entrepreneurial Development. Sultan Chand and Company Limited, New Delhi.

**Website Sources:**

- [www.skilldevelopment.gov.in](http://www.skilldevelopment.gov.in)
- [www.msde.gov.in/photogallery.html](http://www.msde.gov.in/photogallery.html)
- [www.nsd.gov.in/](http://www.nsd.gov.in/)
- <https://www.nsdindia.org/>
- <https://educationinnovations.org/program/national-skills-development-corporation-nsdc>
- [pib.nic.in/newsite/PrintRelease.aspx?relid=90465](http://pib.nic.in/newsite/PrintRelease.aspx?relid=90465)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA ED 02: SMALL AND MEDIUM ENTERPRISE**

**Objective:** This paper aims to acquaint students with an understanding of structure and management of Small and Medium Enterprise (SME).

**UNIT I**

**(12 Sessions)**

**Introduction:** Small-Scale Industry (SSI): Concept and Definition, its role and importance, government policy towards SSI, Growth and performance of SME's in India, problem and prospect of SME's in current scenario, Start-up India: Features and its importance.

**UNIT- II**

**(10 Sessions)**

**Entrepreneurship:** concept, importance and its classification, characteristic of a successful entrepreneur, Entrepreneurship development model, Women entrepreneur: definition and challenges, women entrepreneurs in India.

**UNIT III**

**(8 Sessions)**

**Institutional Support for SME's:** Central level, State level and other institutions. Industry Association

**Setting up a small business:** Identification of business opportunity in various sectors, formalities for setting up of a small business enterprise.

**UNITIV**

**(10 Sessions)**

**Financial Management:** Importance for SME's, Accounting and book keeping, Working Capital Management, Financial Control.

**Marketing Management:** Importance, Customer Relationship Management, Marketing of Service.

**Production Management in Small Business:** Production Management, Material Management, Productivity, Break-Even Analysis, TQM.

**Human Resource Management:** Its Importance, Human Resource Development, Industrial Relations, Labour Laws and environmental and Pollution Control Laws.

**Course Outcomes:** Students completing this course should be able to:

- Understand the insight on key aspects and challenges of small and medium sized enterprises (SMEs),
- Gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context,
- Understand the different life phases in a small enterprise and its problems /opportunities. Create solutions and develop action plans for this standard problems /opportunities,
- Understand the key management issues that founders of SMEs face, in general, and women entrepreneurs face, in particular, and
- Understand the skills and the intricacies involved in starting an entrepreneurial venture.

**Suggested Books:**

1. Hill, M.A. & Inland, D.R.: Strategic Entrepreneurship: Creating a New Mindset. Blackwell Publishers.
2. Block, Z. & Macmillan, I.C.: Corporate Venturing. Harvard Business School Press.
3. Sahay, A. & Sharma, V.: Entrepreneurship and New Venture Creation. Excel Books, New Delhi.
4. Sahai, L.: Entrepreneurship. Excel Books, New Delhi.

**Website Sources:**

- [www.skilldevelopment.gov.in](http://www.skilldevelopment.gov.in)
- [www.msde.gov.in/photogallery.html](http://www.msde.gov.in/photogallery.html)
- [www.nsd.gov.in/](http://www.nsd.gov.in/)
- <https://www.nsdindia.org/>
- <https://educationinnovations.org/program/national-skills-development-corporation-nsdcpiib.nic.in/newsite/PrintRelease.aspx?relid=90465>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA 401: MANAGEMENT INFORMATION SYSTEM**

**Objective:** This paper aims to provide an understanding of information system concepts and their applications business operations.

**UNIT I**

**(12 Sessions)**

**Introduction:** Meaning and concept of Information and Information Systems (IS), IS in Global Business, Classification of IS- Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Executive Information System(EIS), Cross Functional Information Systems; Enterprise Resource Planning (ERP), e-Customer Relationship Management (e-CRM).

**UNIT II**

**(12 Sessions)**

**Applications of IS in functional areas:** Information as strategic resource, use of information for comparative advantages, MIS as an instrument for organizational change; The Value Chain and Strategic IS, Business Process Re-engineering; Improving Business Quality- Creating a Virtual Company, Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company.

**Artificial Intelligence (AI):** Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES)

**UNIT III**

**(8 Sessions)**

**Information Technology (IT) Infrastructure:** IT Infrastructure and Emerging Technologies, Building and Managing Systems, Building Information Systems, System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

**UNIT IV**

**(8 Sessions)**

**Information Security and Control:** Meaning and importance, Access controls, Ethical and Social Issues in IS; Ethical Responsibility- Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Introduction to Cyber Laws- National and International.

**Course Outcomes:** Students completing this course will be able to:

- Understand concepts of data, information, information system and its classification,
- Identify the Cross Functional Information Systems and applications of IS,
- Describe applications of Artificial Intelligence,
- Understand the System Development Life Cycle,
- Identify emerging technologies and IT infrastructure, and
- Define Information related security and control.

**Suggested Readings:**

1. Laudon, K.C.&Laudon,J.P.: Management Information Systems: Managing the Digital Firms. Prentice Hall of India.

2. O'Brien, J.: Management Information System. Tata McGraw Hill.
3. Jawedkar, W.S.: Management Information System Tata McGraw Hill.
4. Davis.&Olson.:Management Information System. Tata McGraw Hill.

**Website Sources:**

- [https://www.tutorialspoint.com/fundamentals\\_of\\_science\\_and\\_technology/index.htm](https://www.tutorialspoint.com/fundamentals_of_science_and_technology/index.htm)
- <https://www.smartsheet.com/management-information-systems>
- [https://www.tutorialspoint.com/management\\_information\\_system/index.htm](https://www.tutorialspoint.com/management_information_system/index.htm)
- <https://www.guru99.com/mis-tutorial.html>
- [https://www.tutorialspoint.com/network\\_security/index.htm](https://www.tutorialspoint.com/network_security/index.htm)

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA 402: SUPPLY CHAIN MANAGEMENT**

**Objective:** This paper aims to provide a learning of the basic elements of supply chain management, develop ability to analyze and solve supply chain related problems and to use the mathematical models, IT tools in Supply Chain Management (SCM).

**UNIT I**

**(6 Sessions)**

**Introduction:** Meaning and importance of SCM, SCM processes- plan, source, make, deliver, return; SCM decision areas- facilities, inventory, transportation, information; Operations strategy and SCM designs; SCM dynamics; SCM performance measurement; Key Issues in SCM, bullwhip effect in SCM.

**UNIT II**

**(14 Sessions)**

**Designing a Supply Chain (SC) Network:** Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities, Introduction to cold chain.

**Distribution and Transportation Networks:** Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers' decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

**UNIT III**

**(10 Sessions)**

**Inventory Management:** Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

**UNIT IV**

**(10 Sessions)**

**Recent Issues in SCM:** Role of Information Technology in SCM, e-business and its impact on supply chain's responsiveness and costs, CRM and Supply Chain, benchmarking concept, features and implementation, outsourcing in SCM, value Addition in SCM, concept of demand chain management, green supply chain, sustainability in SCM.

**Course Outcomes:** Students completing this course will be able to:

- Explain the meaning of supply chain management and its processes,
- Understand the supply chain management dynamics and key issues in supply chain management,
- Describe the various components of supply chain network design,
- Understand the role of transportation in distribution network,
- Understand the various modern strategic methods to improve inventory management, and
- Explain the emerging concepts and trends in supply chain management.

**Suggested Readings:**

1. Agarwal, D.K.: A Text Book of Logistics and Supply Chain Management. Macmillan Publications.
2. Sahay, B.S.: Supply Chain Management. Macmillan Publications.

3. Chopra, S., Meindl, P. & Kalra, D.V.: Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.
4. Sharma, S.: Supply Chain Management: Concepts, Practices and Implementation. Oxford University Press.
5. Agarwal, D.K., Supply Chain Management: Strategies, Cases and Best Practices, Macmillan Publications.
6. Raghuram, G.: Logistics and Supply Chain Management. Macmillan Publications.

**Website Sources:**

- <https://ocw.mit.edu/courses/engineering...supply-chain-management.../lecture-notes/>
- [nptel.ac.in/reviewed\\_pdfs/110106045/lec35.pdf](https://nptel.ac.in/reviewed_pdfs/110106045/lec35.pdf)
- [https://www.tutorialspoint.com/supply\\_chain\\_management/supply\\_chain\\_managemen...](https://www.tutorialspoint.com/supply_chain_management/supply_chain_managemen...)
- [www.pondiuni.edu.in/sites/default/.../Logistics%20Supply%20Chain%20Mgt200813....](http://www.pondiuni.edu.in/sites/default/.../Logistics%20Supply%20Chain%20Mgt200813....)
- [library.ku.ac.ke/wp-content/.../08/.../fundamentals-of-supply-chain-management.pdf](https://library.ku.ac.ke/wp-content/.../08/.../fundamentals-of-supply-chain-management.pdf)
- [homepages.stmartin.edu/fac\\_staff/dstout/MBA631/lecture\\_notes.htm](http://homepages.stmartin.edu/fac_staff/dstout/MBA631/lecture_notes.htm)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA 403: PROFESSIONAL SKILLS DEVELOPMENT (PSD)– IV**

**Objective:** This paper helps the students in understanding the importance of various skills involved in developing and enriching a relationship with their own-self as well as with the others as team player in today's business scenario.

**UNIT I**

**(8 Sessions)**

**Soft Skills:** Meaning & Importance, Classification; Overview of Emotional Intelligence, Dealing with Emotions- Anger, Conflict and Depression, role of soft skills in professional skill development; Importance of Values and Individual variations.

**UNIT II**

**(8 Sessions)**

**Intra-Personal Skills:** Personality, basic traits, mapping the different personality types, Personality-Career fit; Understanding Self- Self-awareness, Self-esteem, Self-confidence, Assertiveness vs. Aggressiveness.

**UNIT III**

**(12 Sessions)**

**Inter-Personal Skills:** Dealing with people, working in groups, types of groups, stages of group formation, dynamics of group behavior, social loafing, group think, group shift, Devil's advocate, Group decision making techniques.

**UNIT IV**

**(12 Sessions)**

**Team Building:** Concept and importance of team in today's business scenario, types of teams, creating an effective team, key roles of team members, turning individuals into team players, contemporary team issues.

*Note: The paper also comprises a number of classroom activities & practice sessions based on the given syllabus.*

**Course Outcomes:** Students completing this course will be able to:

- Understand the importance of and the various skills involved in developing enriching interpersonal relationships,
- Be more aware of his / her own self – confidence and values,
- Understand and handle emotions of self and others,
- Understand the necessity and importance of working together as a team,
- Learn how to go about being a good team player and form an effective team, and
- Put their team building skills to test in the various activities to understand where they stand and improve themselves with each succeeding activity.

**Suggested Readings:**

1. Hurlock, E.B.: Personality Development. Tata McGraw-Hill.
2. Robbins, S.P.: Organizational Behavior. Pearson Education.
3. Goleman, D.: Working with Emotional Intelligence.
4. Collins, J.: Good to Great.
5. All the books in the "Chicken Soup for the Soul" series.

**Website Sources:**

- <https://www.wikijob.co.uk/content/interview-advice/competencies/soft-skills>
- [https://www.mindtools.com/pages/article/newCDV\\_59.htm](https://www.mindtools.com/pages/article/newCDV_59.htm)
- <http://www.psychologydiscussion.net/notes/psychology-notes/personality-psychology-notes/notes-on-personality-meaning-development-and-assessment/2002>
- <https://www.job-interview-site.com/what-are-interpersonal-skills-and-how-to-improve-interpersonal-skills.html>
- <http://www.ventureteambuilding.co.uk/intro-to-team-building/>
- <http://open.lib.umn.edu/organizationalbehavior/chapter/9-2-group-dynamics/>

**Note: Latest editions of all the suggested readings must be used.**

# IFTM University, Moradabad

## Master of Business Administration (MBA) Programme

### MBA MK 03: SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

**Objective:** This objective of this course is to introduce, discuss, and analyze various concepts and ideas important to service organizations by which the student is enabled to design suitable practices and programs for the satisfaction of customers by understanding relationship management.

#### UNIT I

(6 Sessions)

**Introduction:** Services Marketing-Meaning, Characteristics, Classification, Reasons for the growth of services sector, Customer orientation and role of relationship marketing in services.

#### UNIT II

(10 Sessions)

**Marketing Mix in Services Marketing:** The Seven Ps- Product Decisions, Pricing Strategies and Tactics, Promotion of Services, Placing or Distribution Methods used for Services, Physical Evidence- Its role in communicating Service Marketing, People and role of Internal Communication, Process of operations and delivery of Services.

#### UNIT III

(14 Sessions)

**Service Quality:** Concept, SERVQUAL, GAP (PZB) Model, GRONROSS Model.

**Customer Relationship Management (CRM):** Theoretical perspectives of relationship, Purpose of relationship marketing, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM; e-CRM, difference between CRM & e-CRM, features of e-CRM.

#### UNIT IV

(10 Sessions)

**Emerging Issues in CRM:** Employee-Organisation Relationship, Employee- Customer Linkage, Factors affecting employee's customer-oriented behavior, Essentials of building employee relationship, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry.

**Course Outcomes:** Students completing this course will be able to:

- Understand the meaning and characteristics of customer relationship management,
- Understand the concept related to service quality, and
- Analyze market data, which involves pinpointing trends, increasing market shares, and forecasting sales.

#### Suggested Readings:

1. Christopher, L.L: Services Marketing: People, Technology and Strategy, Pearson Education.
2. Rao, R.M.: Services Marketing. Person Education.
3. Apte, G.: Services Marketing. Oxford University Press.
4. Zeithmal.: Services Marketing. Tata McGraw Hill.
5. Rai, A.K.: Customer Relationship Management: Concepts and Cases. PHI Learning.
6. Knox, S., Payne, A. & Maklan, S.: Customer Relationship Management. Routledge Inc.
7. Bhasin.: Customer Relationship Management. Wiley.
8. Sheth, J.N., Parvatiyar, A. & Shainesh, G.: Customer Relationship Management: Emerging Concepts, Tools, & Applications. Tata McGraw-Hill Education.

**Website Sources:**

- [www.davp.nic.in](http://www.davp.nic.in)
- [www.mib.gov.in](http://www.mib.gov.in)
- [dmi.gov.in](http://dmi.gov.in)
- [tourism.gov.in/overseas-marketing](http://tourism.gov.in/overseas-marketing)
- [commerce.gov.in](http://commerce.gov.in)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA MK 04: EVENT MANAGEMENT**

**Objective:** This paper aims to acquaint the students with concept, issues and various aspects of event management.

**UNIT I**

**(10 Sessions)**

**Introduction:** Event Management-Meaning and need, Analysis of Event, Scope of Event, Five G's of Events, Relative Importance of Events as a Marketing Communication Tool; Role of Event Manager and Technical Staff; Facets of Event Management

**UNIT II**

**(10 Sessions)**

**Marketing of Event:** Concept of Market in Events, Revenue & Non-revenue Generating Customers, Segmentation and Targeting of the Market for Events, Niche marketing in events; Branding in Events; Categories of Events and their Characteristics; Reach-interaction Matrix; Concept of Pricing in Events - Risk Rating, Setting Pricing Objectives in Tune with Marketing and Business Strategies.

**UNIT III**

**(10 Sessions)**

**Activities in Event Management:** Networking Components; Direct Marketing, Sales Promotions, Audience Interaction, Public Relations, Merchandising, In-venue Publicity; Activities in Event Management- Pre-event Activities, During-event Activities, Post-event Activities; Event Management Information System- Setting Objectives, Development of the Strategic Market Plan, Environmental Assessment, Competitive Assessment, Gaining Competitive Advantages

**UNIT IV**

**(10 Sessions)**

**Strategies of Event Management:** Strategic Approach, Critical Success Factor Analysis; Strategic Alternatives arising from Environmental Analysis- Maintenance Strategy, Developmental Strategy, Preemptive Strategy, Survival Strategy; Strategic Alternatives arising from Competitive Analysis- Sustenance Strategy, Rebuttal Strategy, Accomplishment Strategy, Venture Strategy; Strategic Alternatives arising from Defined Objectives- PREP Model, Risk versus Return Matrix.

**Course Outcomes:** Students completing this course will be able to:

- Obtain a sense of responsibility for the multi-disciplinary nature of event management,
- Explain the systematic planning, procedures and processes required in event management,
- Apply evidence based knowledge to plan, organize and deliver an event,
- Discuss personal strengths and weaknesses and evaluate their own development through the event management process,
- Identify best practice in the development and delivery of successful conferences and corporate gatherings,
- Identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, theming, security and entertainment, and
- Identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.

**Suggested Readings:**

1. Tallon, A.F.: Fashion Marketing and Merchandising. Sequoia Books.
2. Panwar, J.S.: Marketing in the New Era. Sage Publications India Pvt. Ltd.

3. Avvich, B.: Event and Entertainment Marketing. Vision Books, Delhi.
4. Berry, I.: The Business Growth Handbook. Marquis Books, USA.
5. Mohan, S.: Event Management & Public Relations. Enkay Publishing House
6. Goyal, S.K.: Event Management & Public Relations. Adhyayan Publisher.

**Website Sources:**

- [www.pondiuni.edu.in/sites/default/files/event-mgt-260214.pdf](http://www.pondiuni.edu.in/sites/default/files/event-mgt-260214.pdf)
- <https://www.pdfdrive.net/events-management-d389089.html>
- <http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/PRINCIPLES-OF-EVENT-MANAGEMENT.pdf>
- <http://grd.org:8084/grdcs/mcq/453V1%20-%20EVENT%20MANAGEMENT.pdf>
- [http://www.icmrindia.org/casestudies/Case\\_Studies\\_Concept\\_Wise.asp?cat=Event%20Management](http://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=Event%20Management)

**Note: Latest editions of all the suggested readings must be used.**



**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA FM 03: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objective:** This paper aims to acquaint the students with the importance of investment decisions related to financial assets, the risks and the returns involved, and to create awareness about the functions and objectives of securities market and portfolio management.

**UNIT I**

**(10 Sessions)**

**Investment:** Nature, Investment Decision and its Process, Investment instruments, Security Market and its operations, SEBI and its functions, Risk & Return and its trade-off.

**Valuation:** Meaning and need; General valuation framework: basic valuation model, Cootner Hypothesis, Dynamic valuation process, Stock Return and Valuation, Bond return and valuation.

**UNIT II**

**(10 Sessions)**

**Security Analysis:** Fundamental Analysis- Economic, Industry and Company Analysis; Technical Analysis, Efficient Market Hypothesis.

**UNIT III**

**(8 Sessions)**

**Portfolio Analysis and Management:** Portfolio Selection, Portfolio construction, Capital Market Theory-Capital Asset Pricing Model (CAPM), Sharpe Single Index Model, Arbitrage pricing theory.

**UNIT IV**

**(12 Sessions)**

**Portfolio Evaluation and Behavioural Finance:** Portfolio revision, performance evaluation of portfolio, forecasting of portfolio performance, Behavioural traits affecting investment decision, Behavioural biases, fusion investing, Technical analysis and behavioural finance.

**Course Outcomes:** Students completing this course will be able to:

- Appreciate and apply the concepts of Investment analysis in theory as well as in a real-life situation,
- Identify numerous investments related risks that an investor is subject to while investing in financial securities,
- Differentiate between various classes of financial securities such as Equities, Fixed Income Securities, and Derivatives and learn various techniques to value and analyze these securities,
- Carry out Fundamental Analysis (that involves Economy Analysis, Industry Analysis and Company Analysis) to study the intrinsic strength of a firm and make investment decisions based on the study,
- Analyze and interpret various technical charts related to stock price movements and predict future price movements to comment on Buy/Sell/Hold decisions, and
- Comprehend the news items appearing in the financial dailies.

**Suggested Readings:**

1. Bhalla, V.K.: Investment Management: Security Analysis and Portfolio Management. Sultan Chand & sons.
2. Brennet, M.: Option Pricing: Theory & Applications. Lexington Books, Toronto.
3. Pandian, P.: Security analysis & portfolio management. Vikas Publication.
4. Chandra, P.: Investment Analysis & Portfolio Management. Tata McGraw Hill.
5. Hull, J.C: Options, Futures and other Derivative Securities. Prentice Hall of India.

6. Fischer, D.E.& Jordon, R.J.: Security Analysis & Portfolio Management. Prentice Hall of India.
7. Avadani, V.A.: Security analysis & portfolio management. Himalaya publication.

**Website Sources:**

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- [www.sebi.gov.in](http://www.sebi.gov.in)
- [www.nseindia.com](http://www.nseindia.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [in.finance.yahoo.com](http://in.finance.yahoo.com)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA FM 04: FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**Objective:** This paper aims to acquaint the student with the risk return trade-off and provides an understanding of managing financial risk through the use of derivatives.

**UNIT I**

**(8 Sessions)**

**Introduction:** Financial Derivative- Meaning, Features, Types of Derivatives; History of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives.

**UNIT II**

**(10 Sessions)**

**Future Market Operations:** Introduction, Financial Futures contracts, Types of Financial Futures, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices; Forward prices vs Future prices.

**UNIT III**

**(12 Sessions)**

**Forward and Swap Market:** Pricing and Trading Mechanism-Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing, Black-Scholes option pricing model, Binomial Option pricing model, Trading with option, Hedging with option;

**Swaps:** Introduction, concept, Nature, Evolution, Features, Types of Swaps.

**UNIT IV**

**(10 Sessions)**

**Risk Management:** Overview, Investors and risk management; The profitable side of risk management; Risk management process; Derivative- Hedging Currency Risk, Hedging Risk through Forward Contracts; Exposures and risk management.

**Creating value with risk management:** financial distress and investment; Risks in banking-credit risk, foreign exchange risk, political risk and country risk and liquidity risk.

**Course Outcomes:** Students completing this course will be able to:

- Describe standard derivative contracts, their properties and functionality,
- Analyse and price diverse derivatives products to generate an optimal risk management strategy,
- Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice,
- Explain the binomial model and its extension in continuous time to the Black-Scholes model,
- Demonstrate an understanding of pricing forwards, futures and options contracts, and
- Interpret and apply risk measures that are commonly used in risk management.

**Suggested Readings:**

1. Hull. J.C.: Options Futures and Other Derivatives, New Delhi.
2. Jayanth. V.: Derivatives and Risk Management. TataMcGrawHill
3. Stulz.: Risk management and Derivatives. Cengage Learning/
4. Bhalla, V.K.: Financial Derivatives: Risk Management. Sultan Chand & sons.

5. Asthana. : Financial Risk Management. Himalaya Publication House.

**Website Sources:**

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- [www.pondiuni.edu.in/sites/default/files/downloads/Financial-derivatives-260214.pdf](http://www.pondiuni.edu.in/sites/default/files/downloads/Financial-derivatives-260214.pdf)
- <http://w3.uch.edu.tw/pwyeh/file2/3/tb13.pdf>
- <http://www.ddegjust.ac.in/studymaterial/mba/fm-407.pdf>
- <http://neumann.hec.ca/pages/hatem.ben-ameur/RiskManagement.pdf>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA HR 03: TRAINING AND DEVELOPMENT SYSTEM AND PRACTICES**

**Objective:** This course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting.

**UNIT I**

**(10 Sessions)**

**Introduction:** Concept, Need, Importance, Objectives, Types and Process of Training, Education vs. training, Requisites of Effective Training.

**Management Development (MD):** Concept, need, importance and process, components of MD programmes, requirements for the success of MD Programs; Learning- Principles and theories of learning- reinforcement theory and social learning theory; Linking training and development to company's strategy; Role of external agencies in Training and Development.

**UNIT II**

**(12 Sessions)**

**Training Needs Assessment (TNA):** Meaning and purpose of TNA, levels of TNA, approaches for TNA, output of TNA, methods used in TNA.

**Designing Training and Development Programs:** Organization of Training and Development programs, training design; Kinds of training and development programs- competence based and role based training, methods and techniques of training, preparation of trainers, developing training materials, designing a training module; budgeting of training.

**UNIT III**

**(8 Sessions)**

**Evaluation of Training and Development:** Reasons for evaluating training and development programs, Problems in evaluation; Methods of evaluating effectiveness of Training Efforts: Kirkpatrick Model of Training Effectiveness, CIRO model, cost-benefit analysis, ROI of training.

**UNIT IV**

**(10 Sessions)**

**Emerging Trends in Training and Development:** Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS. Training and development initiatives of some selected companies from private and public sectors and MNCs.

**Course Outcomes:** Students completing this course will be able to:

- Understand the need for training and development and various methods of training and development,
- Evaluate (using multiple levels of analyses) the effectiveness of training and development programs, and
- Leverage the emerging trends in the field of training and development.

**Suggested Readings:**

1. Noe, R.A., & Kodwani, A.: Employee Training & Development. Tata McGraw-Hill.
2. Blanchard, N.: Effective training-Systems, strategies and practices. Pearson Education.
3. Lynton, R. & Pareek, U.: Training for organizational transformation. Sage Publications, New Delhi.

## **Website Sources:**

- <http://www.yourarticlelibrary.com/human-resource-development/training-meaning-definition-and-types-of-training/32374>
- <http://www.businessmanagementideas.com/management/management-development-meaning-importance-and-aims/4600>
- <http://www.psychologydiscussion.net/learning/learning-meaning-nature-types-and-theories-of-learning/652>
- <https://hr-guide.com/data/G510.htm>
- [http://shodhganga.inflibnet.ac.in/bitstream/10603/42471/11/11\\_chapter%202.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/42471/11/11_chapter%202.pdf)
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- <http://www.ijsrp.org/research-paper-0315/ijsrp-p3952.pdf>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**  
**MBA HR 04: PARTICIPATIVE MANAGEMENT**

**Objective:** This course provides the conceptual background of the basic inputs that are necessary to understand and apply the theories, principles, forms and levels of Participative Management.

**UNIT I**

**(10 Sessions)**

**Introduction:** Meaning, need and objectives of participative management; Economic, Psychological, Social, Political viewpoints, Origin and growth of participative management; Approaches to participative management

**UNIT II**

**(13 Sessions)**

**Workers and Forums Participation:** Types of workers participation in management- Informative, consultative, Associative, Administrative and decisive participation; Bipartite forums in PSUs and private sectors to promote workers participation in management (WPM)- WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM, Employee stock-option

**UNIT III**

**(6 Sessions)**

**Structural arrangements for Participative Management:** National level, corporate level, plant level, zonal level and shop level - Role of external and internal factors in influencing the levels of WPM

**UNIT IV**

**(11 Sessions)**

**WPM in India:** Experience of PSUS and private sectors, participation of workers in Management Bill, 1990; Suggestions for improving the WPM in Indian companies; comparison of WPM in India and abroad; Selected studies on working of participative management in Indian companies, Future of participative management

**Course Outcomes:** Students completing this course should be able to:

- Understand the origin and growth of participative management,
- Relate with the different types and forums for workers' participation,
- Know the structural arrangements of WPM at the various levels of an organization, and
- Realize the growth and future of WPM in Indian context, so far.

**Suggested Readings:**

1. Kedia, A.K.” Workers Ownership and participative Management.
2. Singh, S.P. & Nath, S.: Workers participation in Public Enterprises.
3. Varandani, G.: Workers participation in management with Special Reference to India
4. Prasad D.: Workers Participation in Management.

**Website Sources:**

- <https://www.managementstudyguide.com/participative-management.htm>
- <http://www.referenceforbusiness.com/management/Or-Pr/Participative-Management.html>
- <http://mbachannel.blogspot.com/2014/05/workers-participation-in-management.html>
- <https://www.scribd.com/document/85851790/Participative-Management-Notes>
- <https://notes.tyocity.com/participative-management/>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA OM 03: LOGISTICS MANAGEMENT**

**Objective:** This paper aims to provide the students a comprehensive understanding of logistics Management in the new economic scenario.

**UNIT I**

**(10 Sessions)**

**Introduction:** Meaning and concept, need and importance; Logistics costs, models of Logistics Management (LM), Logistics sub-system, inbound and outbound logistics, Bullwhip effect in logistics, Distribution and warehousing management; Relevance of logistics to export management, Logistics excellence, Beer Distribution Game.

**UNIT II**

**(10 Sessions)**

**Overview of Logistics Function:** Strategy and planning, logistics system fundamentals, transport system, logistics planning process, facilities location decisions, inventory policy, purchasing and product scheduling decisions, logistics organization, logistics costing and performance auditing.

**UNIT III**

**(12 Sessions)**

**Inventory Management:** Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

**UNIT IV**

**(8 Sessions)**

**Logistics Customer Service:** Order Processing & Information Systems Transport Fundamentals, Transport Decisions, Storage & Handling System & Decisions, Facility Location, Network Planning Process Decisions, Present State of Logistics in India, Future of Logistics; Robots in Manpower Management and Control.

**Course Outcomes:** Students completing this course should be able to:

- Define the meaning and concept of logistics management,
- Describe the bullwhip effect in logistics management and relevance of logistics to export management,
- Understand the various facility location decisions and logistics costing,
- Understand the inventory management systems and its coordination with logistics activities, and
- Explain transportation fundamentals and future of logistic industry.

**Suggested Readings:**

1. Khanna, K. K.: Physical Distribution Management: Logistical Approach. Himalaya Publishing House.
2. Krishnaveni, M.: Logistics Management and World Seaborne Trade. Himalaya Publishing House.
3. Agarwal, D. K.: A Text Book of Logistics and Supply Chain Management. Macmillan Publications.
4. Sahay, B.S.: Supply Chain Management. Macmillan Publications.



5. Chopra, S., Meindl, P. & Kalra, D. V.: Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.
6. Sharma, S.: Supply Chain Management: Concepts, Practices and Implementation. Oxford University Press.

**Website Sources:**

- [zoomin.idt.mdh.se/course/KPP227/Documents/Logistics%20Course%20Notes.pdf](http://zoomin.idt.mdh.se/course/KPP227/Documents/Logistics%20Course%20Notes.pdf)
- [www.pondiuni.edu.in/sites/default/.../Logistics%20Supply%20Chain%20Mgt200813....](http://www.pondiuni.edu.in/sites/default/.../Logistics%20Supply%20Chain%20Mgt200813....)
- <https://ocw.mit.edu/courses/engineering...logistics-and...management.../lecture-notes/>
- [didawiki.di.unipi.it/lib/exe/fetch.php/.../log/1-intro-logistics.pdf](http://didawiki.di.unipi.it/lib/exe/fetch.php/.../log/1-intro-logistics.pdf)
- [https://courses.edx.org/asset-v1:MITx.../w111\\_IntroSCM\\_ANNOTATED\\_v4.pdf](https://courses.edx.org/asset-v1:MITx.../w111_IntroSCM_ANNOTATED_v4.pdf)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA OM 04: TOTAL QUALITY MANAGEMENT**

**Objective:** This paper aims to provide the students an understanding of the underlying principles and techniques of Total Quality Management (TQM) with emphasis on their application to technical organizations.

**UNIT I**

**(8 Sessions)**

**Introduction:** Need for quality, Evolution of Quality, Definition of Quality, Gurus of TQM, Historic Review, Benefits of TQM, Leadership, Characteristics of Quality leaders, Quality Councils, Customer Satisfaction, Customer perception of Quality, Customer Retention, Employee Involvement, Employee Empowerment, Performance Appraisal.

**UNIT II**

**(10 Sessions)**

**Principles and Practices:** Contribution of Deming, Juran and Crosby, Theory of Kaizen, Supplier Management and Supplier Selection, Supplier Rating, Performance measures: Cost of Quality Benchmarking, Reasons for Benchmarking, Process of Benchmarking, Pitfalls and Criticism of Benchmarking.

**UNIT III**

**(12 Sessions)**

**Tools and Techniques:** Computers and quality functions, ISO 9000 Quality System –Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits, QFD process, FMEA documentation- Process of FMEA documentation, Total Productive Maintenance.

**UNIT IV**

**(10 Sessions)**

**Management Tools:** Introduction, Forced field analysis, Tree diagram, Process decision program chart; Statistical Process control, Cause and Effect diagram, Histogram, Experimental Design, Hypothesis, Orthogonal design Two factors and Full factors (to be excluded), Quality strategy for Indian Industries, Quality Management in India.

**Course Outcomes:** Students completing this course should be able to:

- Understand the meaning of terms such as quality, quality control and quality assurance,
- Describe the basic concepts of benchmarking and customer perception of quality,
- Explain the tools and techniques of ISO 9000 and ISO 14000 quality systems, and
- Describe the “statistical process control” (SPC) technique and the various types of control charts.

**Suggested Readings:**

1. Gilton, H.S., & Oppenheim, A.J.: Quality Management. Tata McGraw-Hill.
2. Bedi, K. : Quality Management, Oxford University Press.
3. Besterfeldt, D.H.: Total Quality Management. Pearson Education.
4. Bhatt, S.: Total Quality Management Texts and cases. Himalaya Publication House.

**Website Sources:**

- [www.ibef.org/industry/manufacturing-sector-india.aspx](http://www.ibef.org/industry/manufacturing-sector-india.aspx)
- [www.cii.in](http://www.cii.in)
- [www.india.gov.in](http://www.india.gov.in)
- [www.mospi.gov.in](http://www.mospi.gov.in)
- [www.iso.org](http://www.iso.org)
- [www.bis.gov.in](http://www.bis.gov.in)
- [dipp.nic.in](http://dipp.nic.in)
- [commerce.gov.in](http://commerce.gov.in)
- [india.gov.in/website-ministry-commerce-and-industry](http://india.gov.in/website-ministry-commerce-and-industry)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IB 03: INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective:** The objective of this paper is to make the students learn the nature, scope and structure of International Business and to understand the influence of various environmental factors on international business operations.

**UNIT I**

**(12 Sessions)**

**Introduction:** Meaning, importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business; Economic, Political, Cultural and Legal environment in International Business; Framework for analyzing international business environment.

**UNIT II**

**(8 Sessions)**

**Balance of Payment Account:** Concept and significance of balance of payments account; Current and capital account- components and accounting system; Balance of payment deficits and correction policies.

**UNIT III**

**(10 Sessions)**

**Global Trading and Investment Environment:** World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign Investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

**UNIT IV**

**(10 Sessions)**

**International Economic Institutions and Agreements:** WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements; Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

**Course Outcomes:** Students completing this course should be able to:

- Understand and apply appropriate framework for analysing the international business environment,
- Explain the concept of the various constituents of environment and their impact on businesses,
- Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare,
- Determine how the international business environment influences business practice,
- Analyse the principle and the different exchange rate regimes' impact on businesses, and
- Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO).

**Suggested Readings:**

1. Roger, B.: International Business, Financial Times. Pitman Publishing, London.
2. Bhattacharya, B.: Going International: Response Strategies of the Indian Sector. Wheeler Publishing, New Delhi.

3. Czinkota, M.R.: International Business. Dryden Press, Fortworth.
4. Danoes, J.D. &Radebaugh, L.H.: International Business: Environment and Operations. Addison Wesley, Readings.

**Website Sources:**

- [www.pondiuni.edu.in](http://www.pondiuni.edu.in)
- <https://www.investopedia.com>
- [egyankosh.ac.in](http://egyankosh.ac.in)
- [www.fao.org](http://www.fao.org)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IB 04: FOREIGN TRADE POLICY**

**Objective:** This paper aims to acquaint the students with the theoretical foundations of international trade and enable them to learn the pattern, structure and policy framework of India's foreign trade.

**UNIT I**

**(10 Sessions)**

**Introduction:** Theoretical foundations of international trade, reasons for international trade- Mercantilist and neo-mercantilist view; Classical Trade Theories; International Trade Theories; International product life cycle theory; Gains from trade; Foreign trade multiplier; Terms of trade.

**UNIT II**

**(10 Sessions)**

**Foreign Direct Investment (FDI):** Meaning, features and implications; Cost and benefit of FDI to host and home countries, Government Policy and FDI; FDI in the world economy; Foreign debt situation.

**Instruments of Commercial Policy:** Tariff quotas and other measures; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

**UNIT III**

**(10 Sessions)**

**Factor Movements and International Trade in Services:** Capital Flows-Types and theories of foreign investments, barriers to foreign investments; Labour migration; Theory of international trade in services.

**Regional Economic Integration:** Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN, BRICS and OPEC.

**UNIT IV**

**(10 Sessions)**

**Policy Framework and Promotional Measures:** India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

**Course Outcomes:** Students completing this course should be able to:

- Explain the concepts in trade documentation in international business with respect to foreign trade,
- Explain the different International Trade Theory and interrelate them with the Economic Development,
- Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications,
- Identify major recent developments in the world trading system, and be able to critically analyse the key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements,
- Analyze the foreign trade of the least developed and the developing countries, and
- Integrate the concept in international business concepts with functioning of global trade.

### **Suggested Readings:**

1. Hill, C.W.: International Business. Tata McGraw Hill.
2. Justin, P.: International Business. Prentice Hall of India.
3. Heller, H.R.: International Trade. Prentice Hall of India.
4. Keegan, J.W.: Global Marketing Management. Pearson Education.
5. Rawat, M.S.: International Trade and Commerce. Deep & Deep Publications.
6. SubbaRao, P.: International Business. Himalaya Publishing House.
7. Verma, M.L.: International Trade. Vikas Publishing House.

### **Website Sources:**

- [https://www.tutorialspoint.com/international\\_marketing/international\\_marketing\\_world\\_trade.htm](https://www.tutorialspoint.com/international_marketing/international_marketing_world_trade.htm)
- [https://www.indiainfoline.com/article/news-top-story/economics-for-everyone-india%E2%80%99s-foreign-trade-policy-ftp-exim-115052500326\\_1.html](https://www.indiainfoline.com/article/news-top-story/economics-for-everyone-india%E2%80%99s-foreign-trade-policy-ftp-exim-115052500326_1.html)
- [https://www.tutorialspoint.com/international\\_finance/foreign\\_direct\\_investment.htm](https://www.tutorialspoint.com/international_finance/foreign_direct_investment.htm)
- <https://www.bbamantra.com/regional-economic-integration/>
- [https://www.tutorialspoint.com/international\\_business\\_management/world\\_trade\\_organization.htm](https://www.tutorialspoint.com/international_business_management/world_trade_organization.htm)

**Note: Latest editions of all the suggested readings must be used.**

## **MBA IT 03: INNOVATION AND TECHNOLOGY MANAGEMENT**

**Objective:** This paper aims to discuss the various aspects of technological innovation and subsequent diffusion and also analyse the technology management scenario in India.

### **UNIT I** **(10 Sessions)**

**Introduction:** Evolution of Technology; Effects of New Technology, Technology Innovation; Invention-Innovation-Diffusion, Revolutionary and Evolutionary Innovation, Product and Process Innovation, organizational and individual innovation, models of innovation, Creativity and innovation process, Strategic Implications of Technology; Strategy Alliance, Convergent and Divergent Cycle, Balanced Approach.

### **UNIT II** **(10 Sessions)**

**Technology Assessment:** Technology choice, Technological Leadership and Followership, Technology Acquisition.

**Technological Forecasting:** Exploratory: Intuitive, Extrapolation, Growth curves, Technology monitoring, Normative: Relevance tree, Morphological analysis, Mission flow diagram.

### **UNIT III** **(10 Sessions)**

**Organizational Implications of Technology:** Relationship between technical structure and organizational infrastructure; Flexible Manufacturing Management System (FMMS)

**Innovations Management:** Economics of innovation, Concept of innovation, historic retrospective, typology of innovations.

### **UNIT IV** **(10 Sessions)**

**Social Issues in Technology Management:** Technological change and industrial relations, Technology assessment and environmental impact analysis.

**Human Aspects in Technology Management:** Integration of people and technology, Organizational and psychological factors, Organizational outcome, Technology transfer, Technology management scenario in India

**Course Outcomes:** Students completing this course should be able to:

- Recognize the range, scope, and complexity of issues and problems related to the strategic management of technology and innovation,
- Define and work out strategic management problems related to technology and innovation management,
- Select and apply disciplinary knowledge in discussing and creating innovative technological solutions,
- Research, analyze and propose solutions to innovation and technology business issues,
- Discuss ethical and environmental implications of technological innovation – and consider such implications in the proposed solutions,
- Discuss social and cultural implications of technological innovation – and consider such implications in their own proposed solutions,



- Analyze complex innovation processes in firms both internally and externally. This incorporates, for instance, the basic knowledge about partnerships, alliances, research and development, commercialization and industrial marketing, and
- Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level.

### **Suggested Readings:**

1. Allan, A.: Innovation Management: Strategies, Implementation and Profits. Oxford University Press, New York.
2. Berman, B. & Kevin R.: Making Innovation Pay. John Wiley & Sons, New Jersey.
3. Jauhari V. & Bhushan, S.: Innovation Management. Oxford Publication.
4. Tushman, M.L. & Lawrence, P.R.: Managing Strategic Innovation & Change. Oxford University Press, USA, New York.

### **Website Sources:**

- [www.open.edu/.../technology\\_innovation\\_management](http://www.open.edu/.../technology_innovation_management)
- [http://denninginstitute.com/pjd/TT/Drucker\\_Notes.pdf](http://denninginstitute.com/pjd/TT/Drucker_Notes.pdf)
- [http://maryannfeldman.web.unc.edu/files/2011/11/Contribution-of-Public-Entities\\_2008.pdf](http://maryannfeldman.web.unc.edu/files/2011/11/Contribution-of-Public-Entities_2008.pdf)

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA IT 04: KNOWLEDGE MANAGEMENT**

**Objective:** This paper aims to develop a basic understanding of the importance of knowledge as a resource in knowledge-based economies and also in identifying and applying approaches in managing individual, group and organizational level knowledge processes.

**UNIT I**

**(12 Sessions)**

**Introduction:** Meaning and concept of Knowledge, Data, information & knowledge, knowledge life cycle, value of knowledge, knowledge acquisition tools.

**Knowledge Management (KM):** Meaning and importance of KM, levels, targets, classification, information management & knowledge management, generation of KM, KM strategy, Knowledge and culture, Lateral thinking.

**UNIT II**

**(10 Sessions)**

**Organizational Knowledge:** Types, sources, processes, creation, knowledge conversion.

**Organizational KM:** Need, benefits, drivers, approaches, strategies, components and functions; Architecture and implementation strategies developing KM framework; KM in virtual organizations, KM system- issues, challenges and benefits.

**UNIT III**

**(8 Sessions)**

**Designing Enterprise KM System architecture:** A multi-layer architecture for KM Systems, KM in decentralized heterogeneous corporations, Web based knowledge management support for document collections.

**UNIT IV**

**(10 Sessions)**

**Intellectual Capital:** Meaning, social innovation capital, false linearity, false orientation.

**Intelligent Support Systems-** Intelligent systems and Artificial Intelligence (AI), artificial vs neural intelligence, conventional vs AI, computing Fuzzy logic, Emerging technology, virtual reality.

**Course Outcomes:** Students completing this course should be able to:

- Describe different methods for work with knowledge management and techniques for managing knowledge; understand the concept of knowledge and different views of knowledge,
- Show awareness on how different types of knowledge systems can change the work within organizations,
- Evaluate the methods and techniques for explicit knowledge management,
- Understand the architecture and development of knowledge systems,
- Carry through a project; define the purpose of a knowledge system, knowledge acquisition, organization of knowledge, implementing a knowledge system, test, document and evaluate the system,
- Identify what knowledge is critical for the success of a particular company and identify managerial implications of its attributes,
- Identify key knowledge-related processes in a particular company and diagnose potential barriers to their efficient flow, and

- Diagnose the fit between current organizational strategy and knowledge management initiatives and develop proposals on how to improve this fit.

### **Suggested Readings:**

1. Tiwana, A.: The essential guide to knowledge management - E-Business and CRM Applications. Pearson Education.
2. Warier, S.: Knowledge Management. Vikas Publications.
3. Awad, E.M. & Ghaziri, H.M.: Knowledge Management. Pearson Education Limited.
4. Natrajan, G. & Shekhar, S.: Knowledge Management- Enabling Business Growth. Tata McGraw-Hill Publishing Company Limited, New Delhi.

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- [https://www.crectirupati.com/sites/default/files/lecture\\_notes](https://www.crectirupati.com/sites/default/files/lecture_notes)
- [https://www.tutorialspoint.com/knowledge\\_management/knowledge\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/knowledge_management/knowledge_management_tutorial.pdf)
- <https://www.docsity.com/en/subjects/knowledge-management/>

**Note: Latest editions of all the suggested readings must be used.**

**IFTM University, Moradabad**  
**Master of Business Administration (MBA) Programme**

**MBA ED 03: NEW ENTREPRISE MANAGEMENT**

**Objective:** This course aims to provide an understanding of the skills and the intricacies involved in starting a new entrepreneurial venture.

**UNIT I**

**(11 Sessions)**

**Creativity and Entrepreneurial Plan:** Business Planning Process, Idea Generation, Screening and Project Identification, Environmental Analysis, Feasibility Analysis.

**Creative Problem Solving:** Brainstorming, Innovation, Entrepreneurship in Daily life, Case Studies in Entrepreneurship.

**UNIT II**

**(7 Sessions)**

**Enterprise Launching Formalities:** Identifying problems and opportunities, procedures involved in the launching of new enterprises, Product selection, Location, Preparation of project report, choice of technology, nature of organization, Entrepreneurial growth in India, Entrepreneurship Development Programmes.

**UNIT III**

**(8 Sessions)**

**New Enterprise Development:** Steps involved in starting of Venture, Institutional support to an Entrepreneur, Venture funding, requirements of Capital (Fixed and working); Sources of finance, problem of Venture set-up and prospects; Marketing- Methods, Channel of Marketing, Marketing Institutions and Assistance.

**UNIT IV**

**(14 Sessions)**

**Supporting Institutions to promote Entrepreneurs:** Facilities provided by different institutions and Agencies in India, Commercial Banks, Directorate of Industries & Commerce, Industrial Development Corporation, SFCs, Small Scale Industries Development Corporation, KVIC, Technical Consultancy Organisation, Small Industries Service Institutes, National Small Industries Corporation, SIDBI, NIESBUD; Tax benefits, incentives & subsidies –Corporate Social Responsibility.

**Course Outcomes:** Students completing this course should be able to:

- Plan, organize, and execute a project or new venture with the goal of bringing new products and service to the market,
- Develop advance knowledge on how to assess business opportunities and an in-depth understanding of what typically characterizes successes and failures,
- Understand the key processes necessary to bring new products and services to market and key challenges facing the entrepreneur at different stages of the entrepreneurial voyage, and
- Develop and demonstrate the competence in basic business and marketing planning.

**Suggested Readings:**

1. Desai, V.: Management of Small-Scale Industry. Himalaya Publication House.
2. Gupta, C.B. & Srinivasan, N.P.: Entrepreneurship Development in India. Sultan Chand and sons.
3. Khanka, S.S.: Entrepreneurship Development. Sultan Chand and sons.

4. Holt, D.H.: Entrepreneurship: New Venture Creation. PHI Learning.
5. Bridge S.: Understanding Enterprise: Entrepreneurship & Small Business. Palgrave.
6. Dollinger, M.J.: Entrepreneurship, Prentice Hall India.

**Website Sources:**

- [www.skilldevelopment.gov.in](http://www.skilldevelopment.gov.in)
- [www.msde.gov.in/photogallery.html](http://www.msde.gov.in/photogallery.html)
- [www.nsd.gov.in/](http://www.nsd.gov.in/)
- <https://www.nsdcindia.org/>
- <https://educationinnovations.org/program/national-skills-development-corporation-nsdc>
- [pib.nic.in/newsite/PrintRelease.aspx?relid=90465](http://pib.nic.in/newsite/PrintRelease.aspx?relid=90465)

**Note: Latest editions of all the suggested readings must be used.**

**MBA ED 04: BUSINESS PLANNING DEVELOPMENT**

**Objective:** This paper aims to inculcate wide range of business management skills to promote entrepreneurial and intrapreneurial spirit.

**UNIT I**

**(12 Sessions)**

**Introduction:** Meaning, importance and relevance of Entrepreneurship; Charms of being an Entrepreneur; Factors influencing Entrepreneurship; Entrepreneurial Business Opportunities- Innovation, Invention, Creativity, Business Idea, Opportunities through change; New trends in entrepreneurship-e-entrepreneur.

**UNIT II**

**(10 Sessions)**

**Business Opportunity Identification:** Meaning and classification of Business; Evaluating new venture opportunities; Opportunity analysis & building business models; Environmental scanning and SWOT analysis; Business model analysis for entrepreneurs; Refining the business model- Opportunity analysis, Strategy analysis and Financial analysis.

**UNIT III**

**(10 Sessions)**

**Entrepreneurial Motivation:** Introduction, Systematic Planning; Entrepreneurial Competencies; Goal Setting; Team Building; Creating Entrepreneurial Venture– Entrepreneurship Development Cycle;

**UNIT IV**

**(8 Sessions)**

**Business Plan:** Concept, objectives, scope uses and key components of Business Plan; The business plan as an Entrepreneurial tool; Company description to include mission statement, goals/objectives, legal organization, products/services.

**Note:** The course will employ lectures and case studies, class discussion, videos, in-class individual and team exercises, and individual and team projects.

**Course Outcomes:** Students completing this course should be able to:

- Develop an understanding of scientific research methods and theories relevant for the field,
- Assess the commercial viability of new technologies, business opportunities and existing companies,
- Effectively combine their understanding of technology and entrepreneurship in a cross-disciplinary fashion to identify and develop attractive opportunities within their field of experience, and
- Write scientific reports and communicate the results in a professional manner.

**Suggested Readings:**

1. Desai, V.: Dynamics of Entrepreneurial Development Management. Himalaya Publishing House.
2. Sami, U: Entrepreneurial Development in India. Mittal Publication.
3. Bansal, R.: Stay Hungry Stay Foolish. IIM Ahmedabad, CII.
4. Bridge S.: Understanding Enterprise: Entrepreneurship & Small Business. Palgrave.
5. Dollinger, M.J.: Entrepreneurship, Prentice Hall India.

**Website Sources:**

- [www.skilldevelopment.gov.in](http://www.skilldevelopment.gov.in)
- [www.msde.gov.in/photogallery.html](http://www.msde.gov.in/photogallery.html)
- [www.nsd.gov.in/](http://www.nsd.gov.in/)
- <https://www.nsdindia.org/>
- <https://educationinnovations.org/program/national-skills-development-corporation-nsdc>
- [pib.nic.in/newsite/PrintRelease.aspx?relid=90465](http://pib.nic.in/newsite/PrintRelease.aspx?relid=90465)

**Note: Latest editions of all the suggested readings must be used.**

## **MBA 408: RESEARCH PROJECT REPORT EVALUATION**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic(from the Specialization areas) to be assigned by the Department under the supervision of a core faculty member of the Department. The research project report will carry 100 marks. A joint evaluation of the project report will be done by an Internal (30 Marks) and External (70 Marks) Examiners and the allocation of marks will be based on evaluation of Project Report and Viva-Voce of the same.

The report will contain the following:

- The Abstract
- Introduction
- Objectives and Scope of the study
- Literature Review
- Opted Research methodology
- Findings and Analysis of data collected
- Discussion, Conclusion and Recommendations
- Implications for further research
- References/Bibliography.

The report containing the certificate of the Supervisor certifying the authenticity and originality of the report shall be attached therewith. The student will submit a typed copy of the report containing 20-25 pages on A4 size paper in spiral bound form and a soft copy of the same (CD attached with the project report) to the supervisor. The student will prepare two copies, out of which one copy will be submitted to the Department. The student will be required to prepare a Progress/Review Report preferably to be submitted once in a month.

## **MBA 409: COMPREHENSIVE VIVA-VOCE**

The Comprehensive Viva-Voce is scheduled at the end of IV Semester in order to assess the understanding as well as application of the knowledge gained by the students by the end of IV semester of the course. This is also to observe the articulation of what is being learnt by them. The idea is to see that the students are able to assimilate what is being taught in second year and see its relevance not only in the practical field but also their inter relationship.

The viva-voce is of 100 marks to be conducted by the external examiner appointed by the University.