



SHRI SHANKARACHARYA TECHNICAL CAMPUS, BHILAI
(An Autonomous Institute affiliated to CSVTU, Bhilai)
SCHEME OF TEACHING AND EXAMINATION (Effective from 2020-2021 Batch)
Master of Business Administration
Fourth Semester

Sl.No	Board of Studies	Subject Code	Subject	Periods Per Week			Scheme of Examination			Total Marks	Credits
				L	T	P	ESE	CT	TA		
1	Management	MG251401	Business Strategy	2	1	0	80	10	10	100	3
2	Management	MG251402	Artificial Intelligence And Decision Science	2	1	0	80	10	10	100	3
3	Management	Codes are given in the list of Specialization	Specialization I Elective I	2	1	0	80	10	10	100	3
4	Management		Specialization I Elective II	2	1	0	80	10	10	100	3
5	Management		Specialization II Elective I	2	1	0	80	10	10	100	3
6	Management		Specialization II Elective II	2	1	0	80	10	10	100	3
7	Management		Applied Elective	2	1	0	80	10	10	100	3
9	Management		Applied Elective Project Report	0	0	2	60	0	40	100	1
10	Management	MG251411	Field Project	0	1	5	140	0	60	200	3
			Total	14	8	7	760	70	170	1000	25

Note:

- (a) Abbreviations used: L–Lecture, T–Tutorial, P–Practical, ESE–End Semester Exam, CT–Class Test, TA – Teacher’s Assessment
(b) The duration of end semester examination of all theory papers will be of three hours.

The list of specializations offered in third semester is given in the subsequent page. Each candidate has to select any two specializations from the set of 6 specializations offered; and any two electives from each specialization.

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SPECIALIZATION AND ELECTIVES

MARKETING MANAGEMENT	
MG251421	Product and Brand Management
MG251422	Rural and Agro Marketing
MG251423	Retail Management
FINANCE MANAGEMENT	
MG251431	Strategic Tax Planning
MG251432	International Financial Management
MG251433	Banking Management
HUMAN RESOURCE MANAGEMENT	
MG251441	Industrial Relations
MG251442	Negotiation and Conflict Management
MG251443	Strategic Human Resource Management
SYSTEMS MANAGEMENT	
MG251451	Business Process Re-engineering and ERP
MG251452	Digital Marketing And Social Media Management
MG251453	IT Enabled Services Management
PRODUCTION AND OPERATIONS MANAGEMENT	
MG251461	Supply Chain Management
MG251462	Project Management
MG251463	Quality Management Systems
HOSPITAL & HEALTH CARE MANAGEMENT	
MG251471	Development in Hospital Administration
MG251472	Hospital Management Information System
MG251473	Hospitals Material Management

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APPLIED ELECTIVES

MG251481	Tourism And Hospitality Management
MG251482	Media Management
MG251483	Management of SME & Family Business

- a. A student can select any one of the above electives.
- b. For each applied elective a student must take two papers, namely *Applied Elective Theory* and *Applied Elective Lab*.

APPLIED ELECTIVES PROJECT

MG251491	Tourism And Hospitality Management
MG251492	Media Management
MG251493	Management of SME & Family Business

The objective of this project is to give practical exposure to students in their applied elective area.

The project work can be conducted as an industry project or a group presentation where some significant insights are generated about the elective work.

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MG251401	Business Strategy	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE
	80	10	10	100	Duration
					3 Hours

Course Objectives	Course Outcomes
This course intends to introduce the concepts of strategic management and understand its nature in competitive and institutional landscape and to provide an underpinning of a Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.	<p>On successful completion of the course, the student will be able to:</p> <p>CO1: Explain process and levels of strategic decision Making.</p> <p>CO2: Develop the critical thinking skills needed to perform external and internal analysis of organizations and their competitive environment</p> <p>CO3: Predict the various levels of strategic operations in Organizations.</p> <p>CO4: Assess the issues in strategic implementation</p> <p>CO5: Analyze and Evaluate challenges Faced by managers in implementing and evaluating strategies</p>
Course Contents:	
UNIT1: Introduction to Strategic Management	CO1
Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. General vocabulary of SM :Vision, Mission, Objectives and Purpose.	[7HRS]
UNIT2: Internal and External Analysis	CO2
Environmental scanning techniques-ETOP and SWOT (TOWS), Internal Appraisal–The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile, Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Strategic step application: Drucker's theory of business, Blue ocean strategy, resource based view and dynamic view.	[7HRS]
UNIT3: Levels at which Strategy Operates	CO3
<p>Corporate level strategies—Stability, Expansion, Retrenchment and Combination strategies, Corporate restructuring, Mergers & Acquisitions,</p> <p>Business level strategies—Porter's framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, Strategic Analysis and choice,</p> <p>Corporate level analysis (BCG, GENine cell, Hofers Matrix)</p> <p>Industry level analysis; Porter's five forces model, Qualitative factors in strategic choice.</p>	[8HRS]

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UNIT4:	Strategy implementation: Strategy implementation: Resource allocation, Projects and Procedural issues Organization structure and systems in strategy implementation.	CO4 [7 HRS]
UNIT5:	Strategic Control and Evaluation: Strategic control and operational Control, Techniques of strategic evaluation.	CO5 [7 HRS]

Text Books:

S. No.	Title	Author	Publisher
1)	Business Policy & Strategic Management –4 th edition	Kazmi, Azhar	Tata Mc Graw Hill

Reference Books:

S. No.	Title	Author(s)	Publisher
1)	Concepts in Strategic Management and Business Policy –6 th edition	Wheelen, T. & Rangarajan, K.	Pearson Education
2)	Strategic Management	F.R. David	Pearson Education
3)	Crafting and Executing Strategy,	Thompson & Arthur A and Others	Tata Mc Graw Hill,
4)	Exploring Corporate Strategy	Johnson & Scholes	Prentice Hall India

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MG251402	ARTIFICIAL INTELLIGENCE AND DECISION SCIENCE	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> To know about artificial intelligence process and area of AI. To understand the game theory and its Application. To know the decision making process under certainty and risk criterion. To understand the concept of Markov Chain and Simulation Process. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- The Students will be able to understand Artificial intelligence in detail.</p> <p>CO2:- The students will be able to understand game theory and its application</p> <p>CO3:- The students will be able to understand decision making process with the help of decision under certainty and risk criterion.</p> <p>CO4:- The students will be able to understand Markov Chain process for steady state and specific state condition.</p> <p>CO5:- The students will be able to understand Simulation process.</p>

Course Contents:

UNIT-I Introduction of Artificial Intelligence, Process and Application of AI

CO1

Introduction of Artificial Intelligence, Areas of AI and Some Dependencies, Goals of AI, The Foundation of AI. Process of AI, Applications of AI in various sectors (Finance, Hospitals and Medicine, Heavy Industry, Transportation, video games, music military, space science), Role of AI in future. Advantages and Disadvantages of AI. [7 HRS]

UNIT-II Game Theory

CO2

Game Theory - Introduction and Concept of Games, Two Person Zero Sum Game. Saddle Point-Dominance Property- Pure and Mixed Strategies. Graphical Solutions for 2XM and NX2 Problems. [7HRS]

UNIT-III Decision Analysis and Decision Trees

CO3

Decision Analysis: Concept, Decision Criteria, Decision under Uncertainty, Decision under Risk. **Decision Tree:** Introduction, Fold Back or Roll Back Process, Advantages of Decision Tree Approach, Limitations of Decision Tree Approach, Problems on Decision Trees. [7 HRS]

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UNIT- IV Markov Chain

CO4

Markov Chain Analysis – Markov Processes, State Transition Matrix, Steady State Conditions.

[7HRS]

UNIT-V Simulation

CO5

Simulation: Basic Concepts of Simulation, Simulation Methodology, And Monte Carlo Simulation: Designing Mathematical Simulation Models Using Random Numbers.

[7HRS]

Text Book:

S. No.	Title	Authors	Publisher
1)	Quantitative Techniques IN MANAGEMENT	N. D. Vohra.	New Delhi: Tata McGraw Hill Publications.
2)	Problems in Operations Research	Er. Prem Kumar Gupta Dr. D.S. HIRA	S.CHAND

Reference Books:

S. No.	Title	Authors	Publisher
1)	Operation Research	A.M. Natrajan.	Pearson Education.
2)	Introduction to Management Science	F.S. Hiller & Hiller	Tata McGraw Hill
3)	Operations Research Pearson	Hamdy Taha,	McGraw Hill Education, New Delhi
4)	Principles of Operations Research with Application to Managerial Decisions	Haruly M. Wagner	New Delhi: Prentice Hall of India Pvt. Ltd

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MG251421	Product and Brand Management	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management. To understand the product policy and pricing strategies available for marketing strategic decision. Branding concept & strategy, Designing and Brand Equity.	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Understand the fundamental concepts of product management.</p> <p>CO2:- Explain the inputs and components marketing potential and sales forecasting.</p> <p>CO3:- Explore the information about brand building and brand positioning.</p> <p>CO4:- Demonstrate Brand Hierarchy and designing & sustaining branding strategy.</p> <p>CO5:- Develop Brand equity model for appropriate business.</p>

Course Contents:

UNIT – I Introduction to Product Management: **CO1**
Product Classification, Levels, Product Mix and Product Line Decisions, New Product Development Process Marketing Organizations: Product Focused Organization, Market Focused Organization. **[7HRS]**

UNIT – II Market Potential and Sales Forecasting: **CO2**
Forecasting target market potential and sales, Methods of estimating market and sales potential, Method of Sales forecasting Developing Product Strategy: Objectives & Alternatives: Product Strategy in Product Life Cycle, Customer and Competitor Analysis, Factors Influencing Design of The Product, Changes Affecting Product Management **[7HRS]**

UNIT – III Branding: **CO3**
Product Vs Brands, Brand Identity and Brand Image Brand knowledge: Brand portfolios and market segmentation Brand Building: Steps in Brand Building, Brand Positioning, Defining and establishing brand values **[8 HRS]**

UNIT – IV: Designing & Sustaining Branding Strategies: **CO4**
Brand Hierarchy, Brand Strategies (Product Brand, Line Brand, Range Brand, Umbrella Brand), Source Brand and Co Branding, Brand Extension, Types of brand extension, Managing Brand over Time Brand Leveraging & Brand Performance: Establishing brand equity management system, Measuring sources of brand equity, Co-branding, Celebrity endorsement **[7HRS]**

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UNIT – V Brand Equity

CO5

Brand Equity (Concept, Significance): Brand Equity Models, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity. **[7HRS]**

Text Book:

S. No.	Title	Authors	Publisher
1)	Marketing Management	Philip Kotler, Kelvin Lane Keller, Abraham Koshy	Pearson Education India Limited, New Delhi

Reference Books:

S. No.	Title	Authors	Publisher
1)	Product and Brand Management	Gary, L. Lilien, Arvind Rangaswamy	Prentice Hall
2)	Strategic Brand Management	Percy	Oxford University Press
3)	Brand Management	YLR Moorthi	Vikas Publication house Pvt Ltd.
4)	Building Brands Directly	Steward, P	MacMillan
5)	Marketing Management	T. N. Chhabra	New India
6)	Marketing Management: Text & Cases	S. H. H. Kazmi	Excel Books

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MG251422	RURAL AND AGRO MARKETING	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To gain knowledge of rural market in India 2. To develop an insight of various strategies of marketing of agricultural products in rural India. 3. To develop abilities to make, understand and handle rural marketing models and strategies	On successful completion of the course, the student will be able to: CO1:- Understand the concept of market in rural areas. CO2:- Comprehend the problems faced by markets in rural areas and the role of government. CO3:- Understand the marketing process of agricultural produce and inputs. CO4:- Comprehend the non conventional forms of agribusiness transactions. CO5:- Understand the nature and role of agricultural finance & credit.

Course Contents:

UNIT I Rural Marketing

CO1

Rural Marketing: Nature, definition, scope & importance in India. Size & Structure of rural markets. Factors influencing rural marketing (Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements). Rural Market Index: Thompson index, Market strategies & tactics with reference to rural markets.

[7HRS]

UNIT II Problems in Rural Marketing

CO2

Product marketing & service marketing in rural India: product planning, communication media & message, distribution Channels, market research. Problems in Rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in Rural marketing, Classification of products and services in Rural marketing, Marketing Mix for rural products. Study of Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti. Rural Market – in economic Context, Product Strategy for Rural India, Rural Sales Force & Management.

[7 HRS]

UNIT III Agricultural Marketing

CO3

Marketing of agricultural produce and inputs, regulated markets, cooperative marketing & processing societies. Differences in Agricultural and Consumer Marketing, Constraints in Agricultural marketing. Organizations and functions of agricultural Marketing in India.

[7HRS]

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NIT IV Agri-Business

CO4

Agribusiness: Emerging Branches, Non Conventional forms of Agribusiness, Export potential for farm products, Supporting Services.

Cooperative Marketing: Concept, History, Functions, Reasons for slow progress of cooperative sector

Supply Chain Management (SCM) In Agri Business i.e. Cold Chains, Organized procurement & warehousing

[7HRS]

UNIT V Agricultural Finance & Credit

CO5

Role of agricultural finance & credit: Agricultural credit situation-types of credit-rural credit institutions- NABARD – commercial banks –state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RPB –local area banks – flow of institutional credit to agriculture – kisan credit card scheme- Impact on rural market.

[7HRS]

Text Books:

S. No.	Title	Authors	Publisher
1)	Rural Marketing – Text & Cases	Krishnamacharyulu & Ramakrishnan	Pearson Education
2)	Rural Marketing Management	Sukhpal Singh	Vikas Publishing House

Reference Books:

S. No.	Title	Authors	Publisher
1)	Rural Marketing -Environment	Gopalaswamy TP	Vikas Publishing House
2)	Cases in Rural Marketing	C.S.G. Krishnamacharyulu,	Pearson Education

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MG251423	RETAIL MANAGEMENT	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> 1. The aim of this paper is to acquaint the students with the concepts Retail Management 2. To gain knowledge of techniques and give experience in the application of Retail promotion mix and its strategy. 3. To develop an understanding of all aspects of a retail business 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Comprehend the concept of Retail Management</p> <p>CO2:- Understand the Perspectives on Managing retail business.</p> <p>CO3:- Understand Merchandise management and price</p> <p>CO4:- Comprehend the tools and techniques of Retail promotion mix and its strategy</p> <p>CO5:- evaluate and revise the effectiveness of Supply chain management & vendor relation's role in Retail</p>

Course Contents:

UNIT I Retail Management:

Overview, the retailing concept and its framework; planning, building and sustaining relationship in retailing. Retail Institutions: types and its characteristics, location planning and selection, its facilities, understanding retail consumer behaviour, retail chains. **CO1**
[7 HRS]

UNIT II Managing retail business:

Developing retail business, human resources and operation management process, operational dimensions, Asset management and budgeting. Importance of supply chain management in Retail Business. **CO2**
[7 HRS]

UNIT III Merchandise management and price:CO3

Merchandising philosophy, plans, software for merchandise, logistics and inventory management, and its implementation. Financial merchandise management. **[7 HRS]**

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UNIT IV Retail promotion mix and its strategy:

CO4

Advertising, public relation, personal selling, sales promotion of retail, developing retail price strategy.

Retail Brand and its significance

[7 HRS]

UNIT V Supply chain management & vendor relation's role in Retail:

CO5

Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path, net sales, gross margin, net profit; Store operations - size & place allocation, store maintenance, inventory management.

[7HRS]

Text Books:

S. No.	Title	Authors	Publisher
1)	Retail marketing	Lamba A	TMH

Reference Books:

S. No.	Title	Authors	Publisher
1)	Retailing Management	Levy & Wertz	Irwin.
2)	Retailing	Dunne, Lusch & Gahle	S-Western
3)	Managing Retail Consumption	Dairs & Ward	John Wiley & Sons

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MG251431	Strategic Tax Planning	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ul style="list-style-type: none"> ➤ To familiarize the student with Indian Taxation concepts, principles and practices. ➤ To acquaint students with the basic principles of tax estimation under the head salary and Income from house property. ➤ To provide students with a working knowledge of the fundamental tax principles under the head business or professions and capital gain; ➤ To help the students to understand the various deductions under Chap VI-A of the Income tax act, 1961 along with the estimation of firms' tax liability. ➤ To acquaint students with the basic principles of Goods and Service Tax. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Comprehend the technical terms of Indian Taxation</p> <p>CO2:- Figure tax liability under the head salary and Income from house property.</p> <p>CO3:- Recognize the fundamental tax principles under the head business or professions and capital gain.</p> <p>CO4:- Realize the various benefits/ deductions under Chap VI-A of the Income tax act, 1961 which are to be reduced from the gross total income of the assessee.</p> <p>CO5:- Describe the provisions and procedures of Registration allied to Goods and Service Tax.</p>
<p>UNIT I</p> <p>⇒ Basic concepts: Assessment year, previous year, person, assessee, Income, gross total income, Agricultural income and incomes exempted from tax.</p> <p>⇒ Residential status, its determination and tax liability</p>	CO1
<p>UNIT II</p> <p>⇒ Computation of taxable income under the head salary (Basic problems with retirement)</p> <p>⇒ Income from house property: Calculation of GAV, NAV, Vacancy period, unrealized rent and Treatment of interest on loan.</p>	CO2
<p>UNIT III</p> <p>⇒ Income from business or professions and its computation. Ch. 44AB, 44AD, 44AE, .</p> <p>⇒ Income from capital gain, exemption in capital gain.</p> <p>⇒ Income from other sources</p>	CO3
<p>UNIT IV</p> <p>⇒ Set-off and carry forward of losses</p> <p>⇒ Permissible deductions under Ch. VI-A 80C to 80U</p> <p>⇒ Calculation of total income of firms and tax liability.</p> <p>⇒ Computation of total income of individual and calculation of tax liability.</p>	CO4
<p>UNIT V</p> <p>⇒ Introduction to Goods and Service Tax, Constitutional Framework, Levy and Collection of Tax, Time and Value of Supply, Input Tax Credit.</p> <p>⇒ Tax planning & Tax management</p>	CO5

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Reference Books:

S. No.	Title	Authors	Publisher
1)	Direct Taxes	B.B. Lal & N. Vashishta	Pearson Education
2)	Income Tax Law and Accounts	Dr. H.C. Mehrotra, Dr. S.P. Goyal	Sahitya Bhawan Publications

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MG251432	INTERNATIONAL FINANCIAL MANAGEMENT	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To gain knowledge of finance function in global context. 2. To develop an insight of various forms of international markets and investment options. To develop analytical abilities to handle risk and exposure in international markets.	On successful completion of the course, the student will be able to: CO1:- Understand the concept of origin and function of international monetary system. CO2:- Comprehend the foreign exchange market transactions. CO3:- Understand the trading process in futures market. CO4:- Comprehend the tools and techniques of options in foreign exchange market transactions. CO5:- Understand the nature and management of exposure and risk in foreign exchange market.

Course Contents:

UNIT I International Monetary System

CO1

Need for International Finance, Finance Function in Global Context. International Monetary System: Introduction, Exchange Rate Regimes, International Monetary Fund, International Liquidity; Special Drawing Rights, Economic & Monetary Union

[7HRS]

UNIT II The Forex Market

CO2

The Foreign Exchange Market: Structure, Types of Transactions and Settlement Dates, Spot Rate Quotations, Mechanics of Interbank Trading, Arbitrage in Spot Market (Two and Three Point Arbitrage). Forward Quotations: Outright Forward Quotations, Discounts and Premium in Forward Market, Option Forward, Short Date and Broken Date Forward Contracts.

[7 HRS]

UNIT III Futures Trading

CO3

Currency Forward and Futures Contract: Introduction, Major Features, Futures Trading Process, Future Price Quotations, Hedging an Exposure with Futures, Speculation with Currency Futures (Open Position Trading and Spread Trading).

[7HRS]

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UNIT IV Options

CO4

Currency Options: Introduction, Option Terminology, Price Quotations, Option Terminology, Elementary Option Strategies, Using Option for Hedging, Valuation of Options. Greeks

[7HRS]

UNIT V Risk and Exposure

CO5

Nature and Management of Exposure and Risk, Risk Management Process, Classification of Foreign Exchange Exposure. Coping with Operating Exposure. Managing Transaction Exposure. Internal Hedging Strategies (Leading, Lagging, Netting And Matching).

[7HRS]

Text Books:

S. No.	Title	Authors	Publisher
1)	International Financial Management	Apte P. G.	Tata McGraw-Hill Publishing Company Ltd.

Reference Books:

S. No.	Title	Authors	Publisher
1)	International Financial Management	Cheol S. Eun and Bruce G. Resnik	Tata McGraw-Hill Publishing Company Ltd.
2)	International Finance	Maurice D. Levi	McGraw Hill

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MG251433	Banking Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ul style="list-style-type: none"> To familiarize the student with Indian financial systems. To acquaint students with the basic principles of Banking structure in India. To provide students with a working knowledge of Banking and Insurance notion. To help the students to understand the various strategies associated with analyzing bank performance. To acquaint students with the recent developments in banking affairs. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Comprehend the technical terms of Indian financial systems.</p> <p>CO2:- Recognize the fundamental principles of banking industry and accordingly make the decisions.</p> <p>CO3:- Execute banking affairs using recent developments.</p> <p>CO4:- Measure the bank performance based on the strategies discussed.</p> <p>CO5:- Implement the concepts of banking services in the organization development.</p>

Course Contents:

UNIT I Indian Financial System

CO1

- Overview of Indian financial systems and markets: Constituents and functioning, developments since 1991, recent trends, various financial intermediaries.
- Overview of financial services: Introduction, nature, scope and uses, regulatory framework in financial services.

[7HRS]

UNIT II Banking Industry

CO2

- Banking structure in India, Commercial, rural and cooperative banks (Role and significance), capital adequacy norms for banks, SLR, CRR, CAR.
- Reserve bank of India (RBI): Role, functioning, regulation of money and credit, monetary and fiscal policies.

[8 HRS]

UNIT III Banking Issues

CO3

- Basic issues in banking: Non-performing Assets (factoring and forfeiting, Methods of recovery), bill discounting. Recent development: Universal banking, E-Banking, mobile banking.
- Life Insurance: Concept and significance, insurance terminology (term insurance endowment, pensions, and annuities), various insurance schemes (life and non life), general principles of insurance.

[7HRS]

UNIT IV Bank Performance

CO4

- Analyzing bank performance: Commercial banks' balance sheet and income statement, important ratios used in balance sheet, CAMELS rating.
- General Insurance: Principles, products (Fire, Marine, Motor vehicles, public liability, third party insurance, medi-claim and health policies, group insurance, burglary insurance).

[7HRS]

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UNIT V Banking Services

CO5

- Merchant Banking Services: Managing of issues shares and bonds, Mobilising of fixed deposits, inter-corporate loans, venture capital.

[7HRS]

Text Books:

S. No.	Title	Authors	Publisher
1)	Management of Banking and Financial Services	Padmalatha Suresh, Justin Paul	Pearson Education India

Reference Books:

S. No.	Title	Authors	Publisher
1)	Bank Management and Control Strategy, Pricing, Capital and Risk Management	Johannes Wernz	Springer International Publishing
2)	Banking and Finance : Theory, Law and Practice	Clifford Gomez	PHI Learning Pvt. Ltd.

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MG251441	Industrial Relations	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To enlighten the students with the Concepts and Practical applications of Industrial Relations. 2. Creating awareness of certain important and critical issues in Industrial Relations 3. The students will gain knowledge and understand the various aspects of collective bargaining and grievance handling	On successful completion of the course, the student will be able to: CO1:- Demonstrate descriptive knowledge of the field of industrial relations CO2:- Identify and analyze the institutions, actors, and characteristics of employee relations, CO3:- Analyze and evaluate various skills, processes and outcomes of employee relations including handling disciplines, grievances, labor disputes, negotiation, and employee communication and involvement CO4:- Examine the Industrial disputes and find the course of alternative actions to resolve the industrial disputes CO5:- Discuss the relevant provisions of various Labour Legislations

Course Contents:

UNIT I Introduction To IR :

CO1

Introduction To IR : Objectives, Function of IR, IR and Emerging Socio-economic Scenario, Legal Framework of IR

[7HRS]

UNIT II Concept Of Trade Union:

CO2

Concept of Trade Union : Role & Future of Trade Union, Objectives & Function of Trade Union, Trade Union Structure and Movement in India

[7HRS]

UNIT III Grievances And Discipline:

CO3

Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry
_Measures for dealing with Indiscipline.

[8 HRS]

UNIT IV Collective Bargaining (CB):

CO4

Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers' Participation in Management in India.

[7 HRS]

UNIT V The Industrial Dispute Act, 1947:

CO5

The Industrial Dispute Act, 1947: Definitions of Industry, Workman and Industrial Dispute; Authorities under the Act, Procedure, Powers and Duties of Authorities; Strikes and Lock outs, Lay-off and Retrenchment; Special Provisions relating to Lay off, Retrenchment and Closures in certain establishments.

[8 HRS]

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Text Books:

S. No.	Title	Authors	Publisher
1)	Industrial Relations and Labour Laws	S.C. Srivastava	Vikas Publishing House Pvt Ltd
2)	Labour and Industrial Laws	Padhi P K	PHI Learning Pvt. Ltd

Reference Books:

S. No.	Title	Authors	Publisher
1)	Industrial Relations and Labour Laws	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj	Mcgraw Hill Education
2)	Introduction to Labour and Industrial Law	Avtar Singh, Harpreet Kaur	Lexis Nexis.
3)	Industrial Relations	S. P. Singh	A.I.T.B.S. Publishers
4)	Industrial Relations	M. Arora	Excel Books
5)	Industrial Dispute Act, 1947,	Seth, D D.	
6)	Industrial Relations,	Venkat Ratnam, C.S	Oxford University Press
7)	Industrial Relations, Trade Unions and Labour Legislation	P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar	Pearson Education, New Delhi
8)	Industrial Relations in India	Ratna Sen	Macmillan India Ltd. New Delhi.

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MG251442	Negotiation and Conflict Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To provide inputs in the area of global and cultural Diversity. 2. To enable the students to manage diversity in the work place. 3. To enable the student to understand the Cultural diversity and work in diverse environment	On successful completion of the course, the be able to: CO1:- Define the key concepts of the subject matter. CO2:- Explain & apply the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA). CO3:- Appraise the importance of negotiations in business and managing conflicts. CO4:- Develop the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict. CO5:- Combine the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

Course Contents:

UNIT I Fundamentals of Negotiation:

CO1

Definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation, Strategy & planning of negotiation, four stage model of negotiation.

[7 HRS]

UNIT II Negotiation Process:

CO2

Perception & Preparation for the negotiations, goal setting for the negotiation, options and criteria for negotiation, role of Communication & Influence in the negotiation process, Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process, Ethics in negotiation, Agreement.

[7 HRS]

UNIT III Negotiation styles:

CO3

Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in negotiation, Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations.

[7 HRS]

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UNIT IV : Conflict Management:

CO4

Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations. **[7 HRS]**

UNIT V Types of Conflicts:

CO5

Understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play. **[7HRS]**

Text Books:

S. No.	Title	Authors	Publisher
1)	Negotiation: Communication For Diverse Settings	Spangle, Michael L. ; Isenhardt, Myra Warren	Sage Publications
2)	Managing Workplace Conflicts	Subbulakshi, V.,	ICFAI University Press. Hyderabad
3)	The Negotiation Field book Simple Strategies to Help you negating everything.	Grande, Lum.	TATA MCGRAW HILL
4)	The Power of Positive Confrontation: The Skills You Need To Know To Handle Conflicts At Work, At Home And In Life,	Pachter, Barbara	Magna Publishing Co. Ltd.

Reference Books:

S. No.	Title	Authors	Publisher
1)	How to Conduct Effective Negotiations	Forsyth, Patrick,	Jaico Publishing House
2)	Bargaining for Advantage: Negotiation Strategies for Reasonable People	G. Richard Shell	McGraw Hill

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MG251443	Strategic Human Resource Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. 2. Understanding the relationship of HR strategy with overall corporate strategy.	On successful completion of the course, the student will be able to: CO1:- Ability to understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies. CO2: Remember the strategies adopted by HR and their implementation issues in context to job analysis. CO3: Formulate various HR strategic related to performance, retrenchment, unions etc CO4:- Ability to interpret and evaluate the implementation of the HR strategies. CO5:- Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

Course Contents:

UNIT I Introduction to Strategic HRM:

CO1

Introduction to Strategic HRM Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies.

[8 HRS]

UNIT II Strategies for Human Resource Acquisition and Placement Strategic:

CO2

Strategies for Human Resource Acquisition and Placement Strategic HR planning and staffing – nature of HR planning, Job analysis, conducting a job analysis. Job design – strategic guidelines, strategies for Recruitment and selection– Recruitment Methods, Selection process, strategies for effective Recruiting and Selection.

[8 HRS]

UNIT III Performance Management Strategies:

CO3,CO4

Performance Management Strategies Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions. **Reward And Compensation Strategies-** Performance based pay; Skill based pay; Team based pay broad banding; Profit sharing; Executive Compensation; Variable pay.

[9 HRS]

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UNIT IV : Retrenchment Strategies:

CO3,CO4

Retrenchment Strategies Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment **Strategies for Maintaining Human Resources** Strategies for improving Health and safety, Managing the problem Employee, Building a Good disciplinary climate. **[9 HRS]**

UNIT V Strategies for Dealing with Unions Role of Unions:

CO3,CO5

Strategies for Dealing with Unions Role of Unions – Strategic collective Bargaining – CB Process, The Grievance Process. **Global Hr Strategies-** Introduction to global HR strategies; Developing HR as a value added function **[8 HRS]**

Text Books:

S. No.	Title	Authors	Publisher
1)	Strategic Human Resource Management	Agrawal, Tanuja	Oxford University Press

Reference Books:

S. No.	Title	Authors	Publisher
1)	Human Resource Management- Text and Cases	Pande, Sharan; Basak, Swapnalekha)	Pearson Publication
2)	Strategic HRM	Michael Armstrong,	Kogan page London
3)	International Human Resource Management	P. Subb Rao	Himalaya Publishing House
4)	Essentials of Strategic Human Resource Management	Ghanekar Anjali	Everest Publishing House
5)	Strategic Human Resource Management	Jeffrey A Mello	Cengage

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MG251451	BUSINESS PROCESS RE-ENGINEERING AND ERP	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> To understand concepts and philosophy of Business Process Reengineering. To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth. 	<p>On completion of this course, the students will be able to</p> <ol style="list-style-type: none"> Understanding various BPR methodologies and their applications & critical success factors for implementing BPR Understand ERP its Implementation, post implementation risk etc. Understand ERP integration with SCM, CRM, HRM, EC, Finance, Marketing etc. Understand ERP application in various businesses. Understand ERP domains. SAP, Oracle, etc.
Course Contents:	
UNIT – I Introduction to BPR; BPR life cycle methodology; BPR principles and competitive advantage; Business functions, processes and data requirements; BPR Teams; BPR implementation and change management.	CO1 [6HRS]
UNIT – II Introduction to ERP; ERP evolution and introduction to enabling technologies: SCM, MES, CRM, DWM etc.; Business modeling for ERP Implementation; Role of consultants, vendors and users; Post implementation evaluation: Benefits risk and costs.	CO2 [6HRS]
UNIT – III ERP integration with functional areas of organization: Supply chain, Customer relationship management, Human resource management, Electronic commerce, finance, marketing, production and forecasting.	CO3 [7HRS]
UNIT – IV ERP Application in various businesses: Manufacturing, services, E- Governance	CO4 [5HRS]
UNIT – V ERP domains and solution providers: SAP, ORACLE, etc.	CO5 [5HRS]

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Text Book:

S. No.	Title	Authors	Publisher
1.	ERP Concepts and Practice	Garg, V. K. and Venkita Krishna N. K.	PHI Publication.
2.	ERP Demystified.	Alexis Leon	

Reference Books:

S. No.	Title	Authors	Publisher
1)	Enterprise Resource Planning	Rahul Altekar	PHI Publication.
2)	Enterprise Application Integration	D.S. Linthicum	Pearson Education
3)	Business Process Reengineering and Change Management	Dey	John Wiley and Sons.

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MG251452	DIGITAL MARKETING AND SOCIAL MEDIA MANAGEMENT	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> 1. Make students aware of digitalization of marketing environment and its dimensions. 2. Acquaint them with the mechanism of working of digital media and conducting business through electronic means. 3. Appreciate importance of digital marketing for marketing success today and 4. Develop critical insight necessary to succeed in e-commerce and digital and social media marketing. 	<p>On completion of course Students will :</p> <ol style="list-style-type: none"> 1. Students gain an overall understanding of Digital Marketing 2. Develop insight on Current Trends Digital and Social Statistics 3. Provide an introduction to Digital Marketing Platforms like Facebook, Twitter, Instagram, etc. 4. Introduction to the basics of Search Engine Optimization (SEO) 5. Introduction to basics of Search Engine Marketing (SEM) & only.ne Advertising

Course Contents:

UNIT I Introduction to Digital Marketing:

CO1

Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.

[8 HRS]

UNIT II Internet Marketing and Digital Marketing Mix:

CO2

Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising, Display Marketing

[6 HRS]

UNIT III Social Media Marketing:

CO3

Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy: Facebook Marketing, LinkedIn Marketing, Twitter Marketing, Instagram & Snapchat, Mobile Marketing.

[5 HRS]

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UNIT IV Search Engine Optimization:

CO4

Search Engine Optimization Fundamentals; Keywords and SEO Content Plan; SEO & Business Objectives; Writing SEO Content; On-site & off-site SEO

[4 HRS]

UNIT V Search Engine Marketing and Online Advertising:

CO5

Importance of SEM, understanding Web Search – keywords, Google Ads, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per- Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

[5 HRS]

Reference Books:

S.No.	Title	Authors	Publisher
1)	Digital Marketing	Seema Gupta	McGraw Hill Education
2)	Fundamentals of DigitalMarketing	Punit Singh Bhatia	Pearson
3)	The Art of Digital Marketing: TheDefinitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns	Ian Dodson	Wiley Publisher
4)	Dr.Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd.
5)	Prof. Nitin C. Kamat, Mr.Chinmay Nitin Kamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.
6)	Roberts and Zahay	Internet Marketing: Integrating Online & Offline Strategies	Cengage
7)	Melissa S. Barker Donald I. Barker Nicholas F. Bormann Debra Zahay Mary Lou Roberts Social Media Marketing: A Strategic Approach	Melissa S. Barker Donald I. Barker Nicholas F. Bormann Debra Zahay Mary Lou Roberts Social Media Marketing: A Strategic Approach	Cengage

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MG251453	IT ENABLED SERVICES MANAGEMENT	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> 1. Main objective of this course is to acquaint the student with various Internet security and cyberlaws. 2. Make Student aware of Basics of Services Marketing 3. To make them understand the basics of IT and Service Management, ITES 4. To give overview of ITES and applications 5. To make them Understand the use of ITES in Banking, Insurance etc. 6. Make students aware of CRM, Healthcare Services, Web enabled services etc. 	<p>On completion of course Students will :</p> <ol style="list-style-type: none"> 1. Students gain an overall understanding of Service & its conceptual framework, Marketing Mix, etc. 2. Develop insight on Current Trends of IT and service management, ITES 3. Gain an overview to ITES. Data processing, Web enabled education. 4. Understand ITES & services, Call Centre, DBMS, Networking services, IT consulting services. 5. Understand Measuring Quality and Services, CRM, Healthcare services, Telecom Services etc.

Course Contents:

UNIT I

CO1

Service: A Conceptual Framework, Strategic Planning for Services, Services Marketing Mix, Customer Behavior and Services, STP Strategies in Service Marketing, Service Delivery Process
[8 HRS]

UNIT II

CO2

Information Technology and Service Management, IT Enabled Services: Strategic Framework.
[6 HRS]

UNIT III

CO3

Overview of IT Enabled Service: Call Centre, Medical Transcription, Data Processing and Back Office Operation, Web Enabled Education, Content Development and Multimedia Animation, GIS Services. Ventures in IT Enabled Services and Business Process Outsourcing. **[5 HRS]**

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UNIT IV

CO4

IT Enabled Services: Banking, Insurance. IT Enabled Customer Interaction Services, Call Centre. IT Services: Enterprises Wide Integration, Networking Services, Database Management Services, IT Consulting Services.

[4 HRS]

UNIT V

CO5

Measuring Service Quality and Satisfaction, Customer Relationship Management, Web Enabled Services, Health Care Services, Travel and Tourism Services, Hospitality Services, Telecom Services, Transportation Services, Infrastructure Services.

[5 HRS]

S. No.	Title	Authors	Publisher
1)	Information Technology Enabled Customer Service.	Tapio Reponen	Idea Group Publishing,
2)	Effective IT Service Management,	Rob Addy,	Springer
3)	IT Service Management- An Introduction,	Jan Van Bon, Georges Kemmerling, Dick Pondman	ItSMF-Canada ISBN 9789080671348.
4)	Services Marketing: Integrating customer focus across the firm	Valarie Zeithaml, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit	Tata Mc Graw Hill

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MG251461	SUPPLY CHAIN MANAGEMENT	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> To familiarize the student with the concept of supply chain management. To acquaint students with the basic principles of supply chain management and economies of scale. To provide students with a working knowledge of demand forecasting of supply chain. To help the students to understand the sourcing decisions and transportation management in supply chain. To acquaint students with the techniques to measure the performance in supply chain. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Comprehend the concept of supply chain management.</p> <p>CO2:- Figure economies of scale in supply chain management.</p> <p>CO3:- Recognize the fundamentals of demand forecasting of supply chain and thereby take the managerial decisions.</p> <p>CO4:- Realize the sourcing decisions and transportation management in supply chain.</p> <p>CO5:- Implement provisions and procedures to measure the performance in supply chain.</p>

Course Contents:

UNIT-I Introduction Of Supply Chain Management

CO1

Definition of SCM and how it works, goal of SCM and its impact on a firm's success, key decision phases, strategic fit, Supply chain drivers and obstacles, designing the distribution network in the supply chain, network design in uncertain environment

[5 HRS]

UNIT-II Managing Economies of Scale

CO2

Managing economies of scale in the supply chain including, cycle inventory, managing uncertainty in supply chain, safety inventory, determining optimal level of product availability

[6HRS]

UNIT-III Demand Forecasting in supply Chain

CO3

Demand forecasting in supply chain, aggregate planning, managing predictable variability. **[5 HRS]**

UNIT- IV Sourcing Decisions

CO4

Sourcing decisions in a supply chain, transportation, pricing and revenue management

[5HRS]

UNIT-V Coordination in Supply Chain Management

CO5

Coordination in the supply chain, application of information technology and E-business. Value stream mapping, measuring performance in the supply chain.

[6HRS]

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Text Book:

S. No.	Title	Authors	Publisher
1)	Supply Chain Management	Sunil Chopra, Peter Meindl and D V Kalra,	Pearson Education, India

Reference Books:

S.No.	Title	Authors	Publisher
1)	Supply Chain Logistics Management	Donald J. Bowersox, David J. Closs, and M. Bixby Cooper	Tata McGraw Hill
2)	Extending the Supply Chain: How Cutting-Edge Companies Bridge the Critical Last Mile into Customers' Homes	Boyer, Frohlich & Hult	PHI
3)	Operations Management	William J Stevenson	McGraw Hill Education, New Delhi
4)	Strategic Logistics Management	Douglas M Lambert and James R. Stock	McGraw Hill Education, New Delhi

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MG251462	PROJECT MANAGEMENT	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> 1. To make them understand the concepts of Project Management for planning to execution of projects. 2. To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation. 3. To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting. 4. Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:-The Students will be able to understand Project management and its classification.</p> <p>CO2:-The students will be able to understand Project Identification and Formulation.</p> <p>CO3:-The students will be able to understand network analysis and time value of money.</p> <p>CO4:-The students will be able to understand Project costing and financing from various source.</p> <p>CO5:-The students will be able to understand risk management, tools and techniques for risk assessment.</p>

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Course Contents:

UNIT-I Introduction Of Project Management CO1

Overview: - Definition, nature, scope of project management. Project Life cycle, Responsibilities of project manager, The Pros and cons of Working on projects. Project Classification. [5 HRS]

UNIT-II Project Identification and Formulation CO2

Project Identification and Formulation, Project Idea, Market and Demand analysis Technical analysis, Financial analysis, Economic analysis, Ecological analysis, Project development cycle. [6HRS]

UNIT-III Project Time and Resource Management CO3

Project Network Schedule (Bar chart/Gantt Charts), Network analysis (CPM/PERT), Project control Chart(S-curve/fast tracking), Time value of Money. [5 HRS]

UNIT- IV Project Costing and Financing CO4

Definition, Cost Estimation, Techniques of Estimates, Cost Baseline, Cost of capital, Components of Cost of Project, Pricing, Project Financing, Source of Funding, International source of Funding, Financial Assistance. [5HRS]

UNIT-V Risk Management CO5

Project risk, Process, Risk Identification Techniques, Risk Assessment Tools and Techniques, Decision Tree analysis, Socio Cost benefit analysis. [6HRS]

Text Books:

S. No.	Title	Authors	Edition	Publisher
1)	Project Management – Concepts and Guidance	Dr. Shishir Dutta	First edition, 2019	Excel India Publishers New Delhi
2)	Projects- Planning, Analysis, Selection, Financing, Implementation and Review	Prasanna Chandra	VI Edition,	TataMcGraw Hill

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Reference Books:

S.No.	Title	Authors	Publisher
1)	Production and Operations Management	N K Nair	Tata McGraw Hill
2)	Operations Management': Qualityand Competitiveness' in a GlobalEnvironment	Russel	Wiley India
3)	Operations Management	William J Stevenson	McGraw Hill Education, New Delhi
4)	Quantitative Techniques in management	N D Vohra	McGraw Hill Education, New Delhi
5)	Project Management,	Meredith Jack R., Mantel Samuel J	John Wiley & Sons
6)	Project Management- Strategic Financial Planning.	Patel Bhavesh M	Vikas Pub. House,

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MG251463	QUALITY MANAGEMENT SYSTEMS	L = 2	T = 1	P = 0	Credits = 3
Evaluation Scheme	ESE	CT	TA	Total	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ul style="list-style-type: none"> ➤ To familiarize the student with Quality Management System. ➤ To acquaint students with the philosophies of Quality System propounded by quality gurus. ➤ To provide students with a working knowledge of Process Management. ➤ To help the students to understand the various strategies associated with performance measurement. ➤ To acquaint students with various techniques for sustaining total quality in an organization. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:- Comprehend the technical terms of Quality Management System.</p> <p>CO2:- Recognize and thereby implement the philosophies of Quality System propounded by quality gurus.</p> <p>CO3:- Execute process management in terms of quality, for organizational developments.</p> <p>CO4:- Measure the quality performance to determine the cost of quality.</p> <p>CO5:- Implement and make effort for sustainable quality development in an organization.</p>

Course Contents:	
UNIT I	CO1
<ul style="list-style-type: none"> ▪ The Quality System: Introduction to Quality; Quality in Production and Service Systems; The Economics of Quality ▪ Total Quality in Organizations: Quality as a Management Framework; Quality and Competitive Advantage; 	[7 HRS]
UNIT II	CO2
<ul style="list-style-type: none"> ▪ Philosophies and Frameworks: The Deming, Juran, Crosby and other Quality Philosophies. ▪ Quality Management and Awards : ISO 9000:2000 ; Six Sigma. 	[6HRS]
UNIT III	CO3
<ul style="list-style-type: none"> ▪ Process Management: Process Improvement; Process Control; Designing Processes for Quality ▪ Leadership and Strategic Planning: Leadership Theory and Practice; The Seven Management and Planning Tools 	[7 HRS]
UNIT IV	CO4
<ul style="list-style-type: none"> ▪ Performance Measurement and Strategic Information Management, The Scope of Performance Measurement ; ▪ The Cost of Quality ; Measuring the Return on Quality 	[6 HRS]

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UNIT V

CO5

- Building And Sustaining Total Quality Organizations: Organizational Culture and Total Quality
- Change Management; Sustaining the Quality Organization; Self-Assessment Processes **[5 HRS]**

Text Books:

S. No.	Title	Authors	Publisher
1)	Quality Management	Kanishka Bedi	Oxford University Press

Reference Books:

S. No.	Title	Authors	Publisher
1)	Total Quality Management Text And Cases	B. Janakiraman, R. K. Gopal	PHI Learning
2)	Total Quality Management, Organization, and Strategy	James Robert Evans, James W. Dean	Thomson/South-Western

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MG251471	Development in Hospital Administration	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To provide the basic knowledge on various development in Hospital Administration. 2. To understand the hospitality services in Hospital and medical tourism	On successful completion of the course, the student will be able to: CO1:- Appreciate the concept and its applications of e Health, m-health in the efficient delivery of hospital services. CO2:- Acquire knowledge on hospitality services provided in hospitals. CO3:- Design strategy to promote Medical Tourism in hospital. CO4:- Design disaster preparedness and response plan for the hospital. CO5:- Analyze the importance of Hospitals in a globalized World.

Course Contents:

UNIT I Introduction :

CO1

E-Health: Telemedicine, mHealth, electronic appointment & follow up system Telemedicine: scope, objective & functions, Classification, Global Scenario, Indian Scenario, Challenges. Growth of mobile phone use and potential of mobile health, mobile health & its application. Electronic medical record system, EMR access & up-dation, electronic appointment & follow up.

[7HRS]

UNIT II Hospitality Services in Hospital:

CO2

Hospitality Services in Hospital: Patient as Guest, Aims and objectives of Hospitality Management, Role of Hospitality Management, and Methods of Hospitality Management in a hospital, Attractive look, Effective conversation, Multi lingual, Smart dress, Etiquette and manners.

[7HRS]

UNIT III Medical Tourism:

CO3

Medical Tourism: Introduction, Health & Medical tourism, Efforts and features of the hospitals to facilitate medical tourism, Client perspective of service delivery, Implications of medical tourism

[7 HRS]

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UNIT IV : Accidents & Disaster management:

CO4

Accidents in Hospitals & its management, Basics of disaster management and Mass casualties, Components of disaster plan : pre-hospital and hospital, Disaster alertness in Hospital, Disaster management planning and implementation.

[7 HRS]

UNIT V Hospitals in a globalized World :

CO5

Direct & indirect effect of globalization on healthcare systems and services, globalization of medical services, Patients in a globalized world, Role of teaching & research hospitals in improving global health

[8 HRS]

Text Books:

S. No.	Title	Authors	Publisher
1)	Hospital Administration and Management: Theory and Practice	S. L. Goel	Deep and Deep Publications

Reference Books:

S. No.	Title	Authors	Publisher
1)	Medical Tourism: Adventures in India	Steven F. Larson	

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MG251472	Hospital Management Information System	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
1. To understand the role of IT in hospital management. 2. To understand the various indicators of health and health information system. 3. To familiarize with the latest developments in technology with relevance to hospitals.	On successful completion of the course, the student will be able to: CO1:- Demonstrate and understanding of information system. CO2:- Explore the skills to plan the approaches of HIS CO3:- Analyzing the need and importance of HIS. CO4:- To analyze the scope of HIS for business organizations. CO5:- Explore and identify the various information technology in hospitals

Course Contents:

UNIT I Introduction:

Concept of information as a resource, understanding the principles of information systems and Classification of information in hospitals. **CO1 [7HRS]**

UNIT II Managing Hospital Information Systems:

Data generated for HIS; Functions, Benefits and applications of HIS, HIS components, various performance Indicators, HIS model and data movement. HIS modules: Various HIS Modules for Clinicians Access, Nursing Access, In-patient Module, Registration Module, Diagnostic services Module, Dietetics Module, OT Module and Accident & Emergency Module etc. **CO2 [7HRS]**

UNIT III Role of Information Technology in Hospitals:

Computerization in Hospitals, advantages of computerized system, database interface, IT Components of HIS and various soft wares available in the healthcare market. **CO3 [7 HRS]**

UNIT IV : Management Information System:

Concept of MIS, functions of MIS, developing MIS, types of MIS, developing indicators, identifying data and developing tools of measurement and applications of MIS. **CO4 [7 HRS]**

UNIT V Telemedicine:

Concept of Telemedicine and its evolution, Telemedicine network in India, and Strengths & Opportunities for Telemedicine in India. **CO5 [7 HRS]**

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Text Books:

S. No.	Title	Authors	Publisher
1)	Management Information Systems Conceptual Foundations, Structure and Development,	Davis,G.B. and M.H.Oslon	TMH
2)	Managing a Modern Hospital	A.V.Srinivasan	Response Book

Reference Books:

S. No.	Title	Authors	Publisher
1)	Management Information System (MIS) in Hospitals: A Computer- based Approach for Quality in Hospital Services and Administration	Anil Kumar Saini	Deep & Deep Publications
2)	National Information System: Planning and Management	S.C. Joshi & S.N. Mehta	Global vision publishing house
3)	Informatics for Healthcare Professionals	Kathleen M	F. A. Davis Company
4)	Management Information System	James O'Brien	Tata McGraw Hill
5)	Introduction To Computer	Peter Norton	Tata McGraw Hill

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MG251473	Hospitals Material Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours
Course Objectives		Course Outcomes			
1. Understand the various principle of hospital material management. 2. Familiarize with the system of equipment planning, purchase and maintenance.		On successful completion of the course, the student will be able to: CO1:- Demonstrate an understanding of general principles of materials management. CO2:- Ability to apply the principles and practice of purchasing. CO3:- Explore to learn the principles and practice of equipment purchasing and maintenance. CO4:- Analyzing the skills in stores planning, inspection, verification, storage and distribution. CO5:- Explore and identify analytical skills in scientific inventory management..			

Course Contents:

UNIT I Materials Management : :	CO1
Introduction, Definition and Function, Goals and Objectives of Materials Management Materials Cycle, Functions of Materials Manager, Problems and Issues in Hospitals Information Systems for Materials Management.	[7HRS]
UNIT II Purchasing:	CO2
Objectives and Elements of Purchasing, Purchasing System, Purchasing Cycle, Purchase Procedures, Legal and Ethical Aspects, Conditions of Contract, Financial Rules, Arbitration	[7HRS]
UNIT III Equipment Purchase and Maintenance:	CO3
Planning and Selection of Equipment , Import of Equipment, Equipment Utilization an Operation, Equipment Repair and Maintenance	[7 HRS]
UNIT IV : Inspection, Storage and Distribution of Materials:	CO4
Planning Consideration of Stores , Inspection and Verification of Materials , Storage of Materials Distribution of Materials , Condemnation and Disposal	[7 HRS]
UNIT V: Inventory Management in Hospitals:	CO5
Codification and Standardization, Value Analysis, Inventory Control, Lead Time, Safety Stock and Reorder Level, Economic Order Quantity (EOQ)	[8 HRS]

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Text Book:

S. No.	Title	Authors	Publisher
1)	Hospital Stores Management: An Integrated Approach	Shaki Gupta and Sunil Kant,	Jaypee publishers
2)	Materials Management : An Integrated Approach	P. Gopalakrishnan and M. Sundaresan	Prentice – Hall of India Pvt. Ltd., New Delhi
3)	Introduction to Materials Management	Chapman Arnold	Prentice – Hall of India Pvt. Ltd., New Delhi
4)	Stores Management	K S Menon	Macmillan India Ltd.
5)	Material Management	Dr. PawanArora	Global India Publication Pvt Ltd

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MG251481	Tourism And Hospitality Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
The course intends to provide the in-depth knowledge of Tourism & Hospitality Management.	<p>On successful completion of the course, the student will be able to:</p> <p>CO1:-Demonstrate the concept Tourism</p> <p>CO2:- Outline an understanding of Destination management.</p> <p>CO3:- Interpret the aspects of Travel & Tour operation business.</p> <p>CO4:- Explain the basic concept Hospitality management.</p> <p>CO5:- Discuss new age technologies for tourism management.</p>

Course Contents:

UNIT I Tourism Overview :

CO1

Tourism Meaning concept, Tourism product: Definition, Nature and Characteristics. Classification of Tourism products, Resource and attraction in Tourism, Nature of Tourism resources. New tourism products. **[7HRS]**

UNIT II Destination Management:

CO2

Destination Management: Role and importance of Destination Management, Destination Planning, and Concepts, Destination Life Cycles, Destination Master Plan, Destination Feasibility Study, Carrying Capacity, Sustainability, Social & Environment Impact. **[7HRS]**

UNIT III Travel Agency & Tour Operators:

CO3

Conceptual Framework of Travel Agency & Tour Operators: Definition of Travel agency, and tour operators, Functions of Travel Agency & Tour Operators Business, Role and contribution of various national and international organizations in the development of tourism industry- IATO, TAAI, IATA, PATA **[7 HRS]**

UNIT IV Hospitality Services: Meaning & Nature:

CO4

Evolution of Hospitality Services: Meaning & Nature of Hospitality Features of Hospitality Services. Structure of Accommodation Industry, Operation of Accommodation Units, Demand & Supply for Accommodation in India **[7 HRS]**

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UNIT V: New trends in hospitality industry

CO5

New trends in hospitality industry - Tech explosion Voice Search, AI Chatbots, Augmented Reality and Virtual Reality, Internet of Things (IoT), Mobile app for easy access, Sustainability rules.

[8 HRS]

Text Books:

S. No.	Title	Author	Publisher
1)	The Business of Tourism: Concepts and Strategies	Arjun Kumar Bhatia	Sterling Publishers

Reference Books:

S. No.	Title	Author(s)	Publisher
1)	Tourism: Principles And Practices	Sampad Kumar Swain, Jitendra Mohan Mishra	OUP India
2)	Basics of Tourism: Theory, Operation and Practice	Kamra, K.K.	Kanishka Publishers,
3)	Key Concepts in Hospitality Management	Roy C Wood	SAGE Publications, Inc

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MG251482	Media Management	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
<ol style="list-style-type: none"> To learn the role of Media in the marketing of goods and services. To identify strategic and operational phenomena and problems in media management. To gain knowledge of tools and strategies on the development, planning, and brand building among media enterprises. 	<p>On successful completion of the course, the student will be able to:</p> <p>CO1. Understand the role of Media in marketing of goods and services</p> <p>CO2. Identify the various types and sources of Media options</p> <p>CO3. Understand and implement media timing, scheduling and deciding the ideal media mix</p> <p>CO4. Understand the role of media in advertising world</p> <p>CO5. Comprehend the process of advertising planning viz. segmentation, promotion etc.</p>

Course Contents:

UNIT I

Media planning, the function of media planning in advertising, Role of Media planner, Challenges in media planning Media Planning process, Media Planning for Consumer Goods, Media Planning for Industrial Goods. **CO1**
[7HRS]

UNIT II

Sources of media research, Selecting the suitable media options, Buying Television Space/Air time Buying Radio slot, Types of magazines, Buying magazine space, Types of newspapers, Buying newspaper space. **CO2**
[7HRS]

UNIT III

Buying media space for new media, Types of out-of-home advertising, Place-based media, Criteria for selecting the media vehicles, Reach, Frequency, Cost efficiency, Circulation, Pass-along rate (print) Media timing, Flight, Pulsing, Media Scheduling, Comparing and Evaluating continuity of media options/choices, deciding the ideal media mix, the communications mix, Media buying and negotiation **CO3**
[7 HRS]

UNIT IV

Advertising Media: Role of media in advertising world, Media strategy & outdoor media, sales promotion, point of purchase advertising, Print, TV, RADIO, advertising & the internet Media Scheduling and budgeting allocation Media plan evaluation, Media presentations to the client, Media audit **CO4**
[7 HRS]

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UNIT V:

CO5

Advertising Planning: Consumer Behavior , segmentation Marketing, positioning ad value, Advertising and Promotion, International Advertising Planning, Creativity & Brand Message, message strategy, AAAI, AIDA Model, ASCI

[8 HRS]

Text Books:

S. No.	Title	Author	Publisher
1)	Strategic Management in the media	Lucy Kung	

Reference Books:

S. No.	Title	Author(s)	Publisher
1)	Handbook on Media Management and economics	Allan B Albaaran , Michael O Wirth, Silvia M	
2)	Media Management : A Casebook Approach	Heorge Sylvie, Jan wicks and Stephen Lacey	
3)	The Management and control of Quality	Evans, James, R.	South-Western/Thomson

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MG251483	MANAGEMENT OF SME & FAMILY BUSINESS	L= 2	T = 1	P = 0	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	80	10	10	100	3 Hours

Course Objectives	Course Outcomes
This course intends to generate awareness of the working patterns in family business	On successful completion of the course, the student will be able to: CO1. Explain the basic concepts of medium and small business. CO2. Outline management of SME's. CO3. Analyze funding for SME's. CO4. Evaluate management of Family Business CO5. Integrate Networking and Technology Management for SMEs.

Course Contents:

UNIT I	CO1
Small and Medium Enterprise: Meaning and definition (evolution), Scope, Role and Importance, Steps in setting up a small unit, Policies governing SMEs, Impact of globalization on SME in India, Problems and future prospects of SMEs.	[7HRS]
UNIT II	CO2
Managerial Strategies for SME: Managing External Environment, Management in SME-Crises Management, Production Management, Quality Management, Time Management, Human Resource Management, Marketing Management and Financial Management. Costing and Pricing in SME	[7HRS]
UNIT III	CO3
SME funding: Fund Management, Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, Institutions supporting SME's in India. Role of central and state level institutions, Industrial policy of Government of India, Export potential of SMEs	[7 HRS]
UNIT IV	CO4
Basics of Family structure: Types of family structure, Importance of family business. Responsibilities and rights of shareholders of a family business, strategies for improving the capability of family business, Improving family business performance, Succession Planning.	[7 HRS]

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UNIT V:

CO5

Networking: Networking with various agencies like CII, FICCI, NASSCOM, MCCI, regional industry association etc. Importance and objective of these associations and their membership criteria. Using technology for leveraging business strength, expansion, diversification, modernization, collaboration, strategic tie-ups

[8 HRS]

Text Books:

S. No.	Title	Author	Publisher
1)	Entrepreneurship Development-Small Business Enterprise	Poornima Charantimath	Pearson

Reference Books:

S. No.	Title	Author(s)	Publisher
1)	Small Business Management and Entrepreneurship	David Stokes	Pearson
2)	Entrepreneurship and Small Business Management	Siropolis	Oxford
3)	Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing
4)	Entrepreneurship	Maddhurima Lall, Shikha Sahai	Excel Books
5)	Chains that Liberate: Governance of Family Firms	Rajesh Jain	Macmillan India Ltd

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MG251411	Field Project	L= 0	T = 1	P = 5	Credits= 3
Evaluation Scheme	ESE	CT	TA	TOTAL	ESE Duration
	140	0	60	200	3 Hours

The objective of Field Project is to enable the student to go into the detail of the approved problem(s)/topic drawn from the subjects/real problem areas taught during the entire curriculum and to determine an analytical and / or empirical based effective solution(s) keeping the given constraints and objectives in mind. This is to enhance the analytical and problem solving ability of the student. The student has to submit Field project report to the Institution/department before the completion of the IV semester and the report will be evaluated by a panel of External and Internal examiners followed by viva-voce for ESE examination. The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Program. The viva voce shall normally cover the subjects/ areas taught in all the semesters

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