

Integral University, Lucknow

Department of Commerce & Business Management

STUDY & EVALUATION SCHEME

Choice Based Credit System

MBA

w.e.f. Session 2020-21

YEAR-II

SEMESTER-IV

S. N.	Subject Code	Course Category	Subject	Period (Per Week)			Credit	Evaluation Scheme				
				L	T	P		C	Sessional (CA)			Exam
							UE		TA	Total	ESE	
1	BM516	Core	Business Environment	3	0	0	3	40	20	60	40	100
2	BM517	Core	Entrepreneurship Management	3	0	0	3	40	20	60	40	100
3	BM518	Core	Management Information System	3	0	0	3	40	20	60	40	100
4	BM519	Core	Business Law	3	0	0	3	40	20	60	40	100
5	BM520	Core	Strategic Management	3	0	0	3	40	20	60	40	100
6	BM521	Core	Total Quality Management	3	0	0	3	40	20	60	40	100
7	BM522	Core	Dissertation Project & Industrial Tour i) Dissertation Project ii) Industrial Tour	0	0	2	1			40 20	40	100
8	BM523	Core	Grand Viva	-	-	-	-	-	-	-	100	100
TOTAL				18	0	2	19	240	120	420	380	800

L	Lecture	Sessional Total (CA) = UE + TA Subject Total = Sessional Total (CA) + End Semester Exam(ESE)
P	Practical	
T	Tutorials	
C	Credit	
UE	Unit Exams	
TA	Teacher Assessment	
ESE	End Semester Examination	

MBA II Year / Semester IV

Course Code : **BM516**
Pre-Requisite: NONE

Title of The Course: **Business Environment**
Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The aim is to provide in-depth understanding of digital transformation on business processes, to understand the impact of Industry 4.0 has on the context of International Business and to understand in detail the shifts taking place in the Political, Economic, Social and Technological environments that are shaping business realities.

Course Outcomes	
CO 1	To get an overview of the changing context of International Business in the wake of Industry 4.0
CO 2	Conceptual understanding of the new technologies that are driving change in business operations and strategy
CO 3	Understand shifts in economic thought and its impact on business decisions
CO 4	Understand changing geo politics and analyses its impact on international Business
CO 5	Critically think about issues and challenges in the Global World and find sustainable solutions

Unit No	Title of the Unit	Content of Unit	Contact Hrs
1.	Concept of Business Environment	Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Micro Business Environment- Introduction to Micro-Environment, Internal Environment, Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity, External Environment: Firm, customers, suppliers, distributors, Competitors, Society. Macro Business Environment- Definition, Differentiation, Analysis of Business Environment, SWOT Analysis, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal.	9
2.	New Age Economies	Economic systems, Circular Economy- Concept of Circular Economy, difference between Linear and Circular Economy, Role of Circular Economy in Sustainable Business and Innovation. GIG Economy. Industrial Revolutions- Meaning and Nature of Industry 4.0 and Latest Trends. The changing nature of Globalization. Foreign Direct Investment, Foreign Institutional Investment, Regulation of Foreign Trade, Disinvestment in Public Sector Units.	9
3.	Changing Nature of Politico-Legal Environment	Relationship between Business and government, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business. Belt and Road initiative (OBOR), BRICS, The changing scenario of global business politics with special reference to the Rise of China and its impact on global trade. The changing nature of regulatory environment. Intellectual property right (IPR).	9
4.	Emerging Technologies and Drivers of Global Business	Overview of Digital Transformation. Block chain – Concepts and Industrial Applications, Challenges in adopting Block chain. Artificial Intelligence- Machine Learning, Deep Learning Singularity – Time Lines and Implication. Augmented Reality, Virtual Reality and Mixed Reality and Applications. Internet of Things (IoT).	9
5.	General Environment	Meaning and components of natural environment, impact of natural environment on business decision. Climate Change – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.	9

References Books:

Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India
Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism (MIT Press)
Mark Van Rijmenam, The Organization of Tomorrow: How AI, blockchain and analytics turn your business into a data organization (Routledge)

MBA II Year / Semester IV

Course Code : **BM517** Title of The Course: **Entrepreneurship Management**
 Pre-Requisite: NONE Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The objective of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world. To provide insights to students in converting an idea to an opportunity and develop understanding of various funding sources for a startup and familiarizing the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Course Outcomes	
CO 1	Remember and comprehend basic concepts of entrepreneurship.
CO 2	Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies.
CO 3	Develop understanding of converting an idea to an opportunity and develop understanding of various funding sources.
CO 4	Gain in depth knowledge of innovation and its various sources.
CO 5	Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Innovation	Innovation: Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction.	7
2	Entrepreneurship	Entrepreneurship: Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.	7
3	Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies	Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export-oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship.	7
4	From Idea to opportunity	From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, Process of New Venture and its Challenges, Venture capital, Angel investing, Crowd funding Developing a Business Plan: Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.	7
5	Launching a New Venture	Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.	7

References Books:

- Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
 Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
 Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
 Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
 Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.

MBA II Year / Semester IV

Course Code : **BM518**
Pre-Requisite: NONE

Title of The Course: **Management Information System**
Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The objective of the course is to introduce students to Management information system, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

Course Outcomes	
CO 1	To describe the meaning and role of MIS in business organizations.
CO 2	To formulate the decision making process and the application of MIS in decision making
CO 3	To learn the competitive strategies and understand the use of MIS in gaining competitive advantage
CO 4	To understand the use of MIS in different business functions
CO 5	To learn about latest concepts of technology and the trends in cyber world

Unit No.	Title of The Unit	Content of Unit	Contact Hrs.
1	The Information Age	Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.	7
2	Information Systems In Decision Making	Decision making in business, The decision making process, Concept of gross system design and detailed system design, Information systems in strategic planning, Structured & unstructured problems, Decision support System components, Types of decision support systems, Executive information systems	7
3	Information Systems For Strategic Advantage	Competitive strategy concepts, Strategic roles for information systems, Improving business operations, Promoting business innovation, Locking in customers and suppliers, Creating switching costs, Raising barriers to entry, Building a strategic IT platform, Developing a strategic information base, Information Systems and the value chain	7
4	Information Systems In Business Functions	Manufacturing & inventory control, Marketing sales & customer service, Human resources information services, Financial & accounting information system, Customer of data & transaction files, Integration of business functions	7
5	Information Technology In Business	E-Commerce: The Internet, Intranet and extranets, Business to business trading, Business to consumer trading, E-Governance, Rules for successful online business transactions, M-Commerce. Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.	7

References Books:

C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi

Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall

O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia

Jawedkar W S : Management Information Systems, Tata McGraw-Hill

Mudrick R G : An information system for modern management, Pearson

MBA II Year / Semester IV

Course Code : **BM519**
Pre-Requisite: NONE

Title of The Course: **Business Law**
Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The present course aims at familiarizing the students with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, ever changing procedures and practices in the field of law in a comprehensive way

Course Outcomes	
CO1	To provide basic legal knowledge about various provisions of contract act 1872.
CO2	To understand various intricacies of partnership and sales of goods in India.
CO3	To acquire conceptual knowledge about various legal aspects about negotiable instruments and information technology in India.
CO4	To demonstrate comprehensive knowledge of various provision regarding formation, management and winding up of companies in India.
CO5	To pronounce legal remedies available to consumers and investors in India under other laws.

UnitNo.	Title of The Unit	Content of Unit	Contact Hrs.
1	The Indian Contract Act 1872	Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach of Contract, Quasi Contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.	7
2	Partnership Act, 1932	Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, , Registration of Firms, Dissolution of firms. Sale of Good Act, 1930- Definition of a Contract of Sale, Conditions and Warranties, Right of Unpaid Seller against the Goods, Remedies for Breach.	7
3	The Negotiable Instruments Act 1881	Definition and Characteristics & Kinds of Negotiable Instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course.The Information Technology Act, 2000- Definition, Digital Signature, Electronic Governance, Attribution, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates.	7
4	Companies Act, 2013	Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.	7
5	Consumer Protection Act, 1956	Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Awareness of other Business Related Acts: The Essential Commodities Act 1955, Foreign Exchange Management Act 1999, Securities Exchange Board of India Act,1992: Objective, Salient Features, Definition of Security, Securities Exchange Board of India-Composition, Powers and Functions.	7

References Books:

S.S. Gulshan, G.K. Kapoor, Business Law Including Company Law (14th Edn. New Age Publication

Shukla, M.C. Mercantile Law S.Chand:New Delhi

Mamoria, Mamoria and Gankar Dynamics of Industrial Relations in India Himalaya: NewDelhi

Chawla, Garg, and Sareen.: Mercantile Law, 7th Ed. Kalyani

Smith and Roberson's Business Law -15th Edition – by Richard A. Mann and Barry S. Roberts (2011)

MBA II Year / Semester IV

Course Code : **BM520**
Pre-Requisite: NONE

Title of The Course: **Strategic Management**
Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The objective of the course is to develop amongst students the importance of strategy in organization and knowledge of various strategic tool.

Course Outcomes	
CO 1	To provide Overview of Strategic Management.
CO 2	To provide Overview of Environmental Analysis & Scanning
CO 3	To provide Overview of Corporate Level Strategies
CO 4	To guide the students about Corporate Restructuring & Strategic Choice
CO 5	To provide Overview of Strategic Implementation & Control

Unit No	Title of The Unit	Content of The Unit	Contact Hrs.
1	Introduction	Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.	7
2	Environmental Analysis	Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.	8
3	Corporate Strategies	SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development.	6
4	Corporate Restructuring	Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.	7
5	Strategy Implementation	Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.	7

References Books:

Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall
Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi
Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in Globalizing, Arena Penguin Books
Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender
Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing by Mark Schaefer

MBA II Year / Semester IV

Course Code : **BM521**
Pre-Requisite: NONE

Title of The Course: **Total Quality Management**
Co-Requisite: NONE

L	T	P	C
3	0	0	3

Objective : The course has been designed to understand the concept and culture of total quality management, develop skills to use SQC techniques and other quality tools in solving quality-related problems and learn approaches to achieve customer satisfaction at a competitive price.

Course Outcomes	
CO 1	Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
CO 2	Develop and understanding on Total Quality Management(TQM) philosophies and frameworks.
CO 3	Develop in-depth knowledge on various tools and techniques of Total Quality Management.
CO 4	Develop a strategy for implementing TQM in an organization
CO 5	Focus on Quality Management System through defined quality processes.

UnitNo.	Title of The Unit	Content of The Unit	Contact Hrs.
1	Quality – A fundamental perspective	Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention	7
2	Quality Management Philosophies & TQM Principles	Leadership - Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen -Supplier partnership - Partnering, Supplier selection, Supplier Rating.	7
3	TQM tools and techniques	The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.	7
4	Strategic Planning & Sustaining Total Quality	Strategic Quality Management, Quality Circles - Cost of Quality - Quality Function Deployment (QFD) - Taguchi Quality Loss function - Total Productive Maintenance-Concepts.	7
5	Quality Management System	ISO 9000-Objectives, Structure, Elements, & benefits, Series of Standards-ISO 9001 Requirements-Implementation-Documentation-Internal Audits-Registration. Environmental Management System :Introduction-ISO 14000 Series Standards-Concepts of ISO 14001-Requirements of ISO 14001-Benefits of EMS.	7

References Books:

Bank, J. : The Essence of Total Quality Management, Prentice Hall
Dale, B. G.(ed) : Managing Quality, Philip Allen, Hemel Hempstead
Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York
Nasao Nemoto : Total Quality Control for Management, Englewood Cliffs, N. J. Prentice Hall Inc
Crosby, P. B. : Quality is Free, McGraw Hill, New York.

MBA II Year / Semester IV

L	T	P	C
0	0	2	1

Course Code : **BM522**
Pre-Requisite: NONE

Title of The Course: **Dissertation Project & Industrial Tour**
Co-Requisite: NONE

Objective : The objective of this subject is to make the students explore their research skills and to acquaint the students with industrial exposure.

Requirement of the project:	<p>The project will be entirely research based on area having managerial implications and has to be submitted in the department. Viva-Voce examination will be conducted by external examiner.</p> <p>This project had to be compulsorily done under any one-faculty member of the department who will be the guide of the project and will give a certificate of completion to the candidate on successful completion of the report.</p>
Requirement of the Industrial Tour:	<p>The students will be compulsorily required to go for the industrial tour of 7-10 days along with the selected faculty members. The students who fail to attend industrial tour on account of some valid reason of health or finance of the family would be required to go for community Development Programme in which they will work on the socio-economic issues of any urban society/ rural /slum area that would have managerial implication and submit the report for internal evaluation.</p>
<p>Internal evaluation will comprise of 40 marks for Dissertation project and 20 marks for Industrial tour report presentation.</p>	

MBA II Year / Semester IV

Course Code : **BM523**
Pre-Requisite: NONE

Title of The Course: **Grand Viva**
Co-Requisite: NONE

L	T	P	C
0	0	0	0

Objective : The Grand Viva-Voce will be evaluated by the External Examiner, covering the whole syllabus of all the semesters including summer training.