



SEMESTER – II

Subjects:

1. Marketing Management
2. Quantitative Techniques
3. Human Resource Management
4. Operation Management
5. Computer Applications for Business Decision Making
6. Cost and Management Accounting
7. New Enterprise and Innovation Management
8. Project Management



Subject: Marketing Management								
Program: MBA				Subject Code :			Semester : II	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

The objective of the course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field along with the practical exposure. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations

Course Content:

UNIT-I

- Understanding Marketing management and Marketing Environment:- nature and scope of marketing management;
- company orientation towards the market place; value chain and
- value delivery process; corporate strategic planning; business unit strategic planning; gathering market information (MKiS) and scanning the environment

UNIT-II

- Developing Insights about Marketing Problems and Consumer Behaviour:-Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system & process.
- Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying

UNIT-III

- Identifying Market Segments, Dealing with Competition and Creating Brand Equity:- Differentiated and Undifferentiated Marketing; Segmentation, targeting and positioning.



Dealing with competition, Creating brand equity, Branding decisions. Crafting the brand positioning, Strategies at different stages of product life cycle

UNIT-IV

- Product Strategies, Service quality and Pricing:-Product classification, Product differentiation, New product development and Managing the development process. Offering a service product and managing the service quality. Developing Pricing Strategies and Programs

UNIT-V

- Distribution and Integrated Marketing Communication: Designing and managing distribution channels; Multi channel marketing, Direct marketing and E-commerce. Managing Retailing, Wholesaling and Logistics.
- Designing and Managing Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions, Event and experience marketing, and Public Relations.
- Managing Personal Communications: Direct and Interactive Marketing, word of Mouth, and Personal Selling

Course Outcome :

- To make students aware that decision making for marketing managers requires understanding the buyers, the internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions.
- To familiarize concepts of developing product management product life cycles, pricing, promotion and channel decisions

Text Books :

- Marketing Management by Kotler, Keller , Koshy and Jha Pearson Education
- Fundamental of Marketing by Stanton ,Etzel,Walker McGraw Hill Inc

Reference Books :

1. Marketing Management : Indian context by Ramaswami & Namakumari Macmillan(India) Limited ,New Delhi
2. Marketing Strategies by Rajan Saxena Tata- McGraw Hill Publishing Company
3. Marketing management by Tapan panda Excel Books
4. Strategic Marketing Management by Khurana & Ravihandran Global Business Press ,N Delhi

Web resources :



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Proposed Syllabus for MBA – I. Sem: I & II (Year 20-21)

MOOCs:



Subject: Quantitative Techniques								
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Course Objectives:

- To impart basic concepts in statistical research methods.
- To develop skills in structuring and analyzing problems.
- To develop aptitude to implement the solutions of the decision problems.

Course Content:

UNIT-I

- Introduction
- Tables and graphs
- Measures of central tendency and dispersion
- Permutations and combinations, Probability

UNIT-II

- Discrete probability distributions (Binomial, Poisson, Hyper geometric)
- Continuous probability distributions (Normal dist., Uniform, Exponential)
- Sampling and sampling distributions
- Estimation – point and interval estimation

UNIT-III

- Testing of hypothesis for single population – testing about mean, proportion and a variance (large and small samples)
- Testing of hypothesis for two populations – testing about the difference in means, proportions and variances (large and small samples)

UNIT-IV

- Analysis of variance and design of experiments – completely randomized design (One-way ANOVA); factorial design (Two-way ANOVA)



- Chi-square goodness of fit test and test of independence

UNIT-V

- Simple regression
- Multiple regression model

Course Outcome :

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

- Explain and discuss the researcher's work (model)
- Elucidate basic statistical concepts and tests used in educational research
- Use statistics programs
- Demonstrate their competence and confidence in using descriptive statistics
- Demonstrate their competence and confidence in using inferential statistics in general and to the use of significance testing in particular
- Understand and master the handling of data and employ proper analyses
- Use output derived from statistical procedures and convert such output to understandable statements in English

Text Books :

1. Business Statistics for Contemporary Decision Making Ken Black; Wiley-India Latest Edition;
2. Statistics for Management Richard Levin and David Rubin; Pearson 7th Edition (or, later),

Reference Books :

1. Statistical Methods, S P Gupta, Publisher S.Chand
2. Statistics for Business and Economics, Anderson, Sweeney and Williams Publisher , Cengage Learning
3. Business Statistics, by J K Sharma, Pearson Education
4. Statistics for economics, Jit Chandran, Vikas Publishing
5. Quantitative Analysis for Managers, Barry Render, Pearson Education
6. Statistics for Managers Using Microsoft Excel, Levin David Pearson Latest edition
7. Quantitative Techniques for Business Managers, Bharadwaj R K Himalaya Publishing House
8. Statistical tools for managers, by D P Apte
9. Statistics for Business and Economics, David Anderson by Cengage Publication
10. Quantitative Methods for Management and Economics by Pulak Chakraborty, Himalaya Publishing House.
11. Quantitative Methods for Management Decisions, by Dr. C R Reddy, Himalaya Publishing House
12. Quantitative Analysis by Anuradha R Chettiyar, Himalaya Publishing



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13. Business Statistics by Naval Bajpai Pearson

14. Mathematics and Statistics, by Ajay Goel & Alka Goel by Taxmann Publications 4th

Edition

Web resources:

MOOCs:



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Course Objectives:

- Introduce the students to human resource management function and its roles and responsibilities.
- Familiarize the students about the working of different systems within HRM viz recruitment and selection, performance management, compensation management, employee relations management.
- Recognize HR system's strategic contribution to business and organisations.
- Understand the labour legislations in context of employee.

Course Content:

UNIT-I

Introduction to Human Resource Management

- HRM Concept and Challenges
- Evolution of HRM
- HRM Functions
- Skills and Competencies of an HR Manager,
- Strategic Human Resource Management - Linking Corporate Strategy to Human Resource Management, HR Scorecard.

UNIT-II

HR Planning and Talent Acquisition

- HR Planning and Deployment
- Job Analysis and Design
- Employee Recruitment



- Employee Selection

UNIT-III

Managing and Rewarding Employee Performance

- Learning and Development – Learning, training and development
- Performance Management System – Performance planning, appraisal and review
- Compensation Management – Job evaluation, establishing pay structures, managing benefits and services, pay for performance, recognition and legal framework for compensation

UNIT-IV

Managing Employee Relations

- Employee Relations and Industrial Relations - Trade Unionism
- Labour Legislations
- Industrial Disputes and Conflicts – Managing industrial unrest, managing individual disciplinary issues and domestic inquiry process

UNIT-V

Contemporary issues in HRM

- Career Management
- Managing Employee Exits and Separations
- Managing Global Human Resources

Course Outcome :

- To provide an understanding of the human resources management framework.
- Offers experiential analysis to understand the challenges of HR Managers in developing their organizations
- Provides insights on how to develop strategies, initiatives and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on management best practices, tools and models to implement an effective HRM system
- Addresses the human capital as a critical role in firm's viability in the knowledge.

Text Books :



1. Gary Dessler and Biju Varkkey. Human Resources Management. Pearson Latest Edition
2. Sinha, Sinha and Shekhar Industrial Relations, Trade unions and Labour Legislations Pearson Education Latest Edition
3. Mirza S Saiyadain. Human Resource Management. Tata McGraw-Hill Latest Editions

Reference Books:

1. Snell, Bohlander, Vohra. Human Resource Management. Cengage Learning
2. P. Jyothi and D.N.Venkatesh. Human Resource Management. Oxford University Press Latest Edition
3. P. Subba Rao. Essential of Human Resource Management and Industrial Relations. Himalaya Latest Edition
4. K. Aswasthapa Human Resource Management TATA McGraw Hill Latest Edition
5. C.B.MAMORIA & S .V Gankar. Human Resource Management. Himalaya Publishing House Latest Edition
6. John M. Ivancevich . Human Resource Management, Ninth Edition Tata McGraw Hill
7. Gomez, Mejia, Balkin and cardy Managing Human Resources, Third Edition- Pearson Education

Web resources:

MOOCs:



Subject: Operations Management								
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Course Objectives:

- To acquaint the students with decision making in Planning, scheduling and control Operation functions in both manufacturing and services;
- Effective and efficient flow, replenishment and control of materials with reference to an organization

Course Content:

UNIT-I

- Introduction to the field, Product and service design, process analysis, manufacturing processes, facility layout, service processes, logistics and facility location, Demand management and forecasting, inventory control methods/models

UNIT-II

- Material requirements planning, aggregate sales and operations planning. Project management and operations scheduling (Gantt chart, CPM and PERT methods), Project crashing

UNIT-III

- Waiting line analysis, Operation strategy, Supply chain strategy, , Six-sigma Quality, process capability and SPC, Lean manufacturing systems, TQM, ISO 9000 and other ISO series



UNIT-IV

Operation Management Tools:

- Introduction to Linear Programming Problems - Two Variable LPP Model, Graphical LPP Model
- Introduction to Simplex Method

UNIT-V

- Duality Problem- Primal Dual Relationships
- Economic Interpretation of Dual Variables
- Queuing Theory

Course Outcome:

- To familiarize the students with the concepts of operations management systems.
- To drive the concepts of Operations Management such as Inventor management, Project management, Supply Chain Management, Total Quality Management for effective utilization of resources and meeting the customer expectations.
- To understand the Operations strategies for ensuring competitiveness and being globally competitive.

Text Books:

1. Operations Management for Competitive Advantage by Chase R. B., Jacobs, F. R., Aquilano, N.J. and Agarwal N. K. Tata McGraw- Hill
2. Operations Management Along the Supply Chain Russell, Roberta S. and Taylor, Bernard W John John Wiley and Sons (Wiley India)

Reference Books:

1. Production and Operations Management by Kachru Upendra Excel Books
2. Production and Operation Management by Kanishka Bedi Oxford University press
3. Production and Operation Management by S. A. Chunawala, Dr. Patel Himalaya Publications
4. Production and Operations Management by K. Aswathappa and K. Shridhara Bhat Himalaya Publications
5. Introduction to Operational Research, Hiller and Lieberman
6. Operations Research, Hamdy Taha
7. Operations Research, Anand Sharma



8. Operations Research, Sharma J K

Web resources:

MOOCs:

Subject: Computer Applications for Business Decision Making								
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Course Objectives:

- To provide computer skills and knowledge for commerce students and to enhance the student understanding of usefulness of information technology tools for business operations.

Course Content:

UNIT-I

- Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types, wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application , Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways

UNIT-II

Introduction to essential tools:

- Word
- Power Point
- Excel

UNIT-III



Using MS Excel for Data Analysis & Reporting Features:

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression

UNIT-IV

RDBMS Concepts & Access 5 Lectures

- RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization
- Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study.

UNIT-V

CAAT Tools 6 Lectures

- Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail.

Course Outcome:

Upon successful completion of the course, students will be able to:

- Use accepted word processing techniques to produce a well-designed and esthetically pleasing formal document.
- Use standard spreadsheet features to produce a representation and analysis of numerical data.
- Create an original graphic image.
- Locate, retrieve, and evaluate information relevant to a question.
- Create an electronic document that discusses a single subject or conveys a message.
- Recognize and respond to an ethical issue related to computer usage.

Text Books:

- Rajaraman,V. Introduction to Information Technology. PHI.
- Eliason, A.L., On-line Business Computer-Application Science Research Associates Chicago. Curtis D. Frye, Step by Step Microsoft Excel 2010, PHI. Leon A. and Leon M. Fundamentals of Information Technology. Leon, Vikas

Reference Books:



- Rajaraman, V. Introduction to Information Technology. PHI.
- Eliason, A.L., On-line Business Computer-Application Science Research Associates Chicago. Curtis D. Frye, Step by Step Microsoft Excel 2010, PHI. Leon A. and Leon M. Fundamentals of Information Technology. Leon, Vikas
- Software manuals.
- Sinha, Pradeep K. and Preeti Sinha. Foundation of Computing. BPB Publication.
- Basandra, Suresh K. Management Information System. Wheeler Publication, New Delhi-Allahabad.
- Kumar, Muneesh. Business Information System. Vikas Publishing House

Web resources:

MOOCs:

Subject: Cost and Management Accounting								
Program: MBA				Subject Code:			Semester : II	
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Course Objectives:

- The primary objective of the course is to familiarize the students with the basics of cost accounting principles and techniques of preparing and presenting the accounts for user of accounting information & for the managerial decision making respectively.
- Help the students to understand the role of Cost Accounting
- Acquaint them with techniques of cost ascertainment, analysis, & control

Course Content:

UNIT-I

- Overview of Cost Accounting, Cost Estimation & Cost Allocation
- Nature of Management Accounting and Scope
- Output Costing
- Costing and Control of Overheads

UNIT-II



- Activity Based Costing
- Job and Batch Costing
- Operating Costing

UNIT-III

- Process Costing , Joint Products and By Products
- Cost- Volume-Profit Analysis including BEP Analysis
- Variable Costing and Absorption Costing

UNIT-IV

- Budgeting and Budgetary Control
- Standard Costing and Variance Analysis

UNIT-V

- Strategic alternative Decision Making
- Cost Audit, Cost Reduction and Cost Control
- Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing

Course Outcome :

- Express the place and role of cost accounting in the modern economic environment.
- Select the costs according to their impact on business.
- Differentiate methods of schedule costs per unit of production.
- Differentiate methods of calculating stock consumption.
- Interpret the impact of the selected costs method, 6. Identify the specifics of different costing methods,

Text Books :

1. A Text Book Of Cost and Management Accounting M.N. Arora 9th Edition Vikas Publication
2. Management Accounting Text, Problems and Cases M Y Khan and P K Jain 5th Edition Tata McGraw Hill
3. Management Accounting by Paresh Shah Oxford University Press

Reference Books :

1. Cost and Management Accounting by Ravi M Kishore (Taxmann)
2. Cost Accounting – A Managerial Emphasis Horngren, Datar, & Foster Latest Edition Pearson Education
3. Cost Accounting Jawahar Lal & Seema Srivastava 4th Edition Tata McGraw Hill
4. Management Accounting J. Madegowda Himalaya Publishing House Latest edition



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5. Cost Management: Strategies for Business Decisions Hilton, Maher, and Selto Tata McGraw Hill Latest edition

Web resources:

MOOCs:



Subject: New Enterprise and Innovation Management								
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Course Objectives:

- Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
- To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization.
- Prepare a bankable business plan which can be considered prerequisite for starting and obtaining finance particularly from venture finance, public issue etc.
- Understand aspects of starting a new venture.
- To help them understand and appreciate challenges of starting and managing new ventures
- Frame and develop start up strategies Understand issues and problem pertaining to growth stage including delegation, formalization of system and HR issues.

Course Content:

UNIT-I

- Entrepreneurship: Entrepreneurship and enterprise: concept, Role in economic development. Entrepreneurial competencies: awareness, assessment & development.
- Simulation Exercise on goal setting in entrepreneurship.
Entrepreneurial and intrapreneurial mind. International entrepreneurship opportunities

UNIT-II

- Business Plan: Emerging business opportunities: Sources and assessment. Business plan: concept, methods, analysis and interpretation. Source of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratios and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental, Marketing



UNIT-III

- Start Up: Institutional support to start up and incentives for SSI. statutory obligation in starting a unit (general like Income tax, VAT, CST or GST, service tax, excise and customers, labour laws, etc). Start up Strategy. Dealing with outside agencies like consultant, contractors etc. Key marketing issue of new venture. Starting a Franchising business. Starting an e-commerce venture. Buying a running business.

UNIT-IV

- Managing Growing Venture : Growth, objective and strategy. Managing growth. Accessing resource from external sources for financing growth including public issue. Merger, amalgamation, joint venture, collaboration and selling business.

UNIT-V

- Innovation Management: Innovation management an introduction. Organizational setup that facilitate innovations.
- Management of research and development. Strategic alliances and networks. Developing effective implementation mechanisms. Presentation of innovations assignment.

Course Outcome:

After passing the course the student should be able to

- describe the different steps in a business development process,
- describe the requirements and responsibilities put on management, board members and share holders in different development situations,
- briefly analyse a market situation,
- define the needs for resources as well as obstacles in the early stages of the development of a business,
- independently formulate a business plan based on a business idea in technology,
- plan and implement a development project in a team,
- describe the fundamentals of intellectual property rights and legislation, particularly in companies active within biotech or natural resource management.

Text Books:

1. Entrepreneurship by Robert D. Hisrich, Michael P Peters and Dean A Shepherd TMH 6th Edition or Latest Edition
2. Hand book for New entrepreneurs, Oxford Latest Edition P. C. Jain
3. Innovation Management and New product development by Paul Trot Pearson 4th edition

Reference Books:



1. Entrepreneurship and Management by S. Nagendra and V. S. Manjunath Pearson Education 2008
2. Entrepreneurship Text and Cases by P. Narayana Reddy Cengage Learning 2010
3. Essentials of Entrepreneurship and Small Business Management by T. W. Zimmerer and N.M. Scarborough Prentice Hall 2002
4. Entrepreneurial Venture by W. A. Sahlman , H.H. Stevenson, M. J. Roberts and Amar Bhide Harvard Business School Press 1999
5. Project Management Strategic Financial Planning Evaluation and Control by B.M. Patel VIKAS 2000
6. Patterns of Entrepreneurship by Wiley Jack M. Kaplan Latest Edition
7. Entrepreneurship successfully launching New ventures by Bruce R. Barringer and R. Duane Ireland Pearson Education 2006
8. Managing Innovation by Joe Tidd, John Bessant, and Keith Pavitt Wiley Latest Edition
9. Innovation and entrepreneurship by Peter F. Drucker Affiliated East –West News papers Latest Edition
10. New Venture Creation Entrepreneurship for 21st Century Timmons, Spinelli TATA McGraw Hill 7th Edition
11. Fundamental of Entrepreneurship by Nandan PHILatest Edition
12. Entrepreneurship and Innovation Management by R. Gopal, Pradip Manjrekar Excel Latest Edition
13. Poonam Charantimath Entrepreneurship Development Pearson Latest Edition
14. Entrepreneurship Management by Bholanath Dutta Excel Latest Edition

Web resources:

MOOCs:



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Course Objectives:

- The course aims to acquaint the students with the Project management concepts, techniques and practicality of handling a project.

Course Content:

UNIT-I

- **Project Management Concepts:** Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure.
- **Project Planning:** Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

UNIT-II

- **Resource Scheduling:** Resource allocation method, splitting and multitasking, Multi project resources scheduling
- **Critical Chain Scheduling:** Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations.

UNIT-III

- **Project Quality Management:** Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

UNIT-IV



- **Project performance Measurement and Control:** Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. Methods to monitor, evaluate, and control planned cost and schedule performance

UNIT-V

- **Project Closure/ Termination:** Meaning of closure/ termination, project audit process, termination steps, final closure.
- **Managing Project Teams:** Team development process, team building process, stages in developing high performance project tea pitfalls.
- **International Projects:** Issues in managing international projects, Selection and training of employees, cross cultural considerations

Course Outcome:

Upon successful completion of this course, students will be able to:

- Select alternative projects among often competing objectives using multiple criteria decision making techniques.
- Develop project plans including schedules and budgets using project management software.
- Control project performance using earned value analysis.
- Apply linear programming to operations management problems.
- Evaluate the impact of product and service design on operations.
- Analyze operational processes for further improvements.
- Apply quality management and control concepts to improve business processes.
- Analyze an organization's supply chain.
- Develop optimum aggregate plans.
- Formulate schedules for operational processes.
- Develop inventory management plans for items within an organizations inventory.

Text Books:

- Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata Mcgraw-Hill Publishing Co Ltd
- Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach" John Wiley and Sons

Reference Books:

- John M Nicholas "Project Management For BusinessAnd Technology" Prentice Hall Of India Pvt Ltd
- 4. James P Lewis "Project Planning, Scheduling And Control" Tata Mcgraw-Hill Publishing Co Ltd



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Web resources:

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