



DEPARTMENT OF MANAGEMENT

School of Management & Business Studies

JAMIA HAMDARD

Hamdard Nagar, New Delhi-110062

ADMISSION & EXAMINATION

BYLAWS

AND

SYLLABUS

FOR

Master of Business Administration (MBA)

2022 onwards (UPDATED)

DEPARTMENT OF MANAGEMENT

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DATES OF APPROVAL

- Approval Date of Board of Studies (BoS) meeting for the present syllabus

Programme Name	Date of Revision
MBA	11.01.2022
MBA	25.05.2022
MBA	27.12.2022
MBA	11.1.2023

- Approval Date and Number of Academic Council (AC) Meeting for the present syllabus

Programme Name	Date of Revision
MBA	12.1.2023

Department of Management 2022

School of Management & Business Studies

Vision Statement

To be a premier academic institution, imparting quality higher education in the diversified fields of Management, that includes general management, Hotel and hospitality management, Healthcare Management and training socially responsible business leaders, and entrepreneurs.

Mission Statements

- **MS-1:** To create a management school that fosters high quality research, executive education, and consultancy work.
- **MS-2:** Nurture a strong relationship with the alumni and eminent industry leaders in a bid to create a noteworthy impact on society.
- **MS-3:** To adopt emerging trends in teaching, learning practices and research and encourage continuous innovation in all aspects of management education.

Department of Management

Vision

To build and nurture an institute which excels in creation, dissemination and application of management knowledge and to shape individuals who are able to contribute to economy, humanity and society as a whole.

Mission

- To transform young minds into future global leaders, managers and academicians in the field of management education, who strive towards achieving accountability, profitability, and sustainability.
- To develop and train, entrepreneurs, managers and professionals, to reach a global benchmark of excellence in their skill sets and competencies, while upholding the highest standards of morality and ethics.
- To create a diverse pool of managers and academicians, with a multi-cultural and multidisciplinary outlook; with a keen desire to learn and grow.

QUALIFICATION DESCRIPTORS (QDs)

Upon the completion of Academic Programme, Master of Business Administration, students will be able to:

QD-1 Establish themselves as professionals by solving business problems using analytical and research skills.

QD-2 The graduates will provide sustainable solutions to ever changing interdisciplinary global problems through their cutting-edge skills and aptitude.

QD-3 The graduates will become employable, successful entrepreneur as an outcome of this programme.

QD-4 Embrace challenges and will be able to handle them with full honesty integrity exhibiting the acquired knowledge skills of leadership, Entrepreneurship and Marketing.

QD-5 Radiate professional ethics and responsibilities in a global Business environment.

Mapping Qualification Descriptors (QDs) with Mission Statements (MS)

	MS-1	MS-2	MS-3
QD-1	3	2	3
QD-2	3	1	2
QD-3	2	3	3
QD-4	2	3	3
QD-5	3	2	3

'3' 'High-level' mapping, 2 for 'Medium-level' mapping, 1 for 'Low-level' mapping.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

Upon the completion of Academic Programme (MBA)

PEO-1: Discuss the concepts of Management and business administration in the dynamic environment of decision making

PEO-2: Apply critical thinking skills by identifying and analyzing management issues using the relevant case studies.

PEO-3: Analyze, interpret and apply concepts of general management, human resource management, marketing, Finance, International business and entrepreneurship for business decision-making

PEO-4: Understanding, analyzing, and communicating global, economic, legal, and ethical elements of business related to marketing.

PEO-5: To train the minds of young professionals how to observe situations in real time and develop solutions accordingly, thereby increasing their acumen and employability.

Mapping Program Educational Objectives (PEOs) with Mission Statements (MS)

	MS-1	MS-2	MS-3
PEO-1	3	2	1
PEO-2	2	1	3
PEO-3	3	3	3
PEO-4	2	3	2
PEO-5	3	1	3

Write '3' in the box for 'high-level' mapping, 2 for 'Medium-level' mapping, 1 for 'Low-level' mapping

Program Outcomes of MBA

- PO1:** The student of this program will be trained to develop abilities and approaches needed for critical thinking and adopting a comprehensive problem-solving approach.
- PO2:** The teaching learning pedagogies used in the program make the students capable enough to deliver and communicate information effectively with a mark.
- PO3:** The courses aim at founding entrepreneurial skills in the students by instilling in them competencies needed to become a businessperson or entrepreneur.
- PO4:** This course also involves and prepare the students to check unethical conduct, falsification and manipulation of information in order to avoid debacles which can be seen rising persistently over the period of time.
- PO5:** This Program help the student to lean business software but also makes them independent enough in this world of digitization.
- PO6:** The courses of this program give a global perception to the students such that they will be able to assimilate national values and beliefs with intercontinental culture and competency.
- PO7:** Through the program, the students will acquire applied skills to work as HR consultant, service managers, marketing managers, strategists and researchers.
- PO 8:** Case studies, seminars, project work will enable students to get applied exposure and bridge gap between industry and academia.
- PO 9:** Learned how to address business problems by applying management theories and software tools and techniques.
- PO 10:** Develop analytical and critical thinking skills in order to make data-driven decisions to sensitize students with diverse international Culture.

Mapping Program outcome (POs) with Program Educational Objectives (PEOs)

	PEO-1	PEO-2	PEO-3	PEO-4	PEO-5
PO-1	2	2	3	3	1
PO-2	3	3	1	2	2
PO-3	3	2	2	2	3
PO-4	3	3	3	3	2
PO-5	3	2	2	3	2
PO-6	2	3	3	2	1
PO-7	2	2	3	2	2
PO-8	2	3	2	3	1
PO-9	3	2	1	2	3
PO-10	2	3	2	3	1

Write '3' in the box for 'high-level' mapping, 2 for 'Medium-level' mapping, 1 for 'Low-level' mapping.

ADMISSION AND EXAMINATION BY-LAWS

For

Master of Business Administration (MBA)

1. **Programme:** Master of Business Administration (MBA – General)
2. **Duration:** Two years, each year having two semesters. It will be a fulltime programme
3. **Medium of Instruction and Examinations:** English
4. **Eligibility for Admission:**

A candidate seeking admission to the programme must have:

- Passed Bachelor's degree examination or equivalent in any discipline from a recognized institution. Bachelor's degree signifies that the degree has been obtained under 10+2+3 system of education.
- Bachelor's degree in any discipline with minimum 50% aggregate marks or CGPA of 5 on a 10 point scale & appeared in CAT/CMAT/MAT/GMAT/XAT/GPAT/ATMA etc.
Note: Those with 2 years of continuous work experience / foreign / NRI/Sponsored candidates are exempted from CAT/CMAT/MAT/GMAT/XAT/GPAT/ATMA etc. Their admission will be based on GD followed by personal interview.

Selection Procedure

- Admission to the MBA program will be made on the basis of the merit determined by the score of MAT/ CMAT/ CAT/ XAT/ATMA and performance of short-listed candidates in Group Discussion and interview conducted by Jamia Hamdard. Details of MAT are available on AIMA web site (<http://www.aima-ind.org>), CMAT on AICTE website (www.aima-cmat.in) and CAT on IIM website (www.iimcat.ac.in).
- All the candidates, desirous of admission to the MBA program shall apply to Jamia Hamdard on its prescribed Admission Form and include the MAT scorecard along with the Form. If the MAT/ CMAT/ CAT/ XAT/ATMA score is not available at the time of submission of Admission Form, the candidate must submit an attested copy of the MAT/ CMAT/ CAT scorecard as and when the result is declared. Admission Form number/ Roll number allotted by Jamia Hamdard must be written on the back of the copy of the scorecard.
- Candidate will be short listed on the basis of the MAT/ CMAT/ CAT/ XAT/ATMA score for GD and Interview to be held in Jamia Hamdard. Dates of GD/interview will be communicated to the short-listed candidates and also on the University web site (www.jamiahamdard.edu).
- For admission against the NRI/Industry sponsored seats, students will be required to appear only in GD/interview conducted by Jamia Hamdard and their admission will be based only on the performance of GD and interview.

5. Course structure

(a) The course work shall be divided into two parts per years as given below:

1stYear

Semester-I July to December

Semester-II January to May

SUMMER TRAINING May to July (Two months after II Semester)

2nd Year

Semester-III July to December

Semester-IV January to May

- (b) During an academic year, a candidate shall be enrolled only for one course of study and shall not appear at any other examination of this or any other University.
- (c) The semester-wise course outline, total marks allocated to each course, internal assessment and semester examinations marks are as listed below. Detailed course content of the syllabus shall be prescribed by the Board of Studies (BOS) and shall be reviewed periodically.
- (d) Every candidate shall have to undergo eight weeks summer training in an organization of repute in India or abroad. The project for the summer training shall be assigned by the organization concerned.

NOTE: Depending on circumstances prevailing in the market, the University/ reserves the right to change any paper and to increase or decrease the number of optional papers.

6. Scheme of Examination

(a) Each paper shall carry 100 marks. Of these, 60 marks shall be for semester examination and 40 marks for internal assessment.

(b) The minimum pass marks shall be 50% in the theory papers as well as Summer Training and Dissertation.

7. Attendance

- a) All students must attend every lecture delivered. However, to account for the late joining or other such contingencies, the attendance requirement for appearing in the semester examinations shall be a minimum of 75% of the total classes actually held.
- b) In order to maintain the attendance record of a course, a roll call will be taken by the subject teacher in every scheduled lecture.
- c) Attendance on account of participation in the prescribed functions of NCC, NSS, Inter-University sports, educational tours/field work assigned by the university to students shall be credited to the aggregate, provided the attendance record, duly counter signed by the officer in-charge, is sent to the Head of Department within two weeks' time after the function/activity.

- d) If a student is found to be continuously absent from the classes without information for a period of 30 days, the teacher in charge shall report it to the Head of Department, who will inform the Registrar through the Dean. Registrar will issue a notice to such student, as to why his/ her admission should not be cancelled. The Registrar will take a decision on cancellation of admission within 30 days of issue of the notice. A copy of the order shall be communicated to the student.
- e) A student with less than 75% attendance of the lectures in each course shall be detained from appearing in the semester examination of that course. The Dean of Faculty concerned may consider application for the condonation of shortage of attendance up to 5% on account of sickness or any other extra ordinary circumstances, provided the medical certificate duly certified by registered Medical Practitioner, had been submitted within 7 days of the recovery from the illness.

A student detained on account of attendance will be re-admitted to the same class in the next academic year on payment of current fees except Enrolment and identity card fees

9. Internal Assessment

Internal assessment for 40 marks in respect of theory papers will be based on written tests, case discussions, assignments, quizzes, marks for presentations, viva-voce, class attendance, class participation etc.

- The evaluation shall be done by the subject teacher and marks will be notified.
- There shall be two to three written tests in each course in a semester. The test will be conducted as per the academic calendar. Individual faculty member to announce the date for tests or conduct them as per academic calendar.
- Internal assessment for 10 marks shall be done by the subject teacher based on the classroom performance of the student including class attendance and class participation.
- The teacher concerned shall maintain records of marks of various components of evaluation for each student and the same will be notified at the end of the semester.
- The internal assessment marks shall be submitted by Head of the Department to the Assistant Registrar, Examinations at the end of the semester.
- A candidate who has to reappear (as an ex-student) in the semester examination of a course will retain the marks of internal assessment.
- A student who will be required to seek re-admission, for whatever reason, will have to appear for internal assessment and tests afresh.

*** Overall participation in other programs of the University will carry suitable weight in internal assessment.**

10. Semester Examinations

- a. The Semester examinations shall be held at the end of each semester as notified in the academic calendar. Candidates shall appear in the examination of their uncleared papers in the next year examination of the same paper along with other students of junior batch as backlog. Thus, the uncleared papers of Semester - I shall be cleared in Semester- III and those of Semester - II in Semester-IV. However, the Department may decide to conduct supplementary examination after the IV semester of all the uncleared papers in order to avoid loss of a year of the student.

Students may be allowed to seek re-evaluation of his/her answer book by submitting a written application, along with necessary fee, within one week of declaration of results.

The answer books of students can be shown to them within one week after declaration of its result, upon written request. For this, a fee of Rs. 2,000/- per paper will have to be paid in advance. Students will also be allowed to compare his/her marks with the highest scorer for which a fee of Rs. 4,000/- will have to be paid.

The duration of semester examinations of each theory paper will be 3 hours.

The question papers shall be set by either an external or an internal examiner duly appointed by the competent authority.

The papers set by the examiners shall be moderated by a panel of moderators duly approved by the competent authority.

11. Summer Training

- a) Every candidate shall have to undergo eight weeks summer training in an organization of repute in India or abroad. The project for the summer training shall be assigned by the organization concerned.
- b) Upon completion of the training, the training report has to be submitted immediately on joining the third semester. The training report shall carry 60 marks.
- c) The candidate shall have to make an oral presentation of his/her training report before a joint session of the faculty and students. Presentation of report shall carry 40 marks.
- d) The faculty shall evaluate the presentation at the end of each session and record of marks shall be maintained by the teacher in-charge. A consolidated mark list duly signed by the Head of the Department shall be sent to the Assistant Registrar of Examinations at the conclusion of presentations.
- e) All students shall be required to be present at the time of presentation.

12. Dissertation

- a) Every candidate shall have to prepare a project study / dissertation in the fourth semester under the supervision of a faculty member. The subject of project/dissertation shall be approved on the recommendations of the supervisor.
- b) A student shall be required to maintain record of periodic progress of the project. He / she should be in constant touch with his/her supervisor.
- c) The candidate will prepare the report in consultation with the supervisor and the same shall be carry 60 marks.
- d) A viva-voce will be conducted on the completion of the dissertation. The viva-voce shall carry 40 marks.

13. Promotion Criteria

A student will be required to clear minimum 40% his/her papers in a semester/annual examination to be eligible for promotion to the next semester/year.

A student will be required to clear minimum 40% his/her papers in a semester/annual examination to be eligible for promotion to the next semester/year. Student detained due to shortage of attendance will repeat his/her paper in the subsequent semester concerned (even/odd).

In addition to the above if a student is unable to clear 40% of the subjects in a particular semester or has been detained for whatever reason will seek re-admission in the same semester in next academic year.

Any student who has completed all the four semesters but has some backlogs will appear in the subsequent backlog papers as an ex-student during the span period. After expiry of the span period, he/she has to get approval by the Competent Authority for appearing in backlog papers.

14. Span Period

A student must complete all the requirements of MBA degree within a period of four years from his/ her admission. In a genuine case, if only dissertation is left to be cleared, permission may be granted to submit it even beyond the period of four years with prior approval of the Vice Chancellor.

15. Credit System

Credits are a value allocated course units to describe the student workload required to complete them. They reflect the quantity of work each course requires in relation to total quantity of work required to complete a full semester/ year of academic study at the institution i.e. lectures, practical work, seminars, private work in the laboratory, library or at home and examination or other assessment activities.

STRUCTURE OF CREDITING		
1.	FOUNDATION COURSE	25% OF TOTAL CREDIT
2.	CORE PAPERS & ELECTIVES	60% OF TOTAL CREDIT
3.	OPEN UNIVERSITY ELECTIVES	15% OF TOTAL CREDIT

Structure of the Credit Based Choice System

Structure	Semester 1	Semester 2	Semester 3	Semester 4	TOTAL
Foundation Course Papers	8				8
Core Papers		6		2 Dissertation Summer Internship	8
Elective Papers			8	4	12
Open University Electives and MOOCs		2		2	4
TOTAL PAPERS (Credits)	8 (32 Credits)	8 (32 credits)	8 (32 Credits)	8 (32 Credits)	32X4=128

IMPLEMENTATION OF UGC CBCS PROGRAMME STRUCTURE MBA Foundation Course Papers General (1stSemester)

Code	Title of the paper	Marks	Marks	Total	L-T	Credits
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		Internal	Semester			
MBA-FG-101	Marketing Management	40	60	100	3-1	4
MBA-FG-102	Business Communication	40	60	100	3-1	4
MBA-FG-103	Financial and Management Accounting	40	60	100	3-1	4
MBA-FG-104	International Business Environment	40	60	100	3-1	4
MBA-FG-105	Management Information System (MIS)	40	60	100	3-1	4
MBA-FG-106	Managerial Economics	40	60	100	3-1	4
MBA-FG-107	Organizational Behavior & Management Process	40	60	100	3-1	4
MBA-FG-108	Quantitative Methods	40	60	100	3-1	4
TOTAL					24-8	32

CORE PAPERS GENERAL MANAGEMENT (2nd SEMESTER)

Code	Title of the paper	Marks Internal	Marks Semester	Total	L-T	Credits
MBA-CG-201	Business Research Methodology	40	60	100	3-1	4
MBA-CG-202	Consumer Behavior	40	60	100	3-1	4
MBA-CG-203	Financial Management	40	60	100	3-1	4
MBA-CG-204	Human Resource Management	40	60	100	3-1	4
MBA-CG-205	Operations Management	40	60	100	3-1	4
MBA-CG-206	Strategic Management	40	60	100	3-1	4
	Open University Elective –I	40	60	100	3-1	4
	Open University Elective-II	40	60	100	3-1	4
	MOOCS 1					
	MOOCs 2					
TOTAL					24-8	32

*Eight (6+2) papers in second semester as calculated by total crediting

** Any two subjects have to be selected from Open University electives

MBA GENERAL MANAGEMENT SEMESTER 3rd MAJOR STREAM 5 PAPERS AND MINOR STREAM 3 PAPERS

MARKETING STREAM MAJOR (ELECTIVES) (Any five)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-MM-01	Advertising and Communication Management	40	60	100	3-1	4
MBA-GE-MM-02	Sales and Distribution Management	40	60	100	3-1	4
MBA-GE-MM-03	Industrial Marketing*	40	60	100	3-1	4
MBA-GE-MM-04	Strategic Brand Management	40	60	100	3-1	4
MBA-GE-MM-05	Services Marketing	40	60	100	3-1	4
MBA-GE-MM-06	Digital Marketing	40	60	100	3-1	4
MBA-GE-MM-07	Agricultural Marketing	40	60	100	3-1	4
	TOTAL				15-5	20

*The paper will be mapped from next year. This year it will not be floated in semester 3

MBA GENERAL MANAGEMENT SEMESTER 3rd MINOR MARKETING STREAM (ELECTIVES)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-MM-02	Sales & Distribution Management	40	60	100	3-1	4
MBA-GE-MM-04	Strategic Brand Management	40	60	100	3-1	4
MBA-GE-MM-05	Services Marketing	40	60	100	3-1	4
	TOTAL				9-3	12

**MBA GENERAL MANAGEMENT SEMESTER 3rd MAJOR FINANCE STREAM
(ELECTIVES) Any 5**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-FM-01	Management of Financial Services	40	60	100	3-1	4
MBA-GE-FM-02	Security Analysis & Portfolio Management	40	60	100	3-1	4
MBA-GE-FM-03	Financial Risk Management	40	60	100	3-1	4
MBA-GE-FM-04	Financial Statement Analysis	40	60	100	3-1	4
MBA-GE-FM-05	International Financial Management	40	60	100	3-1	4
MBA-GE-FM-12	Financial Engineering *	40	60	100	3-1	4
MBA-GE-FM-13	Bank Management*	40	60	100	3-1	4
MBA-GE-FM-14	Corporate Tax Management*	40	60	100	3-1	4
MBA-GE-FM-15	Behavioral Finance *	40	60	100	3-1	4
	TOTAL				15-5	20

* The papers will be mapped from next year 2023. This year it will not be floated in semester 3

**MBA GENERAL MANAGEMENT SEMESTER 3rd MINOR FINANCE STREAM
(ELECTIVES)**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-FM-02	Security Analysis & Portfolio Management	40	60	100	3-1	4
MBA-GE-FM-04	Financial Statement Analysis	40	60	100	3-1	4
MBA-GE-FM-05	International Financial Management	40	60	100	3-1	4
	TOTAL				9-3	12

**MBA GENERAL MANAGEMENT SEMESTER 3rd MAJOR HUMAN RESOURCES
STREAM (ELECTIVES) Any five**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-HR-01	Management of Industrial Relations	40	60	100	3-1	4
MBA-GE-HR-02	Performance & Compensation Management	40	60	100	3-1	4
MBA-GE-HR-03	Training & Development	40	60	100	3-1	4
MBA-GE-HR-04	Organizational Change & Development	40	60	100	3-1	4
MBA-GE-HR-05	Knowledge Management*	40	60	100	3-1	4
MBA-GE-HR-06	Strategic HRM*	40	60	100	3-1	4
MBA-GE-HR-07	Talent Management & Competency Mapping	40	60	100	3-1	4
	TOTAL				15-5	20

*The papers will be mapped from next year 2023. This year it will not be floated in semester 3

**MBA GENERAL MANAGEMENT SEMESTER 3rd MINOR HUMAN RESOURCES
STREAM (ELECTIVES)**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-HR-01	Management of Industrial Relations	40	60	100	3-1	4
MBA-GE-HR-02	Performance & Compensation Management	40	60	100	3-1	4
MBA-GE-HR-03	Training & Development	40	60	100	3-1	4
	TOTAL				09-3	12

**MBA GENERAL MANAGEMENT SEMESTER 3rd MAJOR OPERATIONS
MANAGEMENT (ELECTIVES)**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-OM-01	Digital Transformation in Operations Management	40	60	100	3-1	4
MBA-GE-OM-02	Supply chain Management	40	60	100	3-1	4
MBA-GE-OM-03	Project Management	40	60	100	3-1	4
MBA-GE-OM-04	Business Analytics	40	60	100	3-1	4
MBA-GE-OM-05	Total Quality Management	40	60	100	3-1	4
	TOTAL				15-5	20

**MBA GENERAL MANAGEMENT 3rd SEMESTER OPERATIONS MANAGEMENT
(MINOR STREAM) (ELECTIVES)**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-OM-01	Digital Transformations in Operations Management	40	60	100	3-1	4
MBA-GE-OM-03	Project Management	40	60	100	3-1	4
MBA-GE-OM-04	Business Analytics	40	60	100	3-1	4
	TOTAL				09-3	12

**MBA GENERAL MANAGEMENT SEMESTER 3rd MAJOR ENTREPRENEURSHIP
MANAGEMENT (ELECTIVES)**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-EM-01	Social Entrepreneurship and Intrapreneurship	40	60	100	3-1	4
MBA-GE-EM-02	Entrepreneurship Ecosystem and Entrepreneurial Finance	40	60	100	3-1	4
MBA-GE-EM-03	Small Scale Sector, Export Houses and Cottage Industries	40	60	100	3-1	4
MBA-GE-EM-04	Design Thinking Creativity and Innovation	40	60	100	3-1	4
MBA-GE-EM-05	Women Entrepreneurship	40	60	100	3-1	4
	TOTAL				15-5	20

MBA GENERAL MANAGEMENT 3rd SEMESTER ENTREPRENEURSHIP (MINOR STREAM) (ELECTIVES)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-EM-01	Social Entrepreneurship and Intrapreneurship	40	60	100	3-1	4
MBA-GE-EM-02	Entrepreneurship Ecosystem and Entrepreneurial Finance	40	60	100	3-1	4
MBA-GE-EM-03	Small Scale Sector, Export Houses and Cottage Industries	40	60	100	3-1	4
	TOTAL				09-3	12

**MBA GENERAL MANAGEMENT INTERNATIONAL BUSINESS (MAJOR STREAM)
3rd Semester**

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-IB-01	Regional Trade Blocks	40	60	100	3-1	4

MBA-GE-IB-02	Cross cultural Communication	40	60	100	3-1	4
MBA-GE-IB-03	Export Import Procedures & Documentation	40	60	100	3-1	4
MBA-GE-IB-04	International Human Resource Management	40	60	100	3-1	4
MBA-GE-IB-05	Forex Management & Currency Derivatives	40	60	100	3-1	4
	TOTAL				15-5	20

**MBA GENERAL MANAGEMENT INTERNATIONAL BUSINESS (MINOR STREAM)
3rd Semester**

Code	Course Title	Marks				Credit
		Internal Assessment	Semester exam	Total	L-T	
MBA-GE-IB-01	Regional Trade Blocks	40	60	100	3-1	4
MBA-GE-IB-02	Cross cultural Communication	40	60	100	3-1	4
MBA-GE-IB-03	Export Import Procedures & Documentation	40	60	100	3-1	4
	TOTAL				09-3	12

MBA GENERAL MANAGEMENT Information Technology (IT) (MINOR STREAM) 3rd Semester

Code	Course Title	Marks				Credit
		Internal Assessment	Semester exam	Total	L-T	
MBA-GE-IT-01	IT Management & Applications	40	60	100	3-1	4
MBA-GE-IT-02	Internet Marketing	40	60	100	3-1	4
MBA-GE-IT-03	E Commerce	40	60	100	3-1	4
	TOTAL				09-3	12

SEMESTER – 4th STRUCTURE GENERAL MANAGEMENT

Compulsory Papers

Code	Course Title	Marks			L-T	Credit
		Internal Assessment / Viva/Presentation	External Assessment / Report	Total		
MBA-GE-401	Summer Internship & Presentation	40	60	100	N/A	4
MBA-GE-402	Dissertation & Viva Voce	40	60	100	N/A	4
TOTAL						16

ELECTIVES

Major Area: 4 papers (optional)

Marketing (four papers need to be selected)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-MM-08	Rural Marketing	40	60	100	3-1	4
MBA-GE-MM-09	Customer Relationship Management	40	60	100	3-1	4
MBA-GE-MM-10	Advances in Marketing	40	60	100	3-1	4
MBA-GE-MM-11	Strategic Retail Management	40	60	100	3-1	4
MBA-GE-MM-12	Logistics and Supply Chain Management	40	60	100	3-1	4
MBA-GE-MM-13	Product Management	40	60	100	3-1	4
MBA-GE-MM-14	International Marketing	40	60	100	3-1	4
MBA-GE-MM-15	Marketing of Financial Services*	40	60	100	3-1	4
	Open University Elective –III	40	60	100	3-1	4
	Open University Elective –IV	40	60	100	3-1	4
TOTAL					18-6	24

*The papers will be mapped from next year. This year it will not be floated in semester 4.

Human Resource Management (four papers need to be selected)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-HR-08	Human Resource Information System	40	60	100	3-1	4

MBA-GE-HR-09	Labor Laws	40	60	100	3-1	4
MBA-GE-HR-10	Management of Internal Customers	40	60	100	3-1	4
MBA-GE-HR-11	International Human Resource Management	40	60	100	3-1	4
MBA-GE-HR-12	Human Capital Accounting*	40	60	100	3-1	4
MBA-GE-HR-13	Human Resource Development*	40	60	100	3-1	4
	Open University Elective –III	40	60	100	3-1	4
	Open University Elective –IV	40	60	100	3-1	4
	TOTAL				18-6	24

*The papers will be mapped from next year. This year it will not be floated in semester 4.

Financial Management (four papers need to be selected)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-FM-06	Project Appraisal and Finance	40	60	100	3-1	4
MBA-GE-FM-07	Financial Derivatives	40	60	100	3-1	4
MBA-GE-FM-09	Wealth Management	40	60	100	3-1	4
MBA-GE-FM-11	Mergers & Acquisition	40	60	100	3-1	4
MBA-GE-FM-16	Bank Technology Management*	40	60	100	3-1	4
MBA-GE-FM-17	Financial Econometrics*	40	60	100	3-1	4
MBA-GE-FM-18	Islamic Banking and Finance	40	60	100	3-1	4
MBA-GE-FM-19	Credit Management*	40	60	100	3-1	4
MBA-GE-FM-20	Treasury Management*	40	60	100	3-1	4
MBA-GE-FM-21	Bank Risk Management*	40	60	100	3-1	4
MBA-GE-FM-22	Retail Banking*	40	60	100	3-1	4
	Open University Elective- III	40	60	100	3-1	4
	Open University Elective –IV	40	60	100	3-1	4
	TOTAL				18-6	24

*These papers will be mapped from next year. This year it will not be floated in semester 4.

- **Total Credits required - 16**
- Compulsory: Dissertation/Project Work

Operations Management (all four papers compulsory)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-OM-06	Advance Operations Research	40	60	100	3-1	4
MBA-GE-OM-07	Service Operations Management	40	60	100	3-1	4
MBA-GE-OM-08	Technology & Innovation Management	40	60	100	3-1	4
MBA-GE-OM-09	Production Planning & Control	40	60	100	3-1	4
	Open University Elective –III	40	60	100	3-1	4
	Open University Elective –IV	40	60	100	3-1	4
	TOTAL				18-6	24

- **Total Credits required - 16**
- Compulsory: Dissertation/Project Work

International Business (all four papers compulsory)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-IB-06	International Logistics /Management	40	60	100	3-1	4
MBA-GE-IB-07	International Business Law	40	60	100	3-1	4
MBA-GE-IB-08	International Business Marketing	40	60	100	3-1	4
MBA-GE-IB-09	International Trade	40	60	100	3-1	4
	Open University Elective – III	40	60	100	3-1	4
	Open University Elective – IV	40	60	100	3-1	4
	TOTAL				18-6	24

- **Total Credits required - 16**
- Compulsory: Dissertation/Project Work

Entrepreneurship (all four papers compulsory)

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-GE-EM-06	Business model and Planning	40	60	100	3-1	4

MBA-GE-EM-07	Legal Aspects of Entrepreneurship	40	60	100	3-1	4
MBA-GE-EM-08	International Entrepreneurship & Global patterns in Entrepreneurship	40	60	100	3-1	4
MBA-GE-EM-09	Entrepreneurship Through Process, Motivation and resources	40	60	100	3-1	4
	Open University Elective – III	40	60	100	3-1	4
	Open University Elective – IV	40	60	100	3-1	4
	TOTAL				18-6	24

OPEN UNIVERSITY ELECTIVES (SECOND SEMESTER) Any Two

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-OUE-19	Principles of Management	40	60	100	3-1	4
MBA-OUE-20	Entrepreneurial Management	40	60	100	3-1	4
MBA-OUE-21	Economic Environment of Business	40	60	100	3-1	4
MBA-OUE-22	Essentials of Communication & Personality Development	40	60	100	3-1	4
	MOOCS					
TOTAL					6-2	8

OPEN UNIVERSITY ELECTIVES (FOURTH SEMESTER) Any Two

Code	Course Title	Marks			L-T	Credit
		Internal Assessment	Semester exam	Total		
MBA-OUE- 18	CSR & Corporate Governance	40	60	100	3-1	4
MBA-OUE- 23	Advanced Marketing Research & Data Analytics	40	60	100	3-1	4

MBA-OUE- 24	Legal Aspects of Business	40	60	100	3-1	4
TOTAL					6-2	8

STRUCTURE OF ELECTIVES		
1.	FOUNDATION COURSE	40% OF TOTAL CREDIT
2.	CORE PAPERS & ELECTIVE	60% OF TOTAL CREDIT
3.	OPEN UNIVERSITY ELECTIVES	15% OF TOTAL CREDIT

Grading System

The grade awarded to a student in any particular semester will be based on his/her performance in sessional and final examinations. The letter grades and their equivalent numerical points are listed below:

Marks	Letter Grade	Grade Points
90-100	O	10
80-90	A	9
70-80	B	8
60-70	C	7
50-60	D	6
Below 50	F	0
Absent	I	0

The credit for the course in which a student has obtained “C” or a higher grade will be counted as credits earned by him/ her. Any course in which a student has obtained “F” grade will not be counted towards his/ her earned credits.

Evaluation of Performances

- SGPA (Semester Grade Point Average) will be awarded on successful completion of each semester
- CGPA (Cumulative Grade Point Average) which is the grade point average for all the completed semester at any point in time, which will be awarded in each semester on successful completion of the current semester as well as all of the previous semester. CGPA is not applicable in semester I.

SYLLABUS

SEMESTER I

Course Code: MBA-FG-101

Title of the Course: Marketing Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes

CO-1: Differentiate between selling and marketing.

CO-2: Understand the concepts in fundamental marketing so as to inculcate a sense of startups / entrepreneurship as well apart from employment opportunities and suitably construct marketing mix/program for various product categories.

CO-3: Apply STP in marketing strategy and Construct product mix and analyze the same.

CO-4: Devise appropriate branding strategies and understand and implement effective packaging and labeling.

CO-5: Critically analyze the existence and relevance of PLC and Use pricing as an effective marketing tool.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	3	3	3	3	3	3	3	3	3
CO5	2	2	2	2	2	2	2	2	2	2

Unit 1: Basics of Marketing

(08 Sessions)

Marketing and its core concepts: Marketers and prospects, needs, wants and demands, product or offering, value and satisfaction, marketing channels, supply chain, competition, meta market.

Different philosophies of marketing management: the production concept, the product concept, the selling concept, the marketing concept, and the societal marketing concept.

Integrated marketing.

Marketing environment.

Unit 2: Major Marketing Concepts

(08 Sessions)

Concept of marketing mix, components of marketing mix.

Concept of target marketing. Steps in target marketing: Market segmentation, market targeting, and market positioning.

Differentiation: Meaning and bases for differentiation.

Unit 3: Managing Products

(08 Sessions)

Concept of a product, product levels, product classifications, concept of customer delight.

Product Mix; Width, length, depth and consistency of a product mix.

Product Line Decisions: Product line analysis; Product line length, line stretching and line filling; Line modernization; Line featuring and Line pruning.

Unit 4: Managing Brands**(08 Sessions)**

Introduction to Brand, Brand Equity, Benefits of strong brand equity.
Branding decisions, Branding challenges.
Packaging and Labeling.

Unit 5: Product Life Cycle (P.L.C) and Pricing**(08 Sessions)**

Concept of product life cycle (PLC), Stages of product life cycle.
Marketing strategies in different stages of product life cycle.
Setting the price: Selecting the pricing objective; Selecting a pricing method.
Mark-up pricing, target-return pricing, perceived-value pricing, value pricing, going-rate pricing, sealed-bid pricing.
Selecting the final price, concept of psychological pricing.

Suggested Readings:

- Kotler, P. Marketing Management, PHI / Kotler, P., Keller, Koshy, Jha: Marketing Management, Pearson Education ----- Text Book
- Czinkota and Kotabe. Marketing Management; Thomson, South-Western / Cengage; India Edition; ----- Reference Book
- Meenakshi, N. and Kumar, Arun: Marketing Management, Vikas Publishing House Pvt. Ltd. ----- Reference Book
- Kazmi, S.H.H: Marketing Management, Text and Cases; Excel Books, New Delhi ----- Reference Book
- Madura, Jeff. Fundamentals of Business; South-Western Cengage Learning; India Edition; ---- Reference Book
- Ramaswamy, Namakumari: Marketing Management, McMillan Publishing ----- --- Reference Book
- Armstrong, Gary., Kotler, P. : Marketing – An Introduction, Pearson Education -- -- Reference Book
- Panda, Tapan K: Marketing Management, Text and Cases, Indian Context; Excel Books, New Delhi ----- Reference Book

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-102

Title of the Course: Business Communication

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes

CO1: Understand the need of effective business communication and its process.

CO2: Learn the process of writing business messages.

CO3: Plan, organize and compose Business Reports and Proposals.

CO4: Master the art of public speaking by understanding the process of oral presentations and speeches

CO5: Plan and develop Resumes and Cover Letter for employment opportunities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CO1	2	3	2	1	3	1	2	1	2	1
CO2	2	3	2	1	-	1	2	1	2	1
CO3	3	3	2	1	2	1	1	1	2	1
CO4	2	3	2	1	-	2	2	1	2	1
CO5	2	3	1	2	-	-	1	1	1	1

Unit I: Understanding Business Communication

(08 Sessions)

Need for effective communication.

Understanding the communication process (7Cs, AIDA strategy)

Listening, Nonverbal communication, Collaboration and meeting skills (Team communication) Communicating Intercultural.

Unit II:- Business Messages

(08 Sessions)

Planning business messages: - understanding the three-step writing process, Investigating the necessary information.

Writing business messages: - Organizing the message, composing the message and completing the business messages.

Unit III: Business Reports and Proposals

(08 Sessions)

Need for business reports and proposals

Planning business reports and proposals: - Problem definition, Investigation and Information processing

Organizing business reports and proposals

Composing business reports and proposals

Unit IV: Giving Speeches and Oral Presentations

(08 Sessions)

The three-step oral presentation process

Writing speeches and presentations

Developing and completing speeches and presentations

Mastering the art of delivery

Unit V: Employment /Communication

(08 Sessions)

Planning and developing resumes
Investigate employment opportunities and information
Interviewing for Employment
Following the employment process

Suggested Readings:

1. Business Communication, Lesikar, Flatley, Rentz, McGraw Hill Education
2. Raymond V. Lesikar, Tata McGraw Hill
3. C.S.G Krishnamacharyulu, Himalya Publishing House
4. HorySankar Mukherjee, Oxford Higher Education.
5. Bovee CL, Thill JV, Schatzman BE, Business Communication Today, Pearson Education
6. Lesikar, R. V. and J.D. Petitt, Jr. Business Communication: Theory and Application Homewod III; Richar D. Irwin.
7. Michael, V.P. Communication and Research for management Himalaya Publishing House, Bombay. Sharma, R.C. & K. Mohan. Business Report writing and Correspondence (TMH)

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-103

Title of the Course: Financial and Management

Accounting

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

CO1: The students will be able to prepare the basic accounting books and understand how to read the financial statements

CO2: The students will be able to understand the importance of cost cutting and cost-effective technique for decision making

CO3: The student will be able to understand basic budgeting process and its importance

CO4: The students will be able to prepare cost sheet for manufacturing and estimate the profit for the same

CO5: The students would be able to use the concept of Standard costing for effective cost cutting

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	3	1	1	2	2	1	1
CO2	3	1	3	1	1	1	2	3	2	2
CO3	2	3	3	2	1	1	2	3	1	2
CO4	3	2	3	1		1	3	3	1	1
CO5	3	3	2	3	-	-	3	2	1	2

Unit I: Fundamentals of Accounting

(08 Sessions)

Introduction to Financial & Management Accounting.

Accounting Process – An Overview

Books of Original Record

Ledger and Trial Balance

Preparation of Simple Final Accounts

Final Accounts with Adjustments

Unit II: Financial Statements and Their Analysis

(08 Sessions)

Understanding Financial Statement

Analysis of Financial Statements (Techniques & Key Ratios)

Fund Flow Statement (simple)

Unit III: Cost Concepts

(08 Sessions)

Basic Concepts

Classification of Costs

Elements of Cost and Cost Sheet

Unit IV: Accounting For Planning & Control

(08 Sessions)

Budgeting and Budgetary Control

Standard Costing

Unit V: Accounting for Decision Making

(08 Sessions)

Variable (Managerial) Costing

Cost Volume Profit Analysis (basic intro)

Relevant Costs for Decision-Making (basic intro)

SUGGESTED READINGS:

1. S.N. Maheshwari, Financial and Management Accounting, Sultan Chand & Sons.
2. Dinesh D. Harsolekar, Financial Accounting for Management, Multi-Tech Publishing
3. I.M. Pandey, Essentials of Management Accounting, Vikas Publishing House.
4. Dhameja & Shastry, Accounting & Finance for Managers, A.H. Wheeler.
5. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill.
6. Bhattacharya & Dearden, Financial Accounting for Management, Text & Cases, Vikas Publications
7. Horngreen, Introduction to Management Accounting, Prentice Hall of India.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-104

Title of the Course: International Business

Environment

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1. Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social, political, technological and legal aspects

CO2. Analyze the theories of international trade and apply the concepts in understanding global business

CO3. Understand the concept of balance of payment and the methods of correcting deficit in balance of payment

CO4. Analyze the working of International financial institutions like World Bank and IMF and critically evaluating their role in managing the crisis in developed and developing world

CO5. Understand the functioning of World Trade Organization and the role it has played in reducing the tariff and non-tariff barriers globally.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	3	1	1	1	3	1	3	1	1
CO2	1	2	1	-	-	3	2	2	2	2
CO3	-	1	1	1	1	3	1	2	1	2
CO4	1	1	1	1	-	3	-	3	1	1
CO5	1	1	1	1	-	3	1	3	1	2

UNIT I: Analysis of Global Business Environment

(06 Sessions)

Economic, Political, Socio-cultural, Legal, Financial and Technological Environment pertaining to International Business

UNIT II: Theory of International Trade and International BOP

(10 Sessions)

Theories of International Trade – Comparative Advantage, Absolute Advantage, Factor proportion, Product Lifecycle and the New Trade Theory

Balance of Payment – International Economic Transactions, Equilibrium, Disequilibrium and Adjustment of BOP

UNIT III: World Trade and International Institutions

(08 Sessions)

World Trade – Recent Trends

International Monetary Fund – Objectives and Operations (Financial Assistance, Technical Assistance and Surveillance)

The World Bank – Structure and Affiliates (International Bank for Reconstruction and Development, International Development Association, International Finance Corporation, Multilateral Investment Guarantee Agency, International Centre for Settlement of Investment Disputes)

UNIT IV: Trade and Investment Regulation (08 Sessions)

General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), Trade Related Intellectual Properties, Trade Related Investment Measures, General Agreement on Trade in Services, GATT and WTO, UNCTAD

UNIT V: Regional Economic Groupings (08 Sessions)

Levels of Economic Integration, Regional Trading Agreements – ASEAN, SAARC, MERCOSUR, CARICOM, NAFTA and European Union (EU)
Commodity Agreements

Suggested Readings

1. Daniel Hoh D and Radebangh, Lee H, International Business, Addison Wesley, New York
2. Anant K Sundaram and J Stewart Black, The International Business Environment – Text and Cases, Prentice Hall of India, New Delhi
3. Keega, Warren, Global Marketing Management, Prentice Hall of India, New Delhi
4. Varma S, International Business – Concept, Environment, Structure and Strategy, Ane Books Pvt. Ltd

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-105

Title of the Course: Marketing Information System

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO-1: Understand the concepts of information system and its components

CO-2: Understand the four specific types of information system i.e. Enterprise resource planning, Supply chain Management, Decision support system and Artificial Intelligence System

CO-3: Understand the development process of information system since planning till the implementation of information system.

CO-4: Understand the concepts of networking for communication of information and its security management.

CO-5: Understand the basic and advance functions of excel used in analysis of data.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	1	2	3	-	3	2	3	1
CO2	3	1	2	1	3	1	3	2	3	2
CO3	3	1	3	1	3	1	2	3	3	3
CO4	1	3	1	3	2	1	2	3	3	1
CO5	3	2	3	-	3	-	3	2	3	3

Unit 1: Foundations of Information System in Business–

(Sessions: 8)

Foundation Concepts: information Systems in Business, Foundation Concepts: The Components of Information Systems

Unit II: Enterprise Business Systems –

(Sessions: 8)

ERP: The Business Backbone, Supply Chain Management: The Business Network, **Decision Support Systems** – Decision Support in Business, Artificial Intelligence Technologies in Business

Unit III: Development Process –

(Sessions: 8)

Planning Fundamentals, Implementation Challenges, Developing Business Systems, Implementing Business Systems

Unit IV: Telecommunications and Networks Security& Ethical Challenges (Sessions: 8)

The Networked Enterprise, Telecommunications Network Alternatives; Security, Ethical, and Societal Challenges of IT, Security Management of IT

Unit V: Excel and Advanced Excel

(Sessions: 8)

Basic and Advanced Excel Functions, Pivot Tables, Macros

Suggested Readings:

- Management Information Systems, James A O'Brien, 10th edition
- Management Information System, W.S. Jawadekar, 3rd edition, TMH
- Management Information System, James O'Brien, 7th edition, TMH
- Information Systems the foundation of E-Business, Steven Alter, 4th Edition Person education
- Information Technology for management, Turban, McLean, Wetherbe, 4th edition, Wiley
- Management Information Systems, Loudon and Loudon, 10th edition, Pearson Education
- Management Information Systems, Jaswal Oxford Press

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-106

Title of the Course: Managerial Economics

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Explain the nature of the firm and the problems of its management.

CO2: Identify problems and formulate possible solutions using economic reasoning.

CO3: Communicate effectively applications of economics to managerial issues and articulate possible solutions.

CO4: Apply the theory into practice.

CO5: Able to judge economic problems.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	-	1	-	2	3	1	2	-
CO2	3	3	2	-	-	-	3	2	-	1
CO3	2	3	-	1	-	2	3	3	3	1
CO4	2	2	2	2	2	2	2	2	1	1
CO5	2	2	2	2	2	2	2	1	2	1

Unit I Introduction

Session 8

Introduction to Managerial Economics

The Nature of the Firm

The Concept of Business and Economic Profit

Functional Relationships: Total, Average and Marginal

Marginal Analysis and Optimization

UNIT II

Session 8

DEMAND THEORY AND ANALYSIS

Individual Demand Curve and Law of Demand, Substitution Effect and Income Effect

Individual Supply Curve and Law of Supply

Market Demand Curve (Bandwagon effect, Snob effect)

Market Equilibrium, Excess Demand and Excess Supply

Market effects and Causes of Changes in Demand

Market effects and Causes of Changes in Supply

Elasticity – Price, Income and Cross-Price

Price Elasticity and Revenue

Demand Forecasting

Indifference Curve, Budget line and Derivation of Demand Curve from Indifference Curve and Budget Line

Marginal Utility and the Law of Diminishing Marginal Utility

UNIT III

Session 8

PRODUCTION ANALYSIS

The Organization of Production and Production Function

The Production Function with one Variable input, Total, Average and marginal Product

Law of Diminishing Returns and Stages of Production

Optimal Use of the Variable Input

The Production Function with two Variable inputs, Production Isoquants

Economic Region of Production, Marginal Rate of Technical Substitution

Perfect Substitutes and Complementary Inputs

Optimal Combination of Inputs, Isocost Lines, Profit Maximization

Returns to Scale.

UNIT IV

Session 8

COST ANALYSIS

The Nature of Costs

Short-run Cost Curves - Total and Per unit Cost Curves

Long-run Cost Curves - Total, Average and Marginal Cost Curves

Plant Size and Economies of Scale

Learning Curves

Cost-Volume Profit Analysis and Operating Leverage.

UNIT V

Session 8

MARKET STRUCTURE

Market Structure and Degree of Competition

Perfect Competition - Meaning and Importance of Perfect Competition, Price determination, Short-run and Long run Analysis of a Perfectly Competitive firm.

Monopoly - Sources of Monopoly, Short-run Price and Output determination under Monopoly, Long-run Price and Output determination under Monopoly.

Monopolistic Competition - Meaning and Importance of Monopolistic Competition, Short-run Price and Output determination under Monopolistic Competition, Long-run Price and Output determination under Monopolistic Competition

Oligopoly - Meaning and Sources, Concentration Ratios, Herfindahl Index and Contestable Markets.

Oligopoly Models - Kinked Demand Curve, Cartel Arrangement, Price Leadership.

PRICING

Pricing Strategies

Price Discrimination; First, Second and Third Degree

Suggested Readings :-

1. Managerial Economics: Thomas & Maurice, Tata McGraw-Hill (Text Book)
2. Managerial Economics: Dominick Salvatore, Thomson Publications
3. Managerial Economics: H. Craig Petersen & W. Chris Lewis, Pearson Education
4. Managerial Economics: Truett&Truett, John Wiley
5. A. Koutsoyiannis: Modern Microeconomics
6. Walter Nicholson: Microeconomics & its Applications

Business Newspapers, Business magazines and Journals

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-107

Title of the Course: Organizational Behavior & Management Process

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand and explain the basic management theories, models of OB, and evolution of thought processes.

CO2: To understand challenges that managers face at this time of globalization and changing roles of managers.

CO3: To understand the interplay of individual dispositional factors and organizations and how it affects organizational and individual performance by appreciating theories of perception, learning, motivation, values, etc.

CO4: To understand and explain the dynamics of groups via various theories of group formation, leadership, power and politics, and, communication within groups and individuals.

CO5: To understand and explain the existence of various organizational structures, and to appreciate the dynamics of varied organizational cultures and how it affects the organization.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	2	2	2	2	3	2	1
CO2	3	2	2	2	2	3	3	3	2	1
CO3	3	2	2	3	2	3	3	2	2	1
CO4	3	3	2	3	2	2	2	2	2	1
CO5	3	3	3	3	3	2	2	2	2	1

UNIT I: INTRODUCTION TO OB & MANAGEMENT.

(8 Sessions)

Introduction to Organisational Behaviour: Foundation of Individual Behaviour - Definition Need And Importance of Organisational Behaviour - Nature And Scope - Framework Of Organisational Behaviour Models, OB and its contribution to individual, group and organizational goals. Purpose of Management, Managers-Functions, roles, levels & Skills, Challenges faced by today's organizations, Changing role of managers, Evolution of Management thought

UNIT II: THE INDIVIDUAL IN THE ORGANIZATION.

(8 Sessions)

Perception: Key components of the perceptual process, Relationship of schemas to the perceptual process, Characteristics of the perceptual target & perception, Impact of situational characteristics on perception, Common biases and problems in perception, Attribution error & people reactions to others behaviour, Ways organizations can promote accurate perceptions and attributions and effectively manage diverse employees.

Learning: Process of Learning, Principles of Learning, Organizational Reward Systems, Behavioral Management.

Personalities and Abilities: Meaning of Personality, Development of Personality, individual differences and the behaviour of people in organizations Nature and Dimension of Attitude, Job Satisfaction, Organizational commitment.

Values. Intrinsic and extrinsic work values-relationships between work values, work attitudes, and work moods.

Motivation: Motivation, motives-characteristics, Theories of motivation, relationship between work motivation and performance, Morale-definition and relationship with productivity-morale indicators, management as tool of motivation

UNIT III: THE GROUP IN THE ORGANIZATION.

(8 Sessions)

Foundations of Group Behaviour and Work teams: Types of groups that exist in organizations. The five stages of group development, important characteristics of work groups, Group dynamics.

Communication: The major functions of communication, steps in the communication process, Barriers to communication and ways to overcome these barriers, Communication channels and selection of an appropriate communication channel

Leadership: Definition, importance, formal and informal leaders, leadership styles, models and theories of leadership styles

Power, politics and conflict: Power and politics and their impact on organizations, Sources of individual power and tactics for increasing individual power, Organizational conflict and sources of conflict in organizations, Techniques to manage conflict at the individual, group and organizational levels.

UNIT IV: ORGANIZING AND CONTROLLING.

(8 Sessions)

Organizational structure and design: Basics of Organizing, organizational design, organizational strategy, determinants of Organization design, Organizational design and employee behavior.

Organizational Culture: The basic building blocks of organizational culture, the relationship of organizational structure, Building Organizational culture in the organization. The impact of the environment on organizational culture,

Controlling: Importance to organizations, Process of controlling, some important management tools as means of controlling.

UNIT V: RETHINKING MANAGEMENT

(8 Sessions)

Managing change, Ethics and Corporate social responsibility, Stress Management

Suggested Readings:

1. Davis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
2. Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Delhi.
3. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw Hill, New Delhi.
4. Hersey, Paul and Blanchard, Kenneth H., Management of Organizational Behaviour, Prentice Hall of India.
5. Etzioni, Amitai, Modern Organizations, Prentice Hall of India.
6. Khanka, S. S., Organizational Behaviour, S. Chand
7. Baron & Greenberg, Organizational Behaviour, Pearson Education.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-FG-108

Title of the Course: Quantitative Methods

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO 1: Get acquainted with the basic statistical tools and techniques.

CO 2: Apply these statistical tools and techniques to find solution of the problems identified.

CO 3: Analyze the problems identified using the parametric & non-parametric tests.

CO 4: Evaluate the results of the parametric and non-parametric tests to draw conclusion from the problems.

CO 5: Design the forecasting models & to predict the future values using the regression models.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	-	-	2	3	3	3	1	2
CO2	3	3	-	3	-	-	3	3	3	3
CO3	3	3	-	2	-	3	3	2	3	1
CO4	3	3	2	1	-	1	3	2	2	2
CO5	3	3	3	1	3	1	3	3	3	2

UNIT -I :

(8 sessions)

Measure of Central Tendencies and dispersions.

Elementary Probability Theory

Normal, Binomial & Poisson Distribution

UNIT II:

(10 sessions)

Elementary Sampling Theory & Statistical Estimation

Statistical Decision Theory Hypothesis Testing

Small Sampling Theory "Students" distribution & χ^2 (chi)Distribution

UNIT III:

(10 sessions)

Correlation and Regression

Variance Analysis, One way Classification

Two way Classification

UNIT IV:

(6 sessions)

Analysis of Time Series and Forecasting

Non-parametric Test

UNIT V:

(6 sessions)

Optimization Techniques

Linear programming

Each unit shall be illustrated by applied numerical with business implications.

Suggested Readings:

1. Gupta, SP and Gupta MP. Business Statistics New Delhi; Sultan Chand and Sons, 1997.
2. Kazmier, LJ and Pohl, NF, Basic Statistics for Business and Economics. New York, McGraw Hill, 1998.
3. Levin Richard and Ruben David S. Statistics for Management, New Jersey, Prentice Hall, 1995.

4. Narang, A.S. Linear Programming and Decision-Making, New Delhi, Sultan Chand and Sons 1995.
5. Ravindran, Philips & Solberg Operations Research 2nd Edition John Wiley & Sons.
6. Gupta. S. C. Fundamentals of Statistics, Himalayan Publishing House
7. Hamdy A. Taha, Operations Research, Prentice Hall of India.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

SEMESTER II

Course Code: MBA-CG-201

Title of the Course: Business Research

Methodology

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO-1 Conduct an independent study including formulating research questions and selecting a research approach

CO-2 Select appropriate design of a study and select specific methods and techniques appropriate for answering the research questions

CO-3 Have basic knowledge on qualitative, quantitative research approach

CO-4 Design questionnaires & understand different sampling techniques

CO-5 Have a basic understanding of data analysis, including descriptive & inferential measures.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	-	1	2	3	2	3	1	1
CO2	3	2	3	2	3		3	2	1	2
CO3	3	2	-	1	3	2	3	3	1	1
CO4	2	2	2	-	3	2	3	2	1	1
CO5	3	3	-	1	3	-	2	2	-	1

Unit-1: Introduction to Business Research and Research Design (12 Sessions)

Definition of Business research

Classification of marketing research

Business research process

Defining the Business research problem and developing an approach

The process of defining the problem and developing an approach

Management Decision Problem and Marketing Research Problem

Definition of research design

Classification of research design

Exploratory, descriptive and causal research designs and relationships among them

Potential sources of error, random sampling errors and non-sampling errors

Business research proposal

Unit - 2: Qualitative Research and Experimentation (4 Sessions)

Primary data: qualitative versus quantitative research

Rationale for using qualitative research

Classification of qualitative research procedures

Focus group interviews

Depth interviews

Projective techniques: Association, Completion, Construction, and Expressive techniques

Unit - 3: Measurement and Scaling (5 Sessions)

Primary scales of measurement; Nominal, Ordinal, Interval, Ratio Scales

Comparative scaling techniques:

Paired Comparison Scale

Rank Order Scale

Constant Sum Scale

Non-comparative scaling techniques:

Continuous Rating Scale

Itemized Rating Scales:

Likert scale
Semantic Differential Scale, Stapel Scale
Non-comparative Itemized Rating Scale Decisions
Reliability and Validity

Unit - 4: Questionnaire Design and Sampling Design

(9 Sessions)

Definition of questionnaire
Objectives of a questionnaire
Questionnaire design process
Observational forms

Sample or Census

The sampling design process
Classification of sampling techniques
Non-probability sampling techniques
Probability sampling techniques
Sample size determination

Unit - 5: Processing, Analysis, and Interpretation of Data; Report Writing

(10 sessions)

Processing of data:

Editing and Coding
Establishing Categories

Analysis of Data:

Summary Statistics – Percentages, Measures of central tendency,

Tests of Hypotheses

Normal distribution
Chi-Square Test
Mann Whitney Test, Kruskal Wallis, Correlation (using SPSS)

Report Writing:

Purpose of Report
Classification of reports
Functions of research report
Preparation of the report
Report outline (contents)
Steps in report writing
Principles of report preparation

Suggested Readings:

- Deepak Chawla & Neen Sondhi: Research Methodology- Concepts & cases, Vikas Publishing House, New Delhi—Text Book
- Naresh K. Malhotra: Marketing Research, An Applied Orientation, Pearson Education, Delhi ---- Text Book.
- S Sumathi and P Saravanavel; Marketing Research and Consumer Behaviour, Vikas Publishing House Pvt. Ltd. ----- Supplementary Text Book.

- G.C.Beri: Marketing Research, TMH, New Delhi ---- Reference Book.
- Donald S. Tull & Del I.Hawkins: Marketing Research; Measurement and Methods, PHI, New Delhi ---- Reference Book.
- Aaker, Kumar, Day: Marketing Research, John Wiley & Sons ---- Reference Book.
- Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata Mc-Graw Hill, New Delhi ---- Reference Book.
- Burns and Bush: Marketing Research; Pearson Education, Delhi ---- Reference Book.
- Zikmund: Business Research Methods; Thomson Publishing ---- Reference Book.
- Boyd, Westfall and Stasch: Marketing Research, Text and Cases; A.I.T.B.S. Publishers ---- Reference Book.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-CG-202

Title of the Course: Consumer Behaviour

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO-1: Understand the intricacies of consumer behavior and consumer decision making.

CO-2: Evolution and relevance of consumer behavior as a separate field of academic enquiry.

CO-3: Devise suitable motivational appeals to market a product.

CO-4: Understand and apply consumer frustration to consumption situation and Create a suitable and apt brand personality to resonate with consumer personality.

CO-5: Fit the concepts and applications of perception to real business scenario and to understand how consumers learn and implement their choice while making a purchase.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10
CO1	3	2	-	1	2	3	2	3	1	3
CO2	3	2	3	2	3		3	2	1	2
CO3	3	2	-	1	3	2	3	3	1	3
CO4	3	2	-	1	2	3	2	3	1	2
CO5	3	2	3	2	3		3	2	1	1

Unit 1: Introduction to Consumer Behaviour; Market Segmentation (08 Sessions)

Introduction to Consumer Behaviour

The study of Consumer Behaviour, Relevance, scope, Importance

Market segmentation: Bases for segmentation, criteria for effective targeting of market segments.

Concentrated versus differentiated marketing.

The concept of counter segmentation.

Unit 2: Consumer Motivation (08 Sessions)

The meaning of motivation, needs and goals, positive and negative motivation, rational versus emotional motives.

The dynamic nature of motivation.

The concept of frustration in an individual, defense mechanisms.

Arousal of motives.

Types and systems of needs.

The measurement of motives and motivational research

Unit 3: Consumer Personality and its Relationship with Consumer Behaviour

(08 Sessions)

Meaning and nature of personality, Theories of personality: Freudian Theory, Carl Jung Personality Types, Neo-Freudian Personality Theory, and Trait Theory.

Personality and understanding consumer diversity.

Consumer innovativeness, consumer susceptibility to interpersonal influence, consumer materialism and consumer ethnocentrism.

Self and self-image.

Unit 4: Perception and Consumer Imagery (08 Sessions)

Meaning of perception, concepts of absolute threshold and differential threshold, the dynamics of perception, some important selective perception concepts: selective exposure, selective attention, perceptual defense, and perceptual blocking.

Consumer imagery and perceptual interpretation, the concept of perceived risk, types of perceived risk, how consumers handle risk?

Unit 5: Consumer Learning (08 Sessions)

What is learning? Elements of learning.

Behavioral learning theories: classical conditioning and instrumental conditioning.

The concepts of repetition, stimulus generalization, and stimulus discrimination.

How consumers use learning for purchase related decisions?

Suggested Readings:

- Leon G. Schiffman and Leslie Lazar Kanuk; Consumer Behaviour, Pearson Education ----- Text Book.
- S Sumathi and P Saravanavel; Marketing Research and Consumer Behaviour, Vikas Publishing House Pvt. Ltd. ----- Reference Book.
- Blackwell, Miniard, Engel: Consumer Behaviour; Thomson Publishing ---- Reference Book.
- Satish K Batra and Kazmi S H H: Consumer Behaviour, Text and Cases; Excel Books, New Delhi ---- Reference Book.
- M S Raju and Dominique Xardel: Consumer Behaviour, Concepts and Applications, Vikas Publishing House Pvt. Ltd., ----- Reference Book.
- Assael, Henry: Consumer Behaviour and Marketing Action; India Edition; Thomson Learning / Cengage ----- Reference Book.
- Loudon and Della Bitta: Consumer Behaviour, Concepts and Applications; Tata Mc-Graw Hill ---- Reference Book.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-CG-203

Title of the Course: Financial Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: The students will be able to judge the time value of money, how investments for long term and short term can be planned

CO2: The students will be able to judge profitable projects by applying the capital budgeting techniques

CO3: The student will be able to plan the short term and long-term requirement for working capital management as well as the students will be equipped to prepare the cash budgets and estimate the daily cash requirement

CO4: The students will be able to understand the concept of leverage and understand the theories of capital structure

CO5: The students will be able to understand the corporate dividend policies and how it affects stock prices

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10
CO1	3	3	2	-	1	-	2	2	2	2
CO2	3	2	3	-	1	-	2	3	2	3
CO3	2	3	3	-	1	-	1	2	1	2
CO4	2	2	1	-	1	-	3	2	3	2
CO5	2	2	2	-	2	-	3	3	3	3

Unit - 1 - Financial Management - Introduction

(8 Sessions)

Meaning , Scope, Objectives, Finance-Interface with others areas, Role of Finance Manager in changing environment, Time value of Money-concept and meaning , Future value and present value of the single cash flow, multiple flows and annuity.

Unit 2 - Capital Budgeting

(8 Sessions)

Investment decision - long term and short term, capital budgeting - meaning, process, estimating cash flows, methods of capital budgeting evaluation, cost of capital - concept and measurement, ranking of projects, conflicts of ranking, resolving conflict in ranking.

Unit 3 - Working Capital Management

(8 Sessions)

Short term investment decision or working capital management - concept, components, Estimating working capital requirement, and cash cost of working capital, management of cash and marketable securities - introduction, Cash Budget, Baumol's Model, Miller and Orr's Cash Management Model, Management of Account Receivables - Terms of Credit, Inventory management - introduction, ABC analysis, EOQ Model.

Unit 4 - Financing Decision

(8 Sessions)

Leverage- Operating leverage, financial leverage, total leverage, Capital structure Decision-theories of capital structure - Net Income approach, Net operating Income approach, traditional approach, Modigliani and Miller's proposition I and II, MM with taxes, Tradeoff Theory, Pecking order theory, EBIT-EPS analysis, factors influencing capital structure.

Unit -5 Dividend Decision

(8 Sessions)

Dividends- introduction, meaning, forms, why companies pay dividends? dividend policy-meaning, theories determining dividend policy- Walter's Model, Gordon's model, Modigliani and Miller's model, legal and procedural aspects of paying dividends in India, factors determining dividend policy.

Suggested Readings

1. Damodaran, Aswath: Corporate Financial- theory 7 Practice 1997, John Wiley & Sons.
2. Dr. Prasana Chandra: Financial Management- Theory and Practice, Fourth Edition 1998, Tata McGraw Hill.
3. MY Khan and Jain: Financial Management, 6th edition, 2011, Tata Mc Graw Hill Education.
4. IM Pandey: Financial Management, 11th edition 2015, Vikas Publishing House.
5. Brealey, Richard A. Myers, & Stewart C. Principles of Corporate Finance, 1996(Fourth Edition), Tata McGraw Hill.
6. Hampton, John J. Financial Decision Making, Concepts, Problems & Cases, 1996(Fourth Edition), Prentice Hall of India.
7. Clark, John, Hindland, Thomas J. & Pritchard, Robert E: Capital Budgeting – Planning and control of capital Expenditure. 1989, Prentice Hall.
8. Hill, Ned C. & Sartoris William L., Short Term financial Management- Text and Cases, 1995(Third edition), Prentice Hall.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-CG-204
Management

Title of the Course: Human Resource

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO-1: Understand the intricacies of Human behavior and relate it to the corporate world.
- CO-2: To be able to differentiate between different job procedures for maximum output generation
- CO-3 To understand the optimum utilisation of available Human Resources in the organization.
- CO-4: To work as facilitator for the welfare of the workforce rather than as a bottleneck.
- CO-5: To apply the theory in the real world and also evaluate its effectiveness from time to time

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	1	2	2	2	3	3	3	3
CO2	3	2	2	3	3		3	2	3	3
CO3	2	2	3	2	3	3	2	2	2	2
CO4	1	2	3	3	2		3	3	3	3
CO5	2	3	2	2	3	3	2	3	2	2

UNIT I: (Sessions:8)
Fundamentals of HRM; Concepts and Perspectives on Human Recourse Management; Human Resource Management in Changing Environment; Human Resource Management System.

UNIT II: (Sessions:8)
Manpower Management; Corporate objective & human recourse planning; Job analysis and *job* description; Methods of Manpower search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and Development..

UNIT III: (Sessions:8)
Compensation Management; Job Evaluation and Wage Determination; Salary Structure; Wage Policies and Regulations; Performance Appraisal and Potential Evaluation

UNIT IV: (Sessions:8)
Industrial Relations; Industrial Relations and Trade unions; Dispute Resolution and Grievance Management; Employee Empowerment. Workers 'Participation in management. Unfair Labour Practices & victimization.

UNIT V: (Sessions:8)
Welfare Management, Health and Safety Management; Voluntary welfare schemes and an outline of social security measures etc.

Suggested Readings:

- (1) K Awathappa, Human Resource Management, Tata McGraw Hill 2008
- (2) Nirmal Singh, Human Resource Management, Galgotia Publications Pvt. Ltd
- (3) C.S. VenkataRatnam et al., Personnel Management & Human Resource Management, Tata McGraw Hill, New Delhi.
- (4) Monappa and Sayadain, Personnel Management, Tata McGraw Hill, New Delhi.
- (5) De Cenzo& Robins, Human Resource Management, John Wiley, N.Y.
- (6) Cascio W.F., Managing Human Resources: productivity, quality of work Life Profits, McGraw Hill New York 1995.
- (7) Parikh U. and Rao T.V., Designing and Managing Human Resource Management , Wiley New Delhi 1984.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-CG-205

Title of the Course: Operations Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO 1: Get acquainted with the basic aspects of production and operations management.

CO 2: Apply these concepts in identifying the industry best practices in operations management.

CO 3: Identify and analyze the operational issues in manufacturing and service industry.

CO 4: Evaluate Plant Layouts, Assembly Line Balancing, Location Planning, Layout Planning & techniques of project management like PERT/CPM.

CO 5: Design the operation strategies, quality system & forecasting models.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	1	-	2	3	3	3	1	-
CO2	1	2	3	2	2	3	3	3	3	1
CO3	2	1	-	3	-	3	3	3	3	2
CO4	3	3	-	2	3	2	3	3	3	1
CO5	3	3	3	3	3	3	3	3	3	-

Unit I:

(Sessions 06)

History and Overview of Production Management. Operations Management and Strategy, Industry Best Practices, Product Decision and Analysis, Product Development and Capacity Planning

Unit II:

(Sessions 08)

Facility or Layout Planning and Analysis: Introduction, Objectives importance of Layout, Basis for Types of Layouts, Nature of layout problems, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing Location Planning, Multi attribute plant location model, Types of Production Processes. Layout Planning, Project management, PER/CPM

Unit III: (Sessions 10)

Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Aggregate Planning Strategies, Selecting the Method in Aggregate Planning, Deterministic and Probabilistic Inventory Management models, Material Requirements Planning (MRP)

Unit IV: (Sessions 08)

Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Systems, Statistical Quality Control, Introduction to TQM and Six Sigma

Unit V: (Sessions 08)

Forecasting- Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision-making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Selection of the Forecasting Method, Qualitative, Methods of Forecasting, Quantitative Methods, Accuracy of Forecasting

References /Suggested Readings:

1. Production & Operations Management -James. B. Dilworth
2. Modern Production Management -By E. S. BUFFA
3. Production and Operations Management -By Norman Gaither
4. Theory and problem in Production and operations Management -By S. N. Chary
5. Production & operation Management – Kanishka Bedi – Oxford
6. Production & operation Management – R.C. Manocha

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-CG-206

Title of the Course: Strategic Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Learn how to develop effective strategies in response to the problems, threats in both external and internal business environments

CO2: Understand how to construct, communicate and deliver a logical, relevant, and professional qualitative & quantitative assessment of business information in an effective manner

CO3: Demonstrate the skills of decision making and decision taking in challenging situations

CO4: To realize the importance of implementing and analyzing Strategies and

CO5: To evaluate the different strategies and to gain insights of success and failure.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	3	2	3	3	3	2	3	2	3	2
CO3	2	2	3	3	2	2	2	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	2	3	2	3	2

UNIT I

(08 sessions)

The Nature Of Strategic Management

Introduction: Business Policy as a Field of Study, Nature and Scope of Strategic Management, Key Terms in Strategic Management, The Strategic-Management Model, Benefits of Strategic Management, Why Some Firms Do No Strategic Planning, Pitfalls in Strategic Planning, Guidelines for Effective Strategic Management, Business Ethics and Strategic Management, Comparing Business and Military Strategy, The Nature of Global Competition.

The Business Mission

Corporate Mission, Purpose & Objectives; Social Responsibilities of Business , What Do We Want to Become?, What is Our Business, Importance of Vision and Mission Statement, Characteristics of a Mission Statement, Components of a Mission Statement, Writing and Evaluating Mission Statements.

UNIT II

(12 Sessions)

The External Assessment: The Nature of an External Audit, Economic Forces, Social, Culture, Demographic, and Environmental Forces, Political, Governmental, and Legal Forces, Technological Forces, Competitive Forces, Competitive Analysis: Porter's Five-Forces Model, Sources of External Information, Forecasting Tools and Techniques, The Global Challenge, Industry Analysis: The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM)

The Internal Assessment: The Nature of an Internal Audit, Integrating Strategy and Culture, Management, Marketing, Finance/ Accounting, Production/Operations, Research and Development, Computer Information Systems, The Internal Factor Evaluation (IFE) Matrix. Value Chain analysis, Ansoff Matrix and &7S.

UNIT III :

(8 sessions)

Strategies In Action: Long-Term Objectives, Types of Strategies, Integration Strategies, Intensive Strategies. Diversification Strategies, Defensive Strategies, Joint Venture and Combination Strategies. Michael Porter's Generic Strategies, Mergers, Strategic Management in Nonprofit and Governmental Organizations, Strategic Management in Small Firms,

Strategy Analysis And Choice: The Nature of Strategy Analysis and Choice, A Comprehensive Strategy-Formulation Framework, The Input Stage, The Matching Stage, The Decision Stage, Cultural Aspects of Strategy Choice, The Politics of Strategy Choice, The Role of a Board of Directors, SPACE matrix

UNIT IV

(6 sessions)

Implementing Strategies:

Management Issues: The Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy, Restructuring, Reengineering, linking Performance and Pay to Strategies, Managing Resistance to Change, Managing the Natural Environment, Creating a Strategy-Supportive Culture, Production/Operations Concerns When Implementing Strategies, Human Resource Concerns When Implementing Strategies.

Marketing, Finance/Accounting, R&D, And CIS Issues: The Nature of Strategy Implementation, Marketing Issues, Finance/Accounting Issues, Research and Development (R&D) Issues, Computer Information Systems (CIS) Issues.

UNIT V

(6 sessions)

Strategy Review, Evaluation, and Control.

The Nature of Strategy Evaluation, A Strategy-Evaluation Framework, Published Sources of Strategy-Evaluation Information, Characteristics of an Effective Evaluation System, Contingency Planning, Auditing, Using- Computers to Evaluate Strategies, Guidelines for Effective Strategic Management

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of cases may be required to be submitted in-group or on individual basis.

Recommended Text:

1. R. David: Strategic Management, Concepts and Cases, Pearson Education
2. Ansoff, H. Igor: " Corporate Strategy: Penguin.
3. McCarthy ,Minichiello&Curranusiness : " Policies and Strategies, Concepts and Reading" Richard Irwin.

Recommended Readings:

1. Kenneth A "Andrews Concept of Corporate Strategy".
2. Bonge and Coleman: "Concepts of Corporate Strategy".

3. Newman and Logan Strategy: “Policies and Central Management “, South Western
4. Jauch and Glueck: “Business Policy and Strategic Management “, McGraw Hill.
5. Azhar Kazmi: “Business Policy”, Tata McGraw Hill, and New Delhi.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

OPEN UNIVERSITY ELECTIVES

Course Code: MBA-OUE-19 Title of the Course: Principles of Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO1: To understand the concept, functions and importance of management and its application in an organisation. Also, to develop an understanding of the principles, functions and theories of management.
- CO2: To understand the functional aspect of management and international management and to gain knowledge regarding various contemporary issues like CSR and business ethics.
- CO3: To understand the operational aspect of management through techniques of controlling and co-ordination like Quality Circle, TQM BPR and Six Sigma.
- CO4: To conceptualize knowledge management of an organisation with the help of knowledge management drivers, and information technology usage.
- CO5: To attain basic understanding of management consulting by learning various stages in consulting and by understanding roles of management consultants.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
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CO1	1	2	3	-	1	2	2	3	2	3
CO2	3	3	3	3	2	3	1	3	2	3
CO3	2	1	3	2	3	2	1	3	3	3
CO4	3	2	2	3	3	2	2	3	2	3
CO5	2	1	2	3	2	3	3	2	3	2

Unit 1: Overview of Management Principles

(Sessions 08)

Why do you want to be a manager?
 Manager function and roles
 Introduction to Management, Transition Management
 Levels of Management: Top /Middle & lower.
 Skills of Management;
 Conceptual Skills, Human Skills, Technical Skills & Core competencies
 Corporate Planning & Business Planning

Unit2: Functional aspects of Management, International Management & Contemporary Issues

(Sessions 08)

Creativity and learning
 Creative person and process
 Team management
 Organization Managing in a Global Environment
 CSR, Ethics
 The 5 forces model Michael E.Porter

Unit3: Operational aspects of management

(Sessions 08)

Total Quality Management
 Customer Relationship Management (CRM)
 Responsiveness to internal and external clients
 Six Sigma
 Business Process Re-engineering

Unit4: Knowledge Management of an Organization

(Sessions 08)

Definitions
 Concept of Knowledge Management
 Knowledge Economy
 Knowledge Categorization
 Knowledge Management Types
 Knowledge Management Drivers
 Information Technology as an enabler of KM

Unit5: Management Consulting

(Sessions 08)

Introduction to management consulting.
 Stages in consulting.
 Roles consultants play.
 Different Management Consulting Firms.
 Future of Management Consulting Industry.

Suggested Reading:

1. Essentials of Management, An international, Innovation and Leadership perspective. Koontz & Weihrich (Tata McGraw Hill Education).
2. Principles of Management- O'Donnell, (Tata McGraw Hill Education).
3. Practice of Management, Peter F. Drucker. Truman Valley Books.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-OUE-20

Title of the Course: Entrepreneurial Development

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: To identify and develop entrepreneurial competencies and apply enterprising behaviors in work situations

CO2: To classify environmental forces and recognize opportunities that could be pursued and will conduct the chosen idea's feasibility analysis.

CO3: To analyse market trends and competitive intelligence of various sectors within the country as well as global opportunities for the country's export promotion.

CO4: To interpret the entrepreneurial ecosystem as well as the institutional support for various activities. Will be able to critically examine different sources of finances, banks, venture capitalists and the idea of bootstrapping.

CO5: To create a business project plan for their ideas after synthesizing sector specific knowledge, once they decide to start their own venture.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	22	3	3	3	3	3	3	3	3	3
CO5	2	2	2	2	2	2	2	2	2	2

Unit I: ENTREPRENEURIAL BASICS

(Sessions: 8)

Entrepreneur: Attributes, skills and Characteristics of Entrepreneurs, Classification of Entrepreneurs. Concept of Intrapreneurship. The evolution of Social Entrepreneurship. Economic Development and Entrepreneurship Concept, Nature and Importance of Entrepreneurs to society and the nation, Entrepreneurial functions, Entrepreneurial Environment, Stories of Success and Failure, Role models Ideas and Theories of Entrepreneurship, Druker, Adam Smith, Schumpeter, and entrepreneurial behavior .Motivation of Entrepreneur, Functions of an entrepreneur. Entrepreneurship process. Emergence of Entrepreneurial Class, Cultural Factors affecting Entrepreneurship.

Unit II : IDENTIFICATION OF PROJECTS

(Sessions: 8)

Opportunity recognition process, Generation and Screening of Ideas, Preparation of Pre-Investment Feasibility Analysis, Identifying projects, Environment scanning and analysis economic, social and technological, Industry and Competition Analysis. Business Models, Value Chain Analysis,

Unit III: POLICIES FOR DEVELOPING ENTREPRENEURSHIP AND VENTURE CAPITAL

(Sessions8)

Institutional infrastructure, Entrepreneurial Development Programs: Role Relevance and Achievements. Support to small scale industry, Government facilities and incentives, The Make in India Campaign, Start-Up India, Invest India, financial assistance and role of banks, financial institutions, SIDBI, SFC's etc. for term loan, Working Capital Equity Funding, NABARD, NIESBUD, Ownership Patterns, Forms of Enterprise, Franchising Starting a New Venture, Venture Capital funding Role of Venture Capital and Angel Investors, Documentation

Unit IV: FEASIBILITY STUDIES and Global Entrepreneurship

(8 Sessions)

Assessing market feasibility, product feasibility, organizational feasibility and financial feasibility, preparing a Business Plan, Starting of a New Enterprise.

Financial Analysis: formulating the project, investment outlay and cost of project, source of funding, working capital requirements, profitability projections, cash flow and balance sheet, break even, pay back, ROI, IRR, DSCR, Ratios

Global Aspects of Entrepreneurship, Differences in Cultural Contexts, Some Global Examples.

SMALL SCALE ENTERPRISES

(8 Sessions)

Importance of small-scale enterprises Small Scale Industries History of Traditional and Cottage Industries.

Rural Entrepreneurship, Establishing Small scale Enterprises, Operating the small scale enterprises, Complementing and supplementing economic growth, bringing about social stability

and balanced regional development , Role in export promotion and forex earnings, Sickness of Units and Remedial Assistance

Pedagogy

Teaching is oriented towards exposing students to the world of entrepreneurs using situations, case studies, role descriptions / biographies, and current developments in the field. Every Student will be required to study an autobiography of an entrepreneur and assess it. This would be a compulsory project for every student.

Reading Material

1. Business Maharajas by Gita Piramal (Penguin Books)
2. Dynamics of Entrepreneurial Development and Management by Vasant Desai (Himalaya Publishing House)
3. The Complete Entrepreneur- A Guide to Survival for the small business by David Oates (Mercury Business Paperbacks)
4. Fundamentals of Entrepreneurship by Dr. G. K. Varshney (Sahitya Bhawan Publications)

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-OUE-21
Business

Title of the Course: Economic Environment of

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Demonstrate and develop conceptual framework of business environment.

CO2: Explain the effect that the four stages of an economy and other economic indicators have on business operations.

CO3: Describe the relationships among GDP, Net domestic product, National Income, personal income etc.

CO4: Define and understand fiscal and monetary policies and how these affect the economy.

CO5: Able to understand the Economic indicators and apply them in decision making

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	3	2	-	3	2	2	3	1
CO2	-	2	3	-	-	1	2	2	2	-
CO3	2	-	1	2	-	-	1	1	-	1
CO4	2	3	2	-	-	2	1	3	2	-
CO5	1	2	3	2	1	3	2	1	2	3

UNIT I

(Sessions 8)

Business and Its Environment – Types of Environment; Internal environment, External environment, Micro environment and Macro environment

Economic and Non-economic environment

The Global Environment and The National Scenario

Business and Society – Social orientation of Business, Factors affecting social orientation, Responsibilities to different sections.

Economic Systems – Capitalism, Socialism and Mixed economy

UNIT II

(Sessions 8)

Economic Role of the Government, Government's Policy towards Small Scale Sector

Planning in India – Emergence of planning, Objectives of planning, NITI Aayog.

Concept and Measures of Economic Growth & Development, Factors affecting Economic Growth & Development, Relative Roles of Public and Private enterprises

Industrial Policy and Industrial licensing – Meaning and objectives of Industrial Policies, The Trade Policy of 1991, Objectives of Industrial licensing, Recent Industrial Licensing Policy.

Industrialization and Economic growth – Concept and meaning of Industrialization, Role of industries in Economic development

UNIT III

(Sessions 8)

Economic Fluctuations - Meaning and Phases of Business Cycle

Inflation – Nature, Causes and Control, Deflation and Stagflation

Unemployment and Full Employment – Meaning and Types of unemployment, Policies to control and remove cyclical unemployment, Unemployment in developing countries.

Human Development – Concept, Meaning and Importance of Human Development, Growth and Overview of Human development.

UNIT IV

(Sessions 8)

Circular Flow of Economic Activities

National Income – Meaning and concept – Concepts of Income, Gross National Product, Net National Product, National Income at factor cost, Personal Income, Disposable Income, Measurement of National Income - Production method, Income method, Expenditure method, National Income comparison over time, Difficulties in measuring National Income with special reference to under-developed countries.
National Income and National Welfare.

UNIT V

(Sessions 8)

Monetary Policy – Introduction to Bank rate etc., Objectives of Monetary policy, Monetary policy in a developing country, Role of Monetary policy in Indian Economic development.

Fiscal Policy - Fiscal Policy in developing countries, Fiscal policy and Mobilization of Resources for Economic Growth.

Indian Fiscal and Monetary policies.

The Union Budget

Any Other Contemporary Issues

REFERENCES:

1. Francis Cherunilam – Business Environment (Himalaya Publishing House)
2. Misra & Puri - Economic Environment of Business (Himalayan Publishing House)
3. S. Saleem – Business Environment (Pearson)
4. Misra & Puri – Growth and Development (Himalayan Publishing House)
5. K. K. Dewett – Modern Economic Theory (S. Chand & Co.)
6. Business papers and Magazines

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-OUE-22

Title of the Course: Essentials of Communication & Personality Development

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

CO1: Understand the meaning of personality and personality development in corporate context. of business communication and its process.

CO2: Learn the process of understanding different personalities at work place.

CO3: Plan, organize and compose Business Reports and Proposals individually and in teams

CO4: Ready to face the outside world by public speaking /oral presentations and attire

CO5: Plan and develop Resumes and Cover Letter for employment opportunities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	3	3	1	2	1	2	3
CO2	2	3	2	3	-	1	2	1	2	1
CO3	3	3	2	1	2	1	1	1	2	3
CO4	2	3	2	3	-	2	2	1	2	1
CO5	2	3	1	2	-	-	1	1	1	1

UNIT I- INTRODUCTION & BACKGROUND

8Sessions

Definition of Basic personality Introduction to Personality Development

a. What is personality?

b. Why does it matter?

c. We are all unique.

Analyzing strength & Weaknesses

Corporate Theories on personality Development

Increasing vocabulary

UNIT II- TECHNIQUES OF PERSONALITY SKILLS AND BASICS OF COMMUNICATION

10 Sessions

The Developing Personality, How do personalities develop? Three main influences cited:

Heredity, Environment, Situations, Body Language

Preparation Of Self Introduction

Building Confidence & Self Esteem

UNIT III-STAGES OF DEVELOPMENT

6Sessions

Freudian stages of development

Erik Erickson's stages of development

'Need' a little personality? How needs impact personality.

Maslow's hierarchy of needs

Basic Personality Traits

Values

Beliefs
Interactions
Experiences
Environmental influences
The big five dimensions

UNIT IV- MORAL DEVELOPMENT&PERSONALITY TYPE **8 Sessions**

Moral Development
As related to personality
Kohlberg's stages
Personality and Career Choice
What are the basic personality types? Learning about yourself through type
Matching your career and personality & Why it matters & Self efficacy
Do opposites really attract?
a. Getting like personalities together, as well as opposites
b. What can happen
c. Multiple personalities on the same team

UNIT V- CHANGING YOUR PERSONALITY **8 Sessions**

Can personalities change?
Being yourself, being adaptable
Positive attitude
Individuality
Controlling emotions
Personality Disorders: What they are and why understanding them matters
(Paranoid, schizoid, antisocial, borderline, narcissistic, avoidant, dependent, obsessive)
Personal Growth
Ways you can try to improve
Helpful tools and exercises
Benefits of keeping a journal
Setting goals, focusing on positives
Working on Personality Changes
Focusing on attitude
Staying motivated
Increasing confidence
Watching body language
Handling other people
Putting it all together
Knowing your own personality strengths and weaknesses
Being able to identify other people's personality traits
Using that in your home, career and relationships

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of cases may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. Training module on personality development

Sponsored by Department of Personnel & Training Government of India & U.N.D.P
Prepared by Dr. Chandra Prasad Sreedhar & Mr. Oommen Mathew
Institute of Management in Government Thiruvananthapuram

2. Davis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
3. Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Delhi.
4. Online Psychometric tools online available
5. Griffin R & Moorhead G (2011). Organisational behaviour, Nelson Education.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

SEMESTER III ELECTIVES

1. MARKETING (Specialization)

Course Code: MBA-GE-MM-01 Title of the Course: Advertising and Communication Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the meaning of advertising and its roles and functions.

CO2: The student will be able to differentiate between types of advertiser and advertising agencies, and advertising.

CO3: The student shall be able to appreciate the advertising strategies used by ad agencies corporate context. of business communication and its process.

CO4: Plan, organize and compose ad plan individually and in teams

CO5: Able to apply the theoretical knowledge in the outside world and adapt to different genres from time to time

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	3	3	3	2	3	2
CO2	3	2	3	3	3	3	3	2	3	2
CO3	2	3	3	3	3	3	2	3	2	3
CO4	3	2	3	2	3	3	3	2	3	2
CO5	3	3	3	3	3	3	3	3	2	1

UNIT I : - Nature and Scope of Advertising

8 Sessions

Introduction & Importance of Advertising

Role and functions of Advertising, Development of modern advertising, Social and economic aspect of advertising. Classification and types of Advertising

UNIT 2 : - Marketing Communications

6 Sessions

Concept of Integrated marketing Communication, Advertising as a tool of communication, source, Message and medium factors AIDA MODEL, Heirarchy of Effects, Facets Model.

UNIT 3 : - Planning Creative Advertising Campaign;

12 Sessions

Advertising Objectives & Strategies;

Creative Campaigning, DAGMAR Approach

Copywriting, designing. Developing USP, Positioning.

UNIT 4 : -Advertising Budget 6 Sessions

Planning a budget, advertising budget process,

Method of determining advertising appropriation

Administering the budget

UNIT 5 : - Advertising Media 8 Sessions

Media Planning and Strategy

Media Evaluation and selection

Suggested Readings

1.S.A. Chunawalla & K.C. Sethia Foundations of Advertising-Theory & Practice, Himalaya Publishing House: Text Book

2.S H H Kazmi & Satish K Batra. Advertising and Sales Promotion, Excel Books, New Delhi---Reference Book

3.Wells, Burnett & Moiriarty. Advertising Principles and Practice. PHI, New Delhi---Reference book

4.Aaker, David A Advertising Management PHI. New Delhi----Reference Book

5.Belch and Belch Advertsing and promotion An Integrated Marketing Communication McGraw Hilll publication

Note: Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**Course Code: MBA-GE-MM-02
Management**

Title of the Course: Sales and Distribution

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

CO 1 To make the students understand the formal steps followed in a selling process.

CO 2 To develop the conceptual background for appreciating the relationship that exists between sales and distribution of products and services.

CO 3 To prepare the students as better sales managers.

CO 4 To analyse the real-world problems of selling

CO 5 To be able to take decision in the right direction while managing the nuances of supply chain management

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	2	3	2	3	2	3	3
CO2	2	2	2	2	2	2	2	3	2	2
CO3	3	3	2	2	3	2	2	2	3	2
CO4	2	2	2	2	2	3	2	3	2	2
CO5	2	3	3	3	3	2	2	3	3	3

Unit 1: Sales and Distribution Strategy; An Overview

(8 sessions)

Marketing, sales and distribution linkage: Concepts, Salesmanship: its relationship with sales management and personal selling. Conceptual model of “Salesperson-Buyer” Dyadic relationship. Roles, functions and responsibilities

Selling theories: AIDAS, Right set of circumstances, Behavioral Equation & Buying Formula Theories. Formulation of personal selling strategies; changing roles of a sales force
Case: Scripto Inc. (Sales Management; Still, Govoni & Cundiff; PHI)

Unit 2: Personal Selling: Preparation and Process (8 sessions)

Buying Decision Process; Problems, information Search, Evaluation of alternatives, Purchase decision, Post-purchase behaviour: Buying Situations; consumer market, industrial market
Personal Selling Process; Prospecting, Pre-Approach and planning the Sale, Approach: Objectives of the approach, methods for approaching prospects, some essentials of a good approach, Sales Presentation or Sales Interview: Objectives of the sales interview, some basic strategies of the interview, the setting for the presentation, Handling Objections: Overall strategy for handling objections, determining and answering hidden objections, basic methods for handling objections, Sales COse: Reasons for failure to COse, basic COsing tactics, traditional COsing methods, the departure after a successful sale, the departure when no sale is made.
Case RK Consultants-Selling Consultancy Services (Sales& Distribution Mgmt; Havaladar & Cavale)

Unit 3: Marketing Channel and Design (8 sessions)

Channel design and implementation. Determining the kind and size of sales force: Workload method, Breakdown Method, Incremental Method
Training, Motivating, Compensating and Leading the salesforce
Channel Management; Channel design and planning, selecting channel partners, channel design implementation
Sales Promotion: Factors influencing sales promotion, tools of sales promotion

Unit 4: Sales Organization and Sales Force Management & Control (8 sessions)

Sales Forecasting & Budgeting; classification of accounts, relationship strategy: Methods of Forecasting
Purpose of sales organization, setting up a sales organization, basic types of sales organizational structure.
Sales Quotas: Importance of sales quotas, types of sales quotas.
Territory Management: Factors to be considered when designing sales territories, Assigning sales people to territories.

Unit 5: Supply Chain Management (8 sessions)

Meaning of supply chain
Need for supply chain management
Process of supply chain management
Logistical integration
Customer service and satisfaction as the main objective

Suggested Readings:

1. Still, Cundiff and Govoni; Sales Management, PHI, New Delhi.
2. K.K. Havaladar and V M Cavale; Sales and Distribution Management, McGraw Hill, New Delhi
3. Buskirk, Richard H. and Bruce D. Buskirk; Selling: Principles and Practices; McGraw Hill International.
4. R Spiro, G Rich and W Stanton, Management of a sales force, McGraw Hill, New Delhi
5. Gupta, S L; Sales and Distribution Management, Excel Books, New Delhi.
6. Stern, Coughlan, Anderson and El-Ansary; Marketing Channels, PHI, New Delhi.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-03

Title of the Course: Industrial Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

INDUSTRIAL (B2B) MARKETING

Course Outcome:

CO 1 To create awareness about the nature and systems of industrial (B 2 B) marketing.

CO 2 To acquaint the students with industrial buying behavior and purchase system, leading to understand the complex dimensions of industrial marketing.

CO 3 To familiarize with application of marketing mix in industrial and business marketing.

CO 4 To apply the real world knowledge

CO 5 To understand the differences between different business models and to appreciate the nuances.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	2	2	3	3	2	2
CO2	3	2	3	3	2	3	2	2	3	3
CO3	3	3	2	2	3	2	2	1	2	2
CO4	3	2	2	3	3	3	2	3	3	3
CO5	2	3	3	2	2	2	3	2	3	3

Unit I: Basic Dimensions

(4 sessions)

The Industrial marketing concepts; the difference between industrial marketing and consumer marketing; the nature of demand in industrial goods.

Unit II: Industrial/ Business Purchase system (4 sessions)

The various dimensions of industrial buyer; industrial buyer behavior; organizational buying process and purchasing system; vendor analysis; tenders.

Unit III: Marketing Strategy (8 sessions)

Product definition; service definition; segmentation of industrial markets; technology and business markets.

Unit IV: Channel Strategy (8 sessions)

Industrial distribution and marketing strategy; logistics management; customer service; formulation of a channel strategy.

Unit V: Price and Promotion Components (8 sessions)

Pricing decisions; new product introduction; competitive pricing policies; industrial advertising; personal selling.

Unit VI: Relationship strategies (8 sessions)

Relationship marketing; managing buyer- seller relationships; Gaining a customer relationship advantage.

Case Studies and applications shall be used. Each session consists of 90 minutes class lecture.

Suggested Readings:

1. Reeder, Robert R. et al (2002), "Industrial Marketing: Analysis, Planning and Control", Prentice Hall of India, New Delhi.
2. Icfai Center for Management research (2003), "Industrial Marketing" Icfai University Press, Hyderabad.
3. Havaldar, Krishna, (2012), "Business marketing". 3rd edition, Tata-McGraw Hill edition, New Delhi.
4. Corey, E. Raymond (1983), "Industrial Marketing: Cases and concepts", 3rd edition, Englewood Cliffs, Prentice Hall Inc., New Jersey.
5. Webster, F.E (1979), "Industrial Marketing Strategy", 2nd ed. John Wiley, New York.
6. Hill, Richard, (1960), "Industrial Marketing", Homewood, Illinois.
7. Hutt, Michael. D, Speh, Thomas (2004), "Business Marketing Management", South-Western, Thomson Learning, Ohio, USA.
8. Reid, Davis, Plank, Richard (2004), "Fundamentals of Business marketing Research", Best Business Books, Haworth Press, NY.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-04
Management

Title of the Course: Strategic Brand

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Identify and explain the concepts of product management and brand management

CO2: Interpret and analyze brand communication and brand image of various national and international brands

CO3: Evaluate brand equity of brands by employing various models of brand equity measurement

CO4: Construct brand identities by choosing best combination of brand elements and devise branding strategies for global and Indian brands.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	3	3	3	3	3	3	3	3	3
CO5	2	3	3	2	2	2	3	2	3	3

Unit I

No. of Sessions 6

Product Management, Types of Products- Product Line, Product Mix, strategic decisions, Convenience Goods, Shopping Goods and Specialty Goods.

Product Development- Changes affecting product management- Developing Product Strategy;

Product strategy over the lifecycle, New product development- Product Differentiation,

Brand –Meaning, Definition, Brand Vs product. Commodity Branding

Unit II

No. of Sessions 10

Introduction to the concept of Brand Management: Strategic Brand Management Process Evolution of Brands, Functions of Brand, Consumer Psychology of Brands, Creation of Brands through goods, services, people, organization, retail stores, places, online, entertainment, ideas, Brand Positioning Meaning and Definition, Prelude to positioning, Means of Positioning ,Brand Associations, Secondary Associations, Positioning through Product Strategy, Channel Strategy , Pricing Strategy and Communication Strategy Brand positioning – Meaning, Point of parity &Point of difference, Competitive Frame of Reference, Positioning guidelines, Creating Mental Maps , Brand Image, Brand Personality

Unit III

No. of Sessions 8

Brand Equity Concept and Meaning, Sources of Brand Equity, Models of Brand Equity , Customer Based Brand Equity-Meaning, Model of CBBE, Brand Value Chain Model, David Aaker's Brand Equity Model Measuring Sources and outcomes of brand equity-holistic and comparative methods, qualitative and quantitative methods, Brand Audit, Young and Rubicam's BAV

Unit IV

No. of Sessions 6

Brand Identity: Meaning of Brand identity, Need for Identity, Dimensions of brand identity Choosing Brand Elements; criteria for choice; brand element options and tactics Brand Knowledge Structures – Brand Awareness, Brand Recall and Brand Recognition, Determining Desired Brand Knowledge Structures Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Emotions and Brands, Symbolic and Functional Brands, Managing brand Touchpoints (service brands)

Unit V

No. of Sessions 10

Branding Strategies, Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Corporate Branding Strategy Brand Hierarchy, Brand Portfolios, Line Extensions, Category Extensions Brand Architecture, Brand Portfolio and Brand Product Matrix. Brand extension and brand transfer- Brand Repositioning: Meaning, Types of repositioning strategies in Indian Marketing, Managing Global Brands, Managing Brands Online, Digital Brand Building.

CASES/CASELETS TO BE INCORPORATED IN QUESTION PAPER

Suggested Readings:

1. Strategic Brand Management by Kevin Lane Keller, PHI, New Delhi.
2. Strategic Brand Management- Richard Elliott & Larry Percy, Oxford Press,
3. Strategic Brand Management, N. Kapferer

REFERENCE BOOKS:

1. Brand Management- Harish V Verma, Excel Books
2. Building Strong Brands – D. Aaker,
3. Managing Indian Brands – S Ramesh Kumar

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-105

Title of the Course: Services Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Describe the similarities and differences in service-based and physical product-based marketing activities

CO2: Understand the consumer purchase decision process & distinctive behaviour patterns in services

CO3: Identify and analyse the various components of the extended services marketing mix

CO4: Comprehend the issues concerning the management and measurement of service quality and customer satisfaction

CO5: Identify the capacity management issues pertaining to services

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	-	-	1	1	3	3	2	-
CO2	3	2	-	1	2	2	3	3	3	2
CO3	3	3	2	1	2	2	3	3	1	2
CO4	3	2	1	1	-	-	3	3	2	-
CO5	3	2	1	-	1	-	3	3	2	-

COURSE OUTLINE

Unit-1: Introduction to Services Phenomenon

(8 Sessions)

Introduction to the concept of services
Myths about service industries
Reasons for growth and current status
Differentiating services from goods
Defining services phenomenon
Role of Services in Economy
Marketing implications of services characteristics

Unit-2: Service Characteristics and Marketing Implications; Knowledge of Buyers (8 Sessions)

Decision making roles
Classification of buyers-personal and organizational
Consumer decision-making
Purchase model for services
Factors influencing buyers' behaviour
Consumer evaluation of services
Post purchase behaviour

Unit-3: Marketing Mix in Services (15 sessions)

The marketing mix in services
The First P-Service product or Service package:
The service package
Market communication of the service offering
Developing new service offering
The Second P- Pricing: Guidelines of service pricing, Pricing objectives
The Third P- Place or Distribution: Channel configurations of services
The Fourth P- Promotion: Promotion objectives, Target audience, planning the promotion mix
Consumer promotions in service marketing,
The Fifth P-People or Internal Marketing
The Sixth P-Physical Evidence
The Seventh P-Process Management

Unit - 4: Demand Management and Productivity (5 Sessions)

Productivity: Strategies for productivity, improving staff performance through training, introducing systems and technology, reducing service levels, customer interaction, reducing mismatch between supply and demand. Managing capacity or controlling supply.

Unit - 5: Service Quality and Service Strategies (4 Sessions)

Introduction
Managing Quality
Case Studies & Discussion

Suggested Readings:

1. Christopher Lovelock, Jochen Wirtz & Jayanya Chatterjee: Services Marketing; People, Technology, Strategy, Pearson Education, (7 Edition) Delhi --- Text Book
2. Ravi Shanker: Services Marketing; The Indian Perspective, Excel Books, New Delhi --- Text Book
3. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing; Integrating Customer Focus Across the Firm, Tata Mc-Graw Hill --- Reference Book

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-06

Title of the Course: Digital Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Appreciate the inevitable growing importance of digital platforms and digital marketing.

CO2: Understand the evolution of digital marketing.

CO3: Able to assist in designing website/webpage for business.

CO4: Critically differentiate between SEO and SEM.

CO5: Know the various methods and techniques of SEO and SEM.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	2	3	3	2	3	3
CO2	3	1	3	3	1	3	3	1	3	3
CO3	2	2	2	2	2	2	2	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3
CO5	1	3	2	1	3	2	1	3	2	1

Unit I: Basics of Digital Marketing

(06 Sessions)

Introduction. What is digital marketing? Types of digital marketing. Online marketing trends. Why does your business need a website? What should your website contain? Creating and connecting with a website. How to promote your business online?

Unit II: The Basics of Search Engine Marketing and Social Media Marketing

(10 Sessions)

Introduction to the concept of search engine marketing (SEM). What is Search Engine Marketing (SEM)? Advantages of SEM. Internet marketing: search engine marketing; Paid methods; Pay-per-click advertising (PPC), Cost-per-thousand impressions (CPM).

Ad formats. The position of search engine marketing today. Search engine optimization and search engine marketing. The importance of SEM.

Introduction to social media and social media marketing. What is Social Media Marketing (SMM)?

Various social media platforms like Facebook, Twitter, Google+, LinkedIn, YouTube etc.

Social media marketing strategy. Benefits of social media marketing.

Unit III: The Basics of Search Engine Optimization

(08 Sessions)

Introduction to the idea of search engine optimization (SEO). Essentials of search engine optimization. Search engine optimization elements: On-page SEO, SEO content writing, Code optimization, and Inbound links. Origin and history of search engine optimization. First ever algorithms used by search engines. Present-day algorithms: Non-disCOsure.

Three types of SEO: White hat SEO, Black hat SEO and Grey hat SEO.

Mistaken belief about SEO. What SEO can and cannot do? SEO Disclaimers and Off-site SEO.

Tips and tricks of SEO.

Unit IV: Web Analytics

(10 Sessions)

Introduction to web analytics. What is web analytics? Off-site web analytics. On-site web analytics. Reasons for using web analytics. Various subtopics of web analytics: methods of measuring web traffic. Basic metrics. Using log files. Page tagging. Determining geographical location. Click analytics. Google Analytics.

Unit V: Conversion Optimization and Email Marketing

(06 Sessions)

Introduction to the notion of conversion optimization. What is conversion optimization?

What conversion optimization is not? Some important terms to remember. Calculating conversion rate optimization. Elements of the CRO process. Making sense of the CRO; The ideal CRO. Metrics to help you understand CRO.

What is email marketing? Debunking the myth. Why is email marketing one of the most preferred ways to contact people? The different ways in which email marketing works. Tips, tricks and things to keep in mind when implementing an email marketing strategy. Planning, Scheduling, Styling, Writing, Proofreading, Optimizing, Personalizing Emails for marketing.

Suggested Readings:

1. Miller, Michael; (2012) The Ultimate Web Marketing Guide; Pearson, Indian Edition.
2. Singh Bhatia, Puneet; (2017) Fundamentals of Digital Marketing; Pearson, Indian Edition.
3. Dodson, Ian; (2016) The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns; Wiley.
4. Kotler, Philip; (2017) Marketing 4.0: Moving from Traditional to Digital; Wiley.
5. Ahuja, Vandana; (2015) Digital Marketing; Oxford Higher Education.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-07

Title of the Course: Agricultural Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Recognize and describe the different participants in the supply chain that connects producers to consumers and how each contributes to the final products and services offered to the consuming public;

CO2: Analyze alternative ways of accomplishing coordination between and across profit centers along the supply chain

CO3: To be able to compare and contrast effectiveness of various approaches to coordination in terms of technical efficiency and pricing efficiency;

CO4: Prepare a strategic plan to enhance the demand for agricultural products by changing product forms or adding value to what has been, historically, largely a generic commodity product with little or no differentiation;

CO5: Be able to demonstrate the skill need ed to be a strategic fit in Food and Agri business world

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	2	3	3	3
CO2	3	3	2	3	3	2	-	2	3	2
CO3	2	3	2	3	3	2	2	1	3	2
CO4	2	2	2	3	3	1	-	-	1	1
CO5	3	3	3	2	2	1	1	1	1	1

Unit 1: Introduction to Indian Agriculture**(08 Sessions)**

Role of agriculture in Indian economy, problems and policy changes relating to farm supplies, farm production, agro-processing, agricultural marketing, agricultural finance etc. in the country; linkages among sub-sectors of the agri-business sector; economic reforms and Indian agriculture, impact of liberalization, privatization and globalization on agri-business sector; emerging trends in production, processing, marketing and exports; policy controls and regulations relating to industrial sector with the specific reference to agro-industries in agri-business enterprises

Unit II: Agricultural Marketing**(08 Sessions)**

Definition of market and agricultural marketing, Role, approaches, classification of markets, types of marketing functions and services, marketing channels, scope and significance of agricultural marketing Characteristics of agricultural commodities, classification of markets, producer's surplus. Process of agricultural marketing: Marketing functions, marketing efficiency, efficient marketing, approaches to the study marketing.

UNIT III:**(08 Sessions)**

Structure and Model of Agri-Marketing Organizations: Functions, market planning, management of Agri - marketing personnel, role of leadership, motivation and human relations in improving organizational efficiency, various communication methods, effective co-ordination of various marketing functions, management of finance, man-power and hygienic conditions in the markets and food supply chain management.

UNIT IV:**(08 Sessions)**

Agri -Business Management

Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy. role of private sector in extension, AEZs, Food Parks, Export promotion schemes. Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.

UNIT V –**(08 Sessions)**

Key Agricultural Marketing Organizations Role, Functions and Schemes of NAFED, MPEDA, APEDA, Directorate of Economics & Statistics, NIAM, CWC, SWC, NABARD. Grading and Standardization, formulation and enforcement of grade standards, grading under Agmark and at Producer's level, modernization of grading at farm/ Mandi level, Model Act and reforms suggested. e-chaupal model, dissemination of market intelligence through various media, importance and limitations of statistics, market information schemes, index numbers and cost of living, cyber trading/e-commerce, market Information Service (AGMARKNET) and infrastructure development schemes launched by DMI.

Practicals:

(i) Hand on experience Practical training in inspection, sampling analysis and grading of selected agricultural commodities, practical training in storage and ware-housing and post-harvest technological practices, processing and preservation of fruits and vegetables.

(ii) Field level practical during local study tours: The trainees are to compulsorily undergo at least one short duration study tour's to study the operational aspects of selected regulated markets, marketing boards, institutions concerning various aspects of agricultural marketing, processing, grading and packing of agricultural commodities, post-harvest units etc.

Trainees have to conduct survey on either selected commodity marketing case studies or marketing problems as a compulsory requirement and submit the survey report.

Text & Reference Books:

1. Agricultural Marketing in India by SS Acharya and NL Agarwal by Oxford & IBH publishing co. pvt ltd
2. Marketing of Agricultural Products by Kohls Richard L, Uhl Joseph N, PHI learning-2009,9th edition
3. Agricultural marketing and rural development by KP singh, d.p.s publishing house 2011.
4. Rural marketing, Focus on agricultural Inputs by Sukhpal Singh, Vikas Publishing House Pvt Ltd, 2006

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**SEMESTER III
ELECTIVES**

2. FINANCE(Specialization)

Course Code: MBA-GE-FM-101
L-T-P: 3-1-0

Title of the Course: Management of Financial Services

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the important concepts and principles related to financial system as a whole including evolution of banking in India and the reforms carried out in the sector.

CO2: Develop an understanding of Islamic banking and insurance industry which is an essential part of the Indian financial system.

CO3: Analyse and understand the role of housing finance companies, venture capital financing and credit cards as linkages in the financial system.

CO4: Understand the importance of securitization and its role in the US sub prime crisis.

CO5: Learn the concepts and regulatory issues related to leasing and how it is different from hire purchase finance.

Mapping of Course Learning Outcomes (COs) with Program Learning Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	3	2	1	2	2	3	1	3
CO2	3	3	3	3	2	3	1	3	1	3
CO3	2	1	3	2	2	2	1	3	1	3
CO4	3	3	2	3	3	2	2	3	1	3
CO5	2	3	2	3	3	3	3	2	1	3

Unit 1 – Evolution of Banking in India & NBFCs (08 Sessions)

Pre-Independence period banking - Banking from 1947- 67 - Banking from 1967-91 - Post 1991 banking - issues and problems faced by banks - coping strategies - role of government - establishment of central bank –Narsim ham committee recommendations - banking sector reforms - Evolution of NBFCs - Setting up of NBFCs in India - Regulatory framework -Types of NBFCs

Unit 2 – Islamic Banking & Insurance (08 Sessions)

Definition - concepts - principles - contract types - difference between Islamic Banking & Commercial Banking - Evolution of Insurance services in India - Role of IRDAI - Types of Insurance - salient features

Unit 3 – Housing Finance Companies, Credit Cards & Venture capital (08 Sessions)

Evolution of Housing finance companies - regulatory aspects - functions - evolution of card products - advantages and limitations of credit cards - how do credit cards work - evolution of venture capital in India - venture capital process - regulatory framework.

Unit 4 – Credit rating & Securitization (08 Sessions)

Meaning of credit rating - advantages - limitations - process & methodology - securitization - evolution - meaning- process - advantages - limitations - regulatory aspects.

Unit5 – Leasing, Hire purchase finance & Consumer Credit (08 Sessions)

Leasing - introduction -evolution - concept& classification - regulatory aspects - advantages & limitations - hire purchase - evolution - concepts - regulatory aspects - advantages & limitations - consumer credit - concept - evolution- regulatory aspects - advantages & limitations.

Suggested Readings

1. Khan MY (2013), Financial Services, Mc Graw Hill Education
2. Machiraju HR (2002), Indian Financial System, Vikas Publishing House (P) Ltd

3. Kohn Meir (1996), Financial Institutions & Markets, Tata Mc Graw Hill
4. Padmalathas, Justin P (2017), Management of Banking and Financial Services, Pearson Education

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**Course Code: MBA-GE-FM-02
Portfolio**

**Title of the Course: Security Analysis and
Management**

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO-1: Distinguish between equity and bonds, primary market and secondary market, and fundamental analysis and technical analysis. (Understand level)

CO-2: Compute the price of an option-free bond, compute the duration and convexity of an option-free bond. (Apply level)

CO-3: Predict the price of an option-free bond given changes in interest rates. (Apply level)

CO-4: Develop a DCF model to value a company given its fundamentals. (Create level)

CO-5: Judge the price action of any real stock price chart. (Evaluate Level)

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	2	1	3	2	2	2	2
CO2	3	2	2	2	3	3	3	3	3	3
CO3	2	2	2	2	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3

CO5	3	3	3	3	3	3	3	3	3	3
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Unit 1 – Introduction

3 sessions

Investment Vs Speculation – Investment process – Investment approaches – Fundamental Analysis & Equity valuation – technical analysis – securities market – primary market - secondary market – trading and settlement of equities in India – regulatory framework – stock market indices – construction of market indices

Unit 2 – Fixed Income Securities

5 sessions

Introduction - Overview of Bond Features - Risks associated with investing in bonds - Review of Time value of Money - Pricing a Bond - Complications - Pricing floating rate and Inverse floating rate securities - Price Quotes and accrued interest - Computing the yield or Internal rate of return on any investment - Conventional yield measures - Potential sources of a Bond's Rupee Return - total return - review of price-yield relationship for option free bonds - price volatility characteristics of option free bonds - measures of bond price volatility - convexity - additional concerns when using duration - don't think of duration as a measure of time - approximating a bond's duration and convexity measure - measuring a bond portfolio's responsiveness to non parallel changes in interest rates

Unit 3- Fundamental Analysis and Equity Valuation

12 sessions

Fundamental Analysis- EIC framework - Introduction to Valuation - Estimating Discount Rates - Measuring Cash flows - Forecasting Cash Flows - Equity Discounted Cash Flow Models - Firm Valuation Models

Unit 4 – Technical Analysis with special reference to stock market

12 sessions

Introduction – The basic principle of technical analysis- the trend – Dow Theory – History and construction of charts – Trends – the basics – momentum and oscillators – volume, open interest and breadth - Breakouts, stops and retracements – moving averages – short term patterns – confirmation – candle stick charting essentials – single candle lines – multi candle patterns – candle pattern forecasting and trading techniques - measuring market strength - technical analysis workshop

Unit 5 – Portfolio Management

8 sessions

Introduction – portfolio management process - The Characteristics of the opportunity set under risk - A Measure of Dispersion - Variance of Combination of Assets - Characteristics of Portfolios in General - Delineating Efficient Portfolios - Combinations of two risky assets revisited : Short Sales not allowed - The shape of portfolio possibilities curve - The efficient frontier with riskless lending and borrowing - The single index model - The inputs to portfolio analysis - Single index models : An overview - Characteristics of the single index model - Estimating beta - The market model - Simple techniques for determining the efficient frontier - the single index model - The standard CAPM - Assumptions underlying the standard CAPM - The CAPM - Prices and the CAPM – Conclusion - APT- What is it? Estimating and testing APT - APT & CAPM- Recapitulation - Conclusion - Portfolio performance evaluation.

Suggested Readings:

1. William F. Sharpe, Gordon J Alexander Jeffery V. Bailey (1995) – Investments _ Prentice Hall, New Jersey
2. Fischer, Donald E and R. J. Jordan (1995), Security Analysis and Portfolio Management, Prentice – Hall
3. Edwin J Elton & Martin J Gruber (1991), Modern portfolio Theory & Investment Analysis, John Wiley & sons.
4. Francis, J.C. (1991). Investment Analysis and Management, McGraw hills New York.
5. Fuller, Russel J and James L Farrel, Jr. (1987), Modern investments and Security Analysis, - McGraw Hill New York.
6. Lone, James H. Peter Dodd and M.H. Kimptoh, The stock Market; Theories and Evidence, - Dow-Jones –Irwin.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**Course Code: MBA-GE-FM-103
Management**

Title of the Course: Financial Risk

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: How to do risk management in different area of Finance

CO2: What kind of tools are used to minimize risk in different kind of investment

CO3: Wide range of knowledge of Indian Financial System

CO4: A strong foothold in the industry

CO5: How to enable you to acquire vital skills and knowledge

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	2	2	3	3	2	2	2	3
CO2	1	3	2	1	2	2	1	2	3	1
CO3	2	1	1	2	1	3	2	1	1	2

CO4	1	1	1	1	2	1	1	3	2	1
CO5	1	2	2	2	2	1	3	1	1	3

Unit 1: Basic Concepts of Risk Management

8 Sessions

Introduction to risk: What is risk, definition of risk, risk management strategies- diversification, avoidance, hedging, and risk retention.

Financial risk: Meaning, characteristics, and types.

Financial risk classification: Market risk, credit risk, operational risk, asset-backed risk, liquidity risk and other risk forms.

Leverages as a tool of measuring risk: Degree of operating leverage, degree of financial leverage, degree of combined leverage, financial break-even point, overall break-even point.

Statistical tool as a measure of risk: Concepts of probability, variance, and standard deviation.

Unit 2: Financial Markets and Institutions

10 Sessions

Understanding financial system: Financial markets, financial intermediaries, financial regulators.

Financial markets: Meaning, functions, and classifications- based on products, based on ways of trading, based on liquidity- money market and capital market, money and capital market instruments. difference between money and capital markets. primary market and secondary market.

Government securities: Meaning and types, risk involved in holding govt. securities- market risk, re-investment risk, and liquidity risk.

Role of capital market regulator (SEBI), capital market participants and service providers, role of stock exchanges-BSE and NSE, trading mechanism in BSE and NSE, Deal types-order driven and quotes driven, block deals and bulk deals, concept of circuit filters and circuit breakers.

International financial markets: ADR's, GDR's, ECB etc.

UNIT 3: Risk Management in Banks & Financial Institutions

10 Sessions

Market risk: Components-price risk, interest-rate risk, and foreign-exchange risk. Measurement-sensitivity analysis, scenario analysis, stress testing, VAR (Value at Risk).

Credit Risk: Credit risk definition, components-pre-settlement risk, settlement risk. Measurement-standardized approach, advanced approach, probability of defaults (PD), exposure at default (EAD), loss given defaults (LGD). Basel 1 and 2 accord.

UNIT 4: Operational risk

6 Sessions

Form of operational risk, factors affecting operational risk, sound principles of operational risk management (SPOR), SPOR – identification, measurement, control/mitigation of operational risk. Role of credit rating or credit scoring and rating system design in operation risk management.

UNIT 5: Sector Risk Analysis

6 Sessions

Commodity Pricing Risk, Equity Portfolio Risk, Infrastructure financing risk, Depreciation value risk, Risk analysis in assets financing, Risk analysis in micro financing, Risk analysis in Islamic method of financing, foreign exchange risk exposure.

Suggested Readings:

- Risk Management-An Overview, Indian Institute of Banking & Finance, Macmillan Publishers Private Limited, Edition 2010.
- Strategic Financial Management, Dr. Gupta, J.B., Taxmann's Publication Private Limited, Edition 2011.
- Treasury Risk Management, Bagchi, S.K., Jaico Publishing House, Edition 2009.
- Risk Management, Hopkin, Paul, Kogan Page Limited, Edition 2013

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM- 04

Title of the Course: Financial Statement

Analysis

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: The students should be able to understand and read the financial statements effectively

CO2: The students should be able to give inputs regarding the efficiency of the company by observing the financials statements of a company

CO3: The students will have a capacity for analysis of the financial statement including the cashflow statement

CO4: The student will be able to gauge how financial frauds were planned by the companies

CO5: The students should be able to perform complete ratio analysis of financial statements of companies

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	3	1	2	2	2	2	2
CO2	3	1	3	1	-	3	2	3	3	3
CO3	2	3	3	2	1	2	2	3	2	2
CO4	3	2	3	1	-	3	3	3	3	3
CO5	3	3	2	3	-	2	3	2	2	2

Unit 1: THE DEMAND FOR FINANCIAL STATEMENT INFORMATION (08 Sessions)

Financial statements are a product of a diverse set of demand and supply forces. This topic therefore, requires students to look at the demand side forces and how they affect the content of financial statements or the timing of their release.

Parties demanding financial statements

A student is expected to cover in depth, the types of financial statement users and kind of information each group is interested with. Among others, a student has to look at the following groups of financial statement users:

- Shareholders, Investors and Security analysts
- Mangers
- Employees
- Lenders and other suppliers
- Customers
- Government/Regulatory agencies

Conflicts among diverse users.

Each part covered in 1.1 above does have its own kind information needs. The kind of information required by one group is likely to contradict with the information needed by another group. A student is therefore expected to have an in-depth coverage of these.

Factors affecting Demand for financial statement information

The student is expected to read and understand the main factors affecting the demand for financial statement information with particular emphasis on the potential of information to reduce uncertainty and on the availability of competing information sources

- Economic environment factors
- Cultural environment factors
- Legal environment factors
- Competitive environment factors

Unit 2: The Supply of Financial Statement Information (08 Sessions)

Basically, in this topic, we envisage to look at factors affecting the supply of financial statement information provided to external parties. In particular, the students are expected to place an emphasis on regulatory and market forces that affect the content of financial reports.

Regulatory forces and the Supply of Financial Statement Information

- The Institutional framework in Tanzania
- The influence of regulatory forces

Market forces and the supply of Financial Statement Information

- Capital market forces
- Labour market forces
- Corporate market forces

Information Sources for Financial Statement Analysis

- Annual reports
- Industry reports and analyses

Unit 3: TYPES OF FINANCIAL STATEMENTS.

(08 Sessions)

A financial statement is an organized collection of data according to logical and consistent accounting procedures. Its purpose is to convey an understanding of some financial aspects of a business firm. The student ought therefore to have an understanding of the major three types of financial statements - Income statement, Balance sheet and Cash flow statement. In particular, he/she is expected to have knowledge of how these financial statements are prepared together with their composition. Above that a student is expected also to cover the limitations of financial statements.

Unit 4: FINANCIAL STATEMENT ANALYSIS

(08 Sessions)

Financial statement analysis includes the study of relationships between accounting variables within a set of financial statements at a point in time and with trends in these relationships over time. Under this topic a student is expected to have a thorough understanding of the following techniques used in the analysis of financial statements:

Cross Sectional techniques

Common size statements
Financial Ratio analysis

4Time series techniques

Trend statements

Financial Ratio Analysis

Variability measure

Unit 5: FINANCIAL RATIOS ANALYSIS

(08 Sessions)

Financial ratios are relationships expressed in mathematical terms between figures which are connected with each other in some manner. A student is supposed to practice computing the financial ratio together with making their respective interpretations. The following classes of ratios have to be covered in line with their respective components.

- Liquidity ratios
- Profitability ratios
- Turnover ratios
- Gearing ratios
- Performance ratios

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-05
Management

Title of the Course: International Financial

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Explore the international integration of financial markets and analyse implications for financial managers.

CO2: Understand international foreign exchange market.

CO3: Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.

CO4: Develop understanding of foreign exchange derivatives and the techniques to manage foreign exchange exposure of firms.

CO5: Understand and evaluate information within the international financial environment to assess opportunities and threats and make informed decisions

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	-	3	-	1	3	1	2	2	3
CO2	-	3	2	1	1	3	2	2	1	3
CO3	3	-	3	-	-	3	2	2	2	3
CO4	3	2	2	-	-	1	1	2	2	2
CO5	3	3	-	1	1	2	1	2	2	3

UNIT I

(Sessions 8)

International Financial Management

Importance, Nature and Scope

IFM vs Domestic Financial Management

Multinational Enterprise (MNE) - Financial Planning & Control and Investment

Developments in the International Monetary System

Specie Commodity Standard

Gold Standard
Bretton Woods System
Exchange Rate Regime since 1943

International Financial Market Instruments

International Equities
International Bonds

UNIT II

(Sessions 8)

Exchange Rate Mechanism

Quotations
Determination of Exchange Rate in the Spot market
Factors influencing Exchange Rate

Foreign Exchange Market

Distinctive Features
Major Participants
Spot Market
Forward Market

UNIT III

(Sessions 8)

Market for Currency Futures

Currency Futures and Currency Forward contracts
Hedging and Speculation in Currency Futures

Market for Currency Options

Features
Options Terminology
Elementary Option Strategies for Call and Put Options
Hedging with Currency options

UNIT IV

(Sessions 8)

Currency Forecasting

Need for forecasts
Techniques of forecasting

Nature & Measurement and Management of Foreign Exchange Exposure

Concept
Transaction Exposure & Hedging of transaction Exposure
Real-operating Exposure & Hedging of Real-operating exposure
Translation exposure & its management

UNIT V

(Sessions 8)

Financial Swaps

Interest Rate Swap
Currency Swap

Foreign Direct Investment

Costs and Benefits of FDI To Host country and for home country
Strategies of FDI

Books for Reference:

7. V. Sharan, International Financial Management, Prentice Hall
8. A. Shapiro, Multinational Financial Management, John Wiley
9. A. Buckley, International Financial Management, Prentice Hall
10. Yadav and Jain, International Finance, Macmillan
11. Apte, International Financial Management, Tata Mc Graw Hill

PEDAGOGY:

The teaching methodology used in this course will be a judicious mix of lectures, discussions, numerical problems, assignments, quizzes, project work and presentations.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-12

Title of the Course: Financial Engineering

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Explore the statistics for financial engineering.

CO2: Understand linear algebra, calculus and differential equations.

CO3: Identify and learn various theorems and equations.

CO4: Develop simulation techniques.

CO5: Understand investment management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	3	-	1	1	1	2	2	3
CO2	-	2	2	1	1	2	2	2	1	2
CO3	2	-	2	-	-	2	2	2	2	2
CO4	2	2	2	-	-	1	1	2	2	1
CO5	2	2	-	1	1	2	1	2	2	3

Unit-1 – Statistics and Econometrics for Financial Engineering **8 Sessions**

Probability Distributions;
Hypothesis Testing and Statistical Inference;
Econometrics For Finance and
Forecasting Volatility and Correlations.

Unit-2 – Mathematics for Financial Engineering **8 sessions**

Linear Algebra
Calculus - Ordinary and
Partial Differential Equations

Unit-3 – Stochastic Calculus for Financial Engineering **8 sessions**

Stochastic Processes in Finance : Martingales and Measures, Ito's Lemma, Markov Property, Diffusion Processes, Jump Diffusion Processes, Girsanov's Theorem, Levy's Theorem, Feynman-Kac Formula, Kolmogorov Equations
Stochastic Differential Equations and Solutions

Unit-4 – Monte Carlo Simulations for Financial Engineering **8 sessions**

Simulation Techniques
Monte Carlo Simulation

Unit-5– Quantitative Investment Management **8 sessions**

Fixed Income Mathematics
Derivatives Products and Strategies
Option Pricing Fundamentals
Mortgages and Mortgage-Backed Securities (MBS)

Books for Reference:

1. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition;
2. Chew, Lian; Managing Derivative Risk, John Wily, New Jersey;
3. Das, Satyajit: SWAP and Derivative Financial Probus;
4. Hull, J., Option: Future and other Derivative, Prentice Hall, New Delhi;
5. Kolb. Robert W.: Understanding Future Markets, Prentice Hall Inc., New Delhi

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE- FM- 13

Title of the Course: Bank Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the Bank Financial Statements

CO2: Explore how to manage risks

CO3: Identify credit management

CO4: Develop understanding of treasury management

CO5: Understand Balance Sheet Management

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1	1	1	1	1	2	2	1
CO2	1	2	2	1	1	2	2	2	1	2
CO3	2	-	2	-	-	2	2	2	2	2
CO4	2	2	2	1	-	1	1	2	2	1
CO5	2	2	-	1	1	2	1	2	2	1

Unit 1 – Understanding Bank's Financial Statements

8 Sessions

Capital - Reserves - Various Other Liability side items - Asset Side Items - Structure of the Income Statement - major sources of Income- Major heads of Expenditure- Analysis of Bank's Financial Statements - Factors determining valuation of Bank - Key Ratios

Unit 2 – Risk Management

8 Sessions

Basel I - Basel II & Basel III Norms - ICAAP - Credit Risk Management - Operational Risk Management & Market Risk Management

Unit 3 –Credit Management

8 Sessions

Principles of Credit Management - Basics of Credit Appraisal - Structuring a Credit proposal - Working capital appraisal - Credit Rating - Credit Delivery System - Documentation - Post Sanction supervision, control and monitoring of credit - Dealing with credit defaults.

Unit 4 – Treasury Management

8 Sessions

Objectives of treasury - Organization and Structure of treasury Department- Treasury operations - Treasury and international banking- various Treasury Products - control and supervision of treasury department - risk management.

Unit 5 – Balance sheet Management

8 Sessions

Capital Adequacy - Asset Liability Management - GAP analysis - Funding Liquidity - Contingency Funding - Profitability Analysis - Asset Classification - Provisioning- impact of NPAs

Suggested Readings

1. Indian Institute of Banking and Finance (2011), Advanced Bank Management, Macmillan Education
2. Indian Institute of Banking and Finance (2010), Bank Financial Management, Macmillan
3. Rose P, Hudgins S. (2017), Bank Management & Financial Services, McGraw Hill Education
4. Padmalathas, Justin P (2017), Management of Banking and Financial Services, Pearson Education

Note: The Latest Editions of the Reference Books may be referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**Course Code: MBA-GE-FM-14
Management**

L-T-P: 3-1-0

Title of the Course: Corporate Tax

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the Tax Planning

CO2: Explore setting up a new business for tax planning

CO3: Identify Tax planning with reference to specific management decisions

CO4: Develop Tax planning in respect of non-residents

CO5: Understand Tax planning with reference to business restructuring

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1	1	1	1	1	2	2	1
CO2	1	2	2	1	1	2	2	2	1	2
CO3	2	-	2	-	-	2	2	2	2	2
CO4	2	2	2	1	-	1	1	2	2	1
CO5	2	2	-	1	1	2	1	2	2	1

Unit 1:

lecture 08

Tax planning, tax management, tax evasion and tax avoidance. Types of companies, Residential status of companies and tax incidence, clubbing Tax liability and minimum alternate tax, Carry forward and set off of losses in case of certain companies, deductions available to corporate assesses. Tax on distributed profits and Units of Mutual Funds.

Unit 2

lecture 08

Tax planning with reference to setting up of a new business: Location of Business, nature of business, form of organisation. Tax planning with reference to financial management decision - Capital structure, dividend and bonus shares. Tax planning with reference to sale of scientific research assets.

Unit 3

lecture 08

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace. Tax planning with reference to employees' remuneration. Tax planning with reference to receipt of insurance Compensation. Tax planning with reference to distribution of assets at the time of liquidation

Unit 4

lecture 08

Tax planning in respect of non-residents, Taxable income for nonresidents, interest, salaries and exemptions from tax to non-residents. Double taxation relief, Provisions regulating transfer pricing, computation of Arm's length pricing, Advance rulings, Advance pricing agreement.

Unit 5

lecture 08

Tax planning with reference to business restructuring - Amalgamation - Demerger - Slump sale - Conversion of sole proprietary concern/partnership firm into Company - Conversion of company into LLP - Transfer of assets between holding and subsidiary companies

Suggested Readings:

1. Singhania, Vinod K. and Monica Singhania. Corporate Tax Planning. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi
3. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.
4. Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
5. IAS – 12 and AS – 22. 6. T.P. Ghosh. IFRSs. Taxmann Publications Pvt. Ltd. New Delhi.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-15

Title of the Course: Behavioral Finance

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the Behavioural Sciences

CO2: Explore the concept of Arbitrage

CO3: Identify Efficient market hypothesis

CO4: Explore External factors and investor behaviour

CO5: Understand Behavioral corporate finance.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1	1	1	1	1	2	2	1
CO2	1	2	2	1	1	2	2	2	1	2
CO3	2	-	2	-	-	2	2	2	2	2
CO4	2	2	2	1	-	1	1	2	2	1
CO5	2	2	-	1	1	2	1	2	2	1

UNIT I

(8 Sessions)

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.

UNIT II

(8 Sessions)

The concept of arbitrage – limits of arbitrage - the equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic aversion and mental accounting – naïve diversification – overconfidence and optimism. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs

UNIT III

(08 Sessions)

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization

UNIT IV

(08 Sessions)

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns; Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Prospect theory – risk aversion – anomalies – accounting anomalies

UNIT V

(08 Sessions)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, Pandey-Learning Behavioural Finance(Excel Books)

3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

Note: The Latest Editions of the Reference Books may be referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**SEMESTER III
ELECTIVES**

3. HUMAN RESOURCE MANAGEMENT (Specialization)

Course Code: MBA-GE-HR-01
Relations

Title of the Course: Management of Industrial

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the complexity of industrial Relations Environment in India and its impact at micro and macro levels.

CO 2: Explore the concept of Disputes and how to settle it.

CO3: Learn trade Unions Act.

CO4: Understand the Industrial Employment (Standing) Order Act, 1946.

CO5: Understand Acts related to Gratuity, Bonus, Minimum Wages Act.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	2	3	2	2	2	1	2
CO2	3	3	3	3	1	3	3	1	2	3
CO3	2	2	3	2	2	2	2	1	2	2
CO4	3	3	2	3	2	2	2	1	2	2
CO5	2	2	2	2	3	3	2	2	2	2

UNIT I:

(08 Sessions)

The concept of Industrial Relations, Parties to Industrial Relations, Significance of Good Industrial Relations, Factors affecting Industrial Relations, Scope of Industrial Relations, Emerging challenges of Industrial Relations: Globalization, changes in workforce profile, changes in politico-legal environment, Government approach to Industrial Relation.

UNIT II:

(08 Sessions)

Industrial Relations and Industrial Disputes Act, 1947 Concept, Scope and significance; Industrial disputes and individual disputes, Settlement of industrial disputes - works committee, Grievance settlement, Authority, conciliation, Court of Enquiry, Voluntary Arbitration, Labor Court, Tribunal and National Tribunal; Strikes and lock-outs; Lay-off and retrenchment.

UNIT III:

(08 Sessions)

Trade Unions Act, 1926; Registration of Trade unions; Members, office-Bearers and outsiders in Trade Union; Trade union funds; Rights, Liabilities and Immunities of Trade Union; collective bargaining.

UNIT IV:

(08 Sessions)

The Industrial Employment (Standing) Order Act, 1946; Scope & coverage of the Act; Concept and nature of standing orders; certification process; Modification and Temporary application of Model standing orders; Interpretation of standing orders.

UNIT V:

(08 Sessions)

Salient features of "The Payment of Gratuity Act, 1972". Salient Features of "Payment of Bonus Act, 1965". Need based minimum Wage; Fixation and Revision of Minimum Wage and disposal of claims under the Minimum Wages Act, 1948.

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. S.C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.

2. S.C. Srivastava: Labor Law in factories, Mines, Plantations, Transport, Shops and other industrial establishments, PHI, New Delhi.
3. RD Davar: Personnel Management and Industrial Relation, Vikas Publishing House, New Delhi.
4. Dr. P.C. Tripathi: Personnel Management, Sultan Chand & Son, Delhi.
5. T. N. Chhabra & R.K. Suri, Industrial Relations, Concepts and issues, Dhanpat Rai & Co.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-02 Title of the Course: Performance & Compensation Management

L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the basics of performance management, its process and performance appraisal techniques.

CO2: Learn the different types of plans and evaluate performance.

CO3: Ascertain Performance Review Meeting, acknowledge the importance of feedback and counselling.

CO4: Master a tool i.e. Balance Score Card for performance management in organization.

CO5: Acquire an overview on Compensation Management, its determinants, policies and legal framework in organizations

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	2	1	1	2	2	2	3
CO2	2	3	2	2	-	1	2	2	2	3
CO3	3	3	3	2	-	2	1	2	1	3
CO4	2	3	2	2	-	2	2	2	1	3
CO5	2	3	2	2	-	-	1	2	1	3

UNIT I: Performance Management:

08 Sessions

Basic of Performance Management

Definition, principles
Integrative Process

Performance Management Process

Conceptual model (Bell Curve & others)
Practical Model
Process of Performance Management
Organizational & individual contribution
Various Methods of performance appraisal
Management by objectives
360 Degree Appraisal

UNIT II: Performance Planning

08 Sessions

Planning
Content
Drawing up the plans
Evaluation the Performance Planning Process

UNIT III: Conducting Performance Review

08 Sessions

Conducting Performance Review Meeting
Evaluating Performance Review Meeting
Self Assessment
Feedback and counseling

UNIT IV: Balance Score Card – A Tool for Performance Management in Organisation

08 Sessions

Evaluating Performance Management

General Method for monitoring and Evaluation
Performance Management as a continuous process

UNIT V: Compensation Management

08 Sessions

Compensation: An overview
Compensation: Equity
Determinants of Individual Financial Compensation
Compensation Policies (Pay level, Pay structure).
Benchmarking of compensation
Pay for: Performance, Competencies & Potential
Rewards, Incentives and statutory benefits.
Legal framework of compensation
Taxation of Salary Income, Allowances, Perquisites, Retirement benefits, and increasing the post tax value of compensation packages,)
Communication of compensation.

Indicative Reading

To be submitted later

Learning and Teaching Methods

Lecture sessions, cases assignment, projects, presentations, team work, etc.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-03

Title of the Course: Training & Development

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Discuss the basic concepts and principles of training and development. Discuss the importance of training and development from a HR perspective and demonstrate the ability to implement need analysis and apply learned knowledge to the real world.

CO2: Develop and Identify the steps in preparing a training and development plan.

CO3: Define the different types of training. Analysis on the job and off the job training.

CO4: Assess the different types of training delivery methods and computer-based training methods. Role of consultants in the

CO5: Evaluate the critical issues in the implementation of various training programs and assessment of the training budgets and evaluation of the training programs in order to justify the training programs and cost-benefit analysis.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	3	2	3	3
CO2	2	3	2	2	3	2	2	2	3	3
CO3	3	2	2	3	3	1	3	2	1	2
CO4	2	1	1	2	2	2	3	3	2	2

CO5	3	2	1	3	3	3	3	2	3	2
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Unit 1: Introduction to T & D Concept:

Definition, Meaning, Need for T & D, Importance Of T & D, Objectives of T & D, Concepts of Education, Training And Development, Overview Of Training Functions, Differences between Training and Development

Unit 2: Process of Training:

Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Unit 3: Instructional Approaches:

An Overview, Traditional Instructional Approaches, Modern Instructional Approaches; Internal Training vs. External Training. Training Methods - On the job- Apprenticeship, Under-study, Mentoring & Coaching. Off the job - Case studies, Lectures, Vestibule, Sensitivity, in-basket, role plays, audio-visual & other contemporary methods;

Unit 4: Designing and Implementing A Training Program:

Trainer Identification, Role of Trainers, Qualities of a Good Trainer, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Training Calendar, Management Development Program, Budgeting Of Training.

Unit 5: Evaluation of Training Program.

Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, other methods of evaluation, External Training Validity, Job Application, Business Impact, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

Unit 6: Learning:

Principles Of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.

Unit 7: Technology In Training.

CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

References:

1. Goldstein Irwin L, Training in Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication
2. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication
3. Dugan laird- Approaches to Training and Development, Perseus Publishing 2003
4. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
5. Sahu R. K. - Training for Development (Excel Books, 1st Ed.)
6. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
7. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
8. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
9. Employee Training and Development - Raymond Noe
10. Every Trainers Handbook- Devendra Agochia
11. 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-04 Title of the Course: Organizational Change & Development

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Learn and analyze the changing environment affecting today's and tomorrow's organizations.

CO2: Discuss the theoretical background of processes of Managing Change and Organisation Development.

CO3: Understand the major techniques used in OD

CO4: Identify the trends that may affect application of OD in future.

CO5: Apply the theoretical aspect in to practical implementation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	2	3	1	3	2	3	1	2
CO2	3	1	2	3	1	3	2	3	1	2
CO3	3	2	2	3	1	3	2	3	1	2
CO4	2	2	2	3	2	3	2	3	1	2
CO5	3	2	1	1	1	-	1	3	1	2

Unit-I: Introduction to Organizational Change

(04 Sessions)

Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change.

Unit–II: Change Methods

(08 Sessions)

Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth

Unit – III: Organizational Development

(04 Sessions)

Definition, Values and Assumptions, Importance and Evolution (Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake)

Unit – IV: Foundations of OD

(08 Sessions)

Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures.

Unit – V: Process of OD

(08 Sessions)

Diagnosis - Why diagnosis - Importance of correct diagnosis in success of OD, SIX BOX model, 7 S Framework, Organizational Iceberg Model, Force Field Analysis. OD Interventions - Introducing the term interventions, Types of Interventions - Team, Inter-group, Third Party Peacemaking, Structural and Comprehensive. Team Intervention - What are Teams and Effective Teams, Stages of Team Development, Gestalt Approach, Role of Analysis Technique, Interdependency Exercise, Role Negotiation, Appreciations and Concerns Exercise, Visioning, Responsibility Charting, Appreciative Inquiry. Structural Intervention -Socio-Technical Systems as an intervention, Work Redesign, Quality of Work Life, TQM, Reengineering, Comprehensive Interventions -Grid OD, Confrontation Meeting

Unit VI : OD Consultant

(04 Sessions)

Choosing the OD Consultant, Role of the OD Consultant, Competencies of the OD Consultant, Ethical issues in OD Consulting, Organizational Power and Politics and its impact on OD

Unit VII : Caselets

(08 Sessions)

Intervention techniques in various types of organizations - e.g. Multinational Organizations, Knowledge Sector, B.P.Os, Insurance Sector, Financial Sector, Health Care Management, Telecom.

References:

1. Organization Development Behavioral Science Intervention for Organisational Improvement – Wendell L. French and Cecil H. Bell, Jr., Prentice Hall of India (2003).
2. Organization Development Strategies and Model, Beckhard R., 1969, Addison Wesley.
3. The Laboratory Method in T-Group Theory and Laboratory Method: Benne, K.K., Bradford, L.P., & Lippitt R, 1974, John Wiley, New York.
4. Organization Development: Its nature, Origins and Prospects, Bennis, W.G., 1969, Addison – Wesley
5. The Planning of Change: Bennis W.G.- Holt, Rinehart and Winston, New York., 1969.
6. Managing Organizational Changes: Chattopadhyay, Somnath and Pareek, Udai, 1982 Oxford & IBH, New Delhi
7. Organization Development – Objectives, Assumptions and Strategies, Harvey Donald & Brown Donald, 1988, California Management Review 12.

8. Organization Development for Survival, Kuriloo, Ah., 1972, American Management Association inc., New York.
9. Organization Development, Schein, E. Bennis W, Beckhard R, 1969, Wesley
10. Practicing Organisation Development, Ruthwell J. William, Sullivan, Roland & McLean N. Gary, 1995, Wesley
11. Winning in the Downturn: Agenda for Action – All India Management Association – 2002.
12. Organization Development - French & Bell
13. Changing Organizations - Warren Bennis

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-05

Title of the Course: Knowledge Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Learn about knowledge and knowledge management systems.

CO2: Discuss the background of Learning Organizations.

CO3: Understand knowledge management.

CO4: Identify the Knowledge management in virtual organizations.

CO5: Apply the theoretical aspect of AI into practice.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	2	3	1	3	2	3	1	2
CO2	3	1	2	3	1	3	2	3	1	2
CO3	3	2	2	3	1	3	2	3	1	2
CO4	2	2	2	3	2	3	2	3	1	2
CO5	3	2	1	1	1	-	1	3	1	2

Unit I

08 Sessions

Knowledge Management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management in virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems – issues, challenges and benefits, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy.

Unit II–

08 Sessions

Organizational knowledge – types, capital classification, sources, processes, creation, indexing, knowledge – conversion. Organizational knowledge, organizational knowledge, organizational knowledge mapping techniques. Learning organizations – nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization

Unit III–

08 Sessions

Knowledge Management- Definitions & specification, levels, targets, classification, information Management & knowledge Management, generation of Knowledge Management, Knowledge Management as best practice systems, Knowledge Management strategy, Knowledge and culture.

UNIT IV –

08 Sessions

Organizational KM and Designing Enterprise -Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions - a study of I.T. support I - business. Knowledge management system – issues, challenges and benefits. KM applications organizational collaborative platforms. Organizational knowledge measurement framework. Organizational knowledge measurement techniques, organizational implementation barriers. activities and case studies.

Unit V –

08 Sessions

Recent Tools For KM - Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. Intellectual capital – introduction, social innovation capital. Techniques methods and approaches to learning organizations. Learning companies fostering knowledge and learning, a brief overview of some techniques, methods and approaches, learning organizations and management of change – activities and case studies

Reference Books:

1. Knowledge Management – Sudhir Warier, Vikas Publications.
2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.
3. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4. Developing Expert System for Business – Chandler/Liang.
5. Knowledge Management – Pankaj Sharma, APH Pub.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-06

Title of the Course: Strategic Human Resource Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	2	3	1	3	2	3	1	2
CO2	3	1	2	3	1	3	2	3	1	2
CO3	3	2	2	3	1	3	2	3	1	2
CO4	2	2	2	3	2	3	2	3	1	2
CO5	3	2	1	1	1	-	1	3	1	2

Unit 1: Introduction to Strategic HRM

(08 Sessions)

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies. Human Resource Environment- Technology and structure; Workforce diversity; Demographic changes Temporary and contract labour; Global environment; Global competition Global sourcing of labour; WTO and labour standards. Followed by activities and concept-based case studies.

Unit 2: Recruitment and Retention Strategies

(08 Sessions)

Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Telecommuting Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams. Followed by activities and concept-based case studies.

Unit 3: Training and Development Strategies

(08 Sessions)

Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training. PERFORMANCE MANAGEMENT STRATEGIES - Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions. Followed by activities and concept based case studies.

Unit 4: REWARD AND COMPENSATION STRATEGIES

(08 Sessions)

Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay. Retrenchment Strategies -Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment. Followed by activities and concept-based case study.

Unit 5: HUMAN ASPECTS OF STRATEGY IMPLEMENTATION (08 Sessions)

Behavioral issues in strategy implementation; Matching culture with strategy Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics. Introduction to global HR strategies; Developing HR as a value-added function. Followed by activities and concept-based case studies.

Books Recommended:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-07

Title of the Course: Talent Management & Competency Mapping

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: To understand and explain the concept of competencies through building various competency models for various organizations.

CO2: To understand and explain the mechanisms of identifying competencies via the behavioral interview method. Will also be able to explain various competency-based applications like HRIS, performance management, career and succession planning, etc.

CO3: To understand and explain competency mapping in assessment centers. Also, how to implement competency-driven culture in an organization through evaluation of competencies and managing change.

CO4: To understand and explain the concept of talent as the engine of the new economy. Also, will get an understanding of leveraging talent in the company and various ways in which knowledge workers can be managed.

CO5: To understand and explain Talent via a Talent management system, a fusion of talents, cross-functional capabilities, and building a talent-friendly organization. Also, will be able to understand and explain the concept of Return on Talent, and develop a talent management information system within organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	2	2	2	2	3	2	2
CO2	3	2	2	2	2	3	3	3	2	2
CO3	3	2	2	3	2	3	3	2	2	2
CO4	3	3	2	3	2	2	2	2	2	2
CO5	3	3	3	3	3	2	2	2	2	2

Unit 1: Understanding competencies in organizational context

8 Sessions

– Concepts, Strategy, Vision, Mission, HRM strategies of the organization, issues and Sources. Developing Competency models – identifying competencies and understanding positions, levels.

Unit 2: Methods of identifying competencies

10 Sessions

Designing Competency studies, conducting Behavioural Event Interview etc.

Developing generic competency models, leadership models and models for Superior Performance. Competency based applications – selection, Performance Management, Development, Career and Succession Planning Remuneration, Integrated HRMIS.

Unit 3: Competency Mapping in Assessment Centre

8 Sessions

Mapping individual competencies, various tools and techniques, psychometric tests, training assessor and development of tools.

Competency Driven Culture – Evaluation, managing change for future business success.

Unit 4: Talent

8 Sessions

engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies – performance management, evaluating employee potential.

Unit 5: Talent Planning

8 Sessions

Succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.

Return on Talent: Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

Indicative Reading

Text Book

Handbook of competency Mapping Dr. Seema Sanghi, Sage Response 2004

References:

- Spencer Ledge M, Spenner Sigma M, Competence at work, John Willy & Sons Inc. 1993.
- Gary Hamel and C K Prahalad, competing for the future (Boston Harvard Business School, 1994) 20.
- Parry, S.R. "The Quest for Competencies" Training July 1996 PP 48-56.
- Flanagan, J.C. "The Critical Incident Technique" Psychological Bulletin, 1954, 51(4) 327-358
- Hayes, Robert H, 1985, "Strategic planning – forward in reverse?" Harvard Business Review, November – December 1985, PP 111-119.
- Holdman, J.B. Aldrige J M and Jackson D, "How to hire Ms/Mr Right?"
- Journal of Accountancy, August 1996, pp 55-57
- Davis, R.S. and Olson, D.A. "Leverage Training and Development to make a strategic impact". The Journal (Society of Insurance Trainers and Educators), 1996-1997, pp 10-12
- Enbanks, J.L, Marshal, J.B. and O' Driscoll M.P. "A Competency Model for OD Practitioners". Training and Development Journal, November 1990 pp 85-90.
- Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
- Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
- Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
- Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi

Assessment Methods

- The course work will comprise an individual project work on developing competency framework & model and mapping in an organization.
- Presentation on the outcome of the project work
- Continuous evaluation on case analysis and other simulation exercise through Class participation
- The end of course examination will be of two hours duration cover learning outcomes.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

**SEMESTER III
ELECTIVES**

4. OPERATIONS MANAGEMENT(Specialization)

Course Code: MBA-GE-OM-01
operations

Title of the Course: Digital Transformation in Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO 1: Understand the concepts of E-Commerce, E-strategy & E-Marketing.
- CO 2: Apply the knowledge of E-Commerce, E-strategy & E-Marketing in the corporate sector.
- CO 3: Analyse the E-strategies adopted by the E-Commerce.
- CO 4: Evaluate the legal framework for E-Commerce.
- CO 5: Develop opportunities by conducting SWOT in E-Commerce.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	-	3	3	3	3	1	1
CO2	3	3	3	-	3	3	3	3	3	3
CO3	2	3	1	1	3	3	3	3	3	3
CO4	3	2	-	3	2	1	-	2	2	1
CO5	2	3	3	3	2	2	3	3	3	3

UNIT I Concepts, Dimensions and Performance of E-commerce: (Sessions 08)

History of Internet; SWOT of Internet in Trade, Electronic Commerce- Traditional vs Electronic Commerce, SWOT of E-commerce, Classification of E-commerce, Some Indian Case Studies – TELCO, Hindustan Lever, Asian Paints, CRISIL, ICICI Bank on E-commerce

UNIT II Business Models for E-commerce: (Sessions 08)

E-business Model Based on Relationship of Transaction Parties (B2C, B2B, C2C, C2B), E-business Model Based on the Relationship of Transaction Types (Brokerage Model, Aggregator Model, Community Model, Value Chain Model)

UNIT III Enabling Technology for E-Strategy: (Sessions 08)

Information and Strategy, Virtual Value Chain, Dimensions of E-commerce Strategy, Value Chain and E-strategy, Planning the E-commerce Project, Strategies for Web Site Development, Setting Web Site Goals and Objectives

UNIT IV E-commerce application in Marketing: E-Marketing- (Sessions 08)

Online Marketing, E-advertising, Internet Marketing Trends, Target Markets, E-branding, Marketing Strategies; **E-Customer Relationship Management- CRM**, E-CRM Solutions, Typical Business Touch-points; E-Supply Chain Management- E-Supply Chain Components, E-Supply Chain Architecture, Major Trends in E-SCM

UNIT V E-Commerce Operations: Legal Framework for E-commerce- (Sessions 08)

Copyrights, Defamation, **E-Security-** Security on the Net, E-business, Firewalls for system Integrity, Virus Protection and Protection from Intruders; **E-Payment Systems-** Digital Payment, Digital Token-based E-payment Systems, Classification of New Payment Systems, Properties of E-Cash, E-cheque, Risk and E-payment Systems, Designing E-payment Systems, Digital Signature

Suggested Readings:

1. Marc J Schniederjans, Qing Cao and Jason H Triche (2013) E-commerce in Operation Management, Second Edition, World Scientific Publishing Co. Pte. Ltd.
2. M. Mahmoudi Maymand, (2005) E-Commerce, Deep and Deep Publications Pvt. Ltd.
3. P.T. Joseph (2015) E-commerce: A Managerial Perspective, Fifth Edition, Prentice Hall of India Pvt. Ltd.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-02 Title of the Course: Supply Chain Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO 1: To develop fundamentals of Supply Chain Management
- CO 2: To enhance understanding of distribution network in supply chain management
- CO 3: To give analytical exposure of demand forecasting in Supply Chain
- CO 4: To provide exposure of supply chain externalities and its contribution in performance
- CO 5: To explore logistics, Information technology and international logistics

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	3	2	3	1	2	2	2
CO2	2	3	3	3	1	3	2	2	3	3
CO3	2	2	3	3	2	2	3	3	3	2
CO4	2	3	3	3	2	3	2	3	3	1
CO5	2	3	3	3	3	1	1	3	2	3

Unit I: Understanding Supply Chain Management (Sessions 8)

Introduction, objective and scope of SCM, development chain, supply chain vs value chain, Process view of Supply chain, supplier relationship management. Strategic fit in SCM and related challenges, Drivers of supply chain performance.

Unit II: Distribution Network (Sessions 8)

Factors and Design in distribution network, Differences in distribution network in distinct sectors, network design and its framework, uncertainty factors. Global supply chain network, risks and challenges.

Unit III: Demand Forecasting in Supply Chain (Sessions 8)

Importance, role and characteristics of forecasting, Forecasting methods- Static and Adaptive, Components of forecasting- Level, Trend and Seasonality, Deseasonalised demand, seasonal factor, Forecasting error.

Unit IV: Supply Chain Performance (Sessions 8)

Important factors in supply chain improvement, Outsourcing and 3PLs, Fourth party logistics, Coordination & lack of supply chain management, Bullwhip effect in supply chain, Benchmarking.

Unit V: Logistics (Sessions 8)

Meaning and definition, Logistics Management, types of logistics, role of transportation in logistics, Application of IT in logistics, Future and risk of IT in supply chain, international logistics.

References /Suggested Readings:

1. S. Chopra, P. Meindl and D. Kalra. Supply Chain Management (5th Ed). Pearson Education, 2013.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India,2005.
3. Donald J. Bowersox, David J. COss and M. Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, 2008.
4. R. Ballou and S. Srivastava. Business Logistics/ Supply Chain Management (5th Ed). Pearson Education, 2011.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain Management- A Balanced Approach”, South-Western, Cengage Learning 2005.
6. Mohanty R.P. and S.G. Deshmukh, “Supply Chain Management”, Biztantra, 2005. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, “Supply Chain Management for Competitive Advantage – Concepts and Cases”, Tata McGraw Hill, 2009.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-03 Title of the Course: Project Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO 1: Develop fundamentals of Project

CO 2: Enhance understanding of Project Feasibility

- CO 3: Learn about human aspects in project management
 CO 4: Master Project Scheduling
 CO 5: Resource Scheduling and Resource Levelling

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	3	3	2	2	3	3	2	2
CO2	2	2	3	2	2	2	3	2	2	2
CO3	3	3	2	2	3	3	2	2	3	3
CO4	3	2	2	3	3	2	2	3	3	2
CO5	2	3	3	3	2	3	3	3	2	3

Unit I: (Sessions 06)
 Project – Definition, Scope, Significance; Project Proposal, Project management – Functions - organization - planning - human aspects and pre-requisites, An Overview and Key Concepts of Project Management

Unit II: (Sessions 08)
 Project Feasibility Studies; Project Identification, Market and Demand Analysis, Technical Analysis, Project Cost Estimate, Financial Appraisal of Single Projects, Financial Appraisal of Multiple Projects

Unit III: (Sessions 08)
 Human Aspects in Project Management; Project Organisation, Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management

Unit IV: (Sessions 10)
 Project Scheduling with PERT/CPM, Time-Cost Trade-Off and Crashing of Projects, Application of Project Management Softwares, Contract Management, Project Cost Control (PERT/Cost)

Unit V: (Sessions 08)
 Resource Scheduling and Resource Levelling, Risk Analysis in Project Management, Project Audit and Project Termination, Project Control

References /Suggested Readings:

1. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.
2. Meredith, Jack R. and Mantel, Samuel J., Project Management a Managerial Approach, Wiley.
3. Srinath, L.S., PERT and CPM; Principles and Applications, East-West Press.
4. Chaoudhury, Sadhan, Project Scheduling and Monitoring in Practice, South Asian Pub.
5. Harriosn, F L., Advanced Project Management, Gower.
6. Lockyer, K.G., An Introduction to Critical Path Analysis, Ptiman Books.
7. Martino, R.L., Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources, American Management Association.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-04 Title of the Course: Business Analytics

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the various types of data and the basic of descriptive, prescriptive and predictive analytics of data.

CO2: Learn to calculate the multivariate regression and model fit.

CO3: Identify the specific regression model application for business problems

CO4: Describe the specification error in regression models and limited dependent variables regression.

CO5: Apply time series analysis in business forecasting.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	1	1	1	1	3	2	1	1
CO2	2	2	2	1	1	1	3	2	1	2
CO3	3	1	3	1	1	2	3	3	2	2
CO4	2	1	2	1	1	2	2	2	1	3
CO5	3	2	1	1	1	1	3	3	2	2

Unit I:

(Session 07)

Introduction to Econometrics; Different data types – cross section, time series and panel data and problems associated with them, Linear Regression Model; Estimation using the method of

Ordinary Least Squares (OLS), Properties of Estimators

Unit II: (Session 08)

The Multiple Linear Regression Model, Estimation using the method of OLS – CLRM assumptions and properties of Estimators, Goodness of Fit and General Criteria for Model Selection, Testing Hypothesis, Specification Errors, The assumption of Multicollinearity

Unit III: (Session 08)

Choosing Functional Forms and Testing for Model Specification, Functional Forms – like Exponential and Logarithmic Functions – Linear Log; Log- Linear; Double Log; Reciprocal Transformation; Polynomial Curve Fitting, Introduction to Dynamic Models – Lags in Behavior, Hypothesis Testing, Dummy Variable Regressors.

Unit IV: (Session 10)

Identifying and Correcting for Violations of the CLRM Assumptions, Specification Errors, Heteroskedasticity, Autocorrelation, Qualitative and Limited Dependent Variables (Logit Model – Probit Model – Tobit Model), Introduction to Simultaneous Equation Models

Unit V: (Session 07)

Time Series Analysis, Pattern Study, Auto-correlation Analysis, Forecasting Methods (ARMA and ARIMA models)

References /Suggested Readings:

1. Johnston, J: Econometric Methods, McGraw-Hill Book Co., New York.
2. Maddala, G.S: Econometrics, McGraw-Hill Book Co., New York, 3rd Rd.
3. Gujarathi, D.N: Basic Econometrics, Fourth Edition, Tata McGraw-Hill, New Delhi.
4. Tintner, G: Econometrics, John Wiley & Sons, New York.
5. Wooldridge, Jeffery M: Econometrics, Cengage Learning India Pvt. Ltd, New Delhi.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

UNIT III:**(Session 08)**

TQM Tools and Techniques I; 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.

UNIT IV:**(Session 08)**

TQM Tools And Techniques II; Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

UNIT V:**(Session 08)**

Quality Systems - Elements, Documentation, Need for ISO 9000 - ISO 9001-2008, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors.

References /Suggested Readings:

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield- Sacre, M. (2006). Total quality management (3rd ed.). New Delhi: Pearson Education.
2. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). 100 years in maintenance and reliability. New York: Industrial Press.
3. Oakland, J. S. (2003). Total quality management: Text with cases. Burlington: Butterworth-Heinemann.
4. Sharma, S. I. (2008). Total engineering quality management. New Delhi: Macmillan.

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

SEMESTER III**ELECTIVES**

5. ENTREPRENEURSHIP (Specialization)

Course Code: MBA-GE-EP-01

Title of the Course: Social Entrepreneurship & Corporate Entrepreneur

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the concept of social entrepreneurship and appreciate its potential to resolve community problems.

CO2: Identify the skill set needed to add value to social ventures amidst the challenges being faced by such ventures.

CO3: Ability to offer creative solutions to build sustainable social entrepreneurial ventures catering to the societal needs profitably.

CO4: Learn about corporate entrepreneurship and the skills required by them.

CO5: Master Organization Culture and Designs.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	3	3	3	3	3	3	3	2	2	2
CO5	2	2	2	2	2	2	2	2	1	2

Unit 1: Concept of Social Entrepreneurship, Definition, Evolution and History of Social Entrepreneurship. Skills and Competencies relevant for Social Entrepreneurs, Prevalence of Social Entrepreneurship in India as well as globally. Examples and Cases. **(8 Sessions)**

Unit 2: Factors contributing to the relevance of social entrepreneurship, Social Impact: Concept and Definition, Measuring Impact, Social Investing, Role of communities and Society, Social Ecosystems. **(8 Sessions)**

Unit 3: Social Enterprise: Forms and classification, Structures and Strategies, Social Sector and Emerging Changes, Corporate Social Responsibility, Sustainable Organizations. Business and

Society.

(9 Sessions)

Unit 4: Definition and concept: Intrapreneurship or Corporate entrepreneurship, Difference from Start -up Entrepreneurship, Skills and Competencies for Intrapreneurship, Challenges within Organizations in Corporate Entrepreneurship. (8 Sessions)

Unit 5: Organization Culture and Designs with entrepreneurial Intensity, Innovation and Creativity for Intrapreneurship, New projects for Corporate Audience, Corporate Entrepreneurship in Globalized markets. (7 Sessions)

Books for Reference:

Building Social Business: A New Kind of Capitalism, Muhammed Yonus, 2010
Social Entrepreneurship: What Everyone Needs to Know, David Bornstein, 2010
Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism, 2020

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-EP-02 Title of the Course: Entrepreneurial Ecosystem and Entrepreneurial Finance

L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Recognize the importance of strong entrepreneurial ecosystem, and entrepreneurial finance for growing companies to thrive.

CO2: Interpret the metrics for evaluating performance of entrepreneurial ecosystems.

CO3: Identify the various types of financing available to entrepreneurs and their respective merits and demerits.

CO4: Synthesize the various government schemes available to boost the entrepreneurial ecosystem.

CO 5: Know about Venture Capitalists.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	3	3	3	3	3	3	3	3	3
CO5	2	2	2	2	2	2	1	2	1	2

Unit 1: Entrepreneurial Ecosystem: Definition and Concept, Drivers of Entrepreneurial Ecosystem, Entrepreneurial Actors in the Ecosystem. Dynamic Nature of Entrepreneurial Ecosystems, Distinguishing Features of Entrepreneurial Ecosystems (Domains)

Unit 2: Supporting Entrepreneurial Ecosystems: The role of Policy, Development of Industrial Policies, Schemes (Startup India, Skill India Digital India), Role of Institutes and Organizations.

Unit 3: Measurement of Ecosystems, Metrics for Entrepreneurial Ecosystems, Outcome based Measurements, Comparative Analysis: Developed Economy Vs Developing Economies. Measuring Entrepreneurial Orientation.

Unit 4: Entrepreneurial Finance- Definition, Difference from corporate Finance, Issues related to Funding of Start –Ups, the concept of Boot Strapping, Other Sources of Finance, Debt-Offering, Steps in Securing a Bank-Loan.

Unit 5: The Concept of Venture Financing, Venture Capitalists: contribution to entrepreneurial ecosystems, Factors contributing to the growth of VC's, Other forms: Angel Investing, Crowd Funding, Seed Funding.

Books for Reference:

Innovation Ecosystems in India: Rama Iyer (2019)

Entrepreneurial Ecosystem: Perspectives from Emerging Economies (2015)

Venture Capital in India: Satish Taneja (2002)

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-EP-03 **Title of the Course: Small sector, Export Houses & Cottage Industries**

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Identify and classify of the sector and appreciate the importance of the sector in the Indian economy.

CO2: Interpret the problems being encountered by the sector and would be able to outline the essentials needed for recovery of the sector.

CO3: Analyze the importance of incorporating digitization to give a boost to the sector.

CO4: Assess the of the role of marketing intermediaries in this sector.

CO5: Explore how to revive cottage industries.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	3	3	3	3	3	3	3	3	3
CO5	2	2	1	2	1	2	1	2	1	2

Unit 1: SME's : meaning and Classification, Characteristics of SME's and Sector wise role in Indian Economic environment, Policy wise Classification , Reasons for growth and Obstacles of growth

Unit 2: Importance of Digitalization for the small-scale sector, Role of SME specific policies, Role of state agencies and organizations in the promotion of SME's, Export Promotion Procedures,

Unit 3: Problems of SME's, Technological and Operational, Marketing and Distribution issues, Role of Middlemen and Trading Entrepreneurs. Extant presence of Small-Scale Sector

Unit 4: Traditional Cottage Industries, History and Evolution, Types, Subcultures and Skill based communities, Opportunities and Challenges, Role in Export Promotion FOREX earnings, Reasons for sickness in the sector

Unit 5: Revival of Cottage Industries, SHG's, Cottage Industry Boards, Skill Based Training and Development Programs/ Policies/ organizations, Management related Problems

Books for Reference:

Small Scale Industries in India: Vijayarani, 2011

Small Scale Industries and Entrepreneurial Development : Murthy, 2010

Modern Small and Cottage Industries: Board Eiri,

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-EP-04 Title of the Course: Design Thinking: Creativity & Innovation

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Develop a thorough understanding of the fundamental principles of design thinking.

CO2: Apply design thinking principles and innovative problem-solving tools to solve business challenges.

CO3: Employ experiential learning via capstone project presentation and would enhance their creative problem solving

CO4: Understanding prototyping of a product.

CO5: Discuss on a case

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	1	2	1	2	1	2	1	2

Unit 1

Sessions: 10

Introduction to Design Thinking- Concept and definition, Need for Design Thinking, Problem solving mindset, Precedents of Design thinking; Technological feasibility, Business viability, Market desirability

Unit 2

Sessions: 08

Concepts of Creativity and Innovation, The Creativity Process, Design Thinking Process, Three tensions of Design thinking; Tension of Inclusion, Tension of Disruption, Tension of Perspective

Unit 3

Sessions: 08

Idea Generation: Brainstorming, User Empathy, Mind Mapping, Customer Intercepts, Value Proposition, Blue Ocean Strategy

Unit 4

Sessions: 08

Prototyping: Definition, Designing the Minimum Viable Product, Testing the Minimum Viable Product

Unit 5

Sessions: 06

Capstone Project Presentation and Case Study discussions

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	1	2	1	2	1	2	1	2

Unit 1

Sessions: 8

Women Entrepreneurship: - Sociocultural Factors, Gender issues, Profile of Women Entrepreneurship in South East Asia.

Unit 2

Sessions: 8

Government initiatives for women entrepreneurs in India, Work life balance issues, Gender stereotypes in Women entrepreneurship.

Unit 3

Sessions: 8

Finance and Women Entrepreneurs, Microfinance and Access to Credit. Women Entrepreneurs and category selection, Women and Social Entrepreneurs.

Unit 4

Sessions: 8

Women Entrepreneurship and Economic Policies, Women Entrepreneurship, Innovation and Internalization, Women's Collective Entrepreneurship and SHG's, (Self Help Groups)

Unit 5

Sessions: 8

Women Intrapreneurs, Relevant Examples and Case Study Discussion.

Books for Reference

- Women Entrepreneurship in India by Jaynal Ud-din Ahmed & Khundrakpam Devananda Singh
- Women In Business: Theory and Cases, by Martha Reeves

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will

be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES

5. International Business (Specialization)

Course Code: MBA-GE-IB-01 Title of the Course: Regional Trade Blocks

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: The students will have better understanding of how regional integration and globalization are conceptualized and theorized.

CO2: The students would develop an understanding, on the effect that world trade organization (WTO) has on the competitiveness of businesses.

CO3: The ability to comprehend the political and economic reasons and the consequences of proliferation of regional integration schemes instead of pursuing multilateral or global integration.

CO4: The students would be more aware of the rationale and consequences of formation of major regional trading blocs viz., EU, NAFTA, ASEAN etc.

CO5: The students would be able to analyze the outcomes of India's involvement in different regional trading blocs

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	-	1	-	3	2	2	2	2
CO2	1	1	-	1	-	3	2	3	2	-
CO3	2	3	1	-	-	3	2	3	2	2
CO4	3	3	2	1	2	3	1	1	2	1
CO5	2	2	2	2	1	2	2	1	1	1

UNIT 1: Regional Trade Blocs: Introduction

8 Sessions

Levels of Economic integration

Trade blocs as stumbling blocks to liberalization of trade

Regional trade blocs as building blocks to liberalization of international trade

Regional trading blocs and political stability, democratic development and security Issues

UNIT 2: India and the World Trade Organization (WTO): Implications for International

8 Sessions

Busine

ss Managers

Multilateral trade regime under the GATT/WTO

India's role in the WTO policy formulation

Impact of the WTO regulatory framework on the Indian economy.

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand how culture affects communication especially cross-cultural communication

CO2: Explain how and why miscommunication happens and how stereotypes are formed.

CO3: Comprehend the different aspects of non-verbal communication

CO4: Develop intercultural sensitivity and understand the dimensions of culture shock

CO5: Understand how different cultural dimensions and values might trigger different behaviours.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	1	1	1	3	2	3	2	3
CO2	2	3	1	1	1	3	3	3	1	3
CO3	2	3	1	1	-	3	2	3	1	3
CO4	3	2	1	1	-	3	3	2	2	3
CO5	3	2	1	1	-	3	3	2	2	3

Unit I: Communication**(4 sessions)**

Communication and its need in business, elements of Communication Process; Objectives of Communication; Effects of good and sound communication; the ‘Cs’ of good communication. Non-Verbal Communication

Unit II: Introduction to Culture**(10 sessions)**

Types of Global Business entities; Components of Culture, Constituents or precursors of Culture, Concept of stranger and prediction levels of Communication, Role of Culture on Individual Identity: physical body, sensibilities, emotions, rationale intellectuality.

Unit III: Cultural Diversity**(10 sessions)**

Multiculturalism and Cultural Diversity; Culture and its effects on organizations, Variables of cultural diversity; Different approaches towards understanding cultural diversity-Hofstede’s Approach; Halls and Halls & GLOBE Approach. Cultural Values and its impact on Business practices.

Unit IV: Cross Cultural Communication**(8 sessions)**

Managing Cross Cultural Communication; Cultural Characteristics of business operations across countries; Case studies of certain countries: USA, UK, France, Middle Eastern Countries, China, Japan. Etiquette advantage in business communication dealing with people face to face, Handling Introduction, Handling Business Meetings, Business attire, Art of Dining and social conversation.

Unit V: Cultural Shock & Negotiation Process**(8 sessions)**

Cultural Shock: Causes, Impact and Coping Mechanism; Cross Cultural Training
Negotiation Process: Negotiating across Cultures, Negotiation Process, and Varying Negotiating Style.

Reference Book:

1. Deresky; International Management; Managing across borders and cultures, sixth edition, (2011) Pearson Publication
2. Reynolds & Valentine; Guide to Cross Cultural Communication, second edition (2011), Pearson Prentice Hall

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IB-03 Title of the Course: Export Import Procedures & Documentation

L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Analyze the basics of Laws related to export and import such as FEMA, Foreign Trade Development & Regulation Act, Customs Act and Foreign Trade Policy

CO2: Understand the INCOTERMS and documents involved in exporting from and importing into India.

CO3: Gain basic knowledge of the procedures in setting up an export firm with illustrations and cases.

CO4: Understand the various schemes Government of India has started exclusively for Indian exporters

CO5: Gain basic knowledge of the EDI and specials schemes related to export and import.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	-	2	2	2	1	1	3	2	1
CO2	2	-	1	-	1	1	1	3	1	-
CO3	2	-	3	-	1	2	2	3	1	-
CO4	1	-	2	-	1	1	1	3	1	-
CO5	1	-	1	-	1	3	-	3	1	-

Unit 1:

8 Sessions

Introduction - Major acts related to Foreign Trade: Foreign Trade (Development and Regulation) Act, 1992; FEMA; Customs Act; Objectives of Foreign Trade Policy; Export Licensing; General provisions of Export and Import as given in the FTP.

Unit 2:

8 Sessions

Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, commercial practices.

Unit 3:

8 Sessions

Export Procedures - Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Duty draw-backs

Unit 4:

8 Sessions

Electronic Data Interchange (EDI) System; Definition, Benefits, and key Components of an EDI system; EDI and Bar Coding; EDI standards; Value Added Network Services (VANS); Role of EDI in Business.

Unit 5:

8 Sessions

Special Issues- Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation.

References:

1. Export Manual – Nabhi's Publication
2. Export Import & Logistic Management – UshaKiranRai
3. Indian Foreign Trade- Raj Aggarwal
4. Export Import Mngt. – Asim Kumar
Export Management – P. K. Khurana

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

UNIT I

Concept of Culture- Culture Shock- Role Cultural Understanding–Cross Cultural Differences and Managerial Implications–Hofstede Study-Cultural environment–Ethics in International Environment

UNIT II

Growth, Evolution and Concept of International Human Resource Management–Conceptual Perspectives–Stages of Internationalization Global Business – International HRM: Meaning, Definition, Concept and Characteristics of International HRM- Variables that moderate differences between Domestic & International HRM- Approaches-Path to Global Status

UNIT III

International Recruitment, Selection and Compensation: Executive nationality staffing policies-Issues in staff selection-Expatriate Selection-Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program-Approaches to International Compensation

UNIT IV

Performance Management-Criterion used for performance appraisal of International employees-appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training developing – International staff and Multinational teams—Key Issues in International Labour Relations—Labour Union and International Labour Relations—Response of labour unions to Multinationals

UNIT V

Issues and Challenges in I.H.R.M:–Managing people in an international context-HR issues in Multinational Corporate Social responsibility-Multinational as a global citizen-International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm

Suggested Readings:

- I. Dowling, PJ and Welch, DE. International Human Resource Management, Cengage Learning, Thompson.
- II. Randal Schuler & Susan Jackson. Managing Human Resources in Cross-Border Alliances. Rutledge Taylor & Francis Publication.
- III. Pawan, Budhwar. Managing Resources in Asia-Pacific. Rutledge Taylor & Francis Publication.
- IV. Paul Sparrow., Chris Brewster and Hillary Harris. Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
- V. P.L ,Rao, International Human Resource management, Excel books

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential

learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IB-04 Title of the course: Forex Management & Currency Derivatives

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Have a contextual appreciation of the changes taking place in the global financial market.

CO2: Identify the issues facing the corporate financial manager, and managing the financial risk which these changes bring.

CO3: Solve integrated and practical problem and identify and evaluate exchange rate risks facing domestic and multinational companies

CO4: Evaluate alternative methods for managing foreign exchange and be able to use forex derivatives to hedge forex risk

CO5: Gain knowledge on Currency Derivatives

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	2	3	3	2	3	3	2
CO2	2	2	2	2	2	2	2	2	2	2
CO3	3	1	2	3	1	2	3	1	2	3
CO4	2	3	2	2	3	2	2	3	2	2
CO5	3	2	2	3	2	2	3	2	2	3

UNIT-I The Foreign Exchange Market - Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI

UNIT-II Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

UNIT-III Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange expositors.

UNIT-IV Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.

UNIT-V Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

REFERENCES

- Alan C Shapiro, Multinational Financial Management, Prentice Hall, New Delhi
- Francis Cherunilam, International Economics, Tata Mc Graw Hill Pub Ltd, New Delhi
- Ian H Giddy, Global Financial Markets, AITBS Publishers and Distributors, New Delhi
- C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi
- Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

INFORMATION TECHNOLOGY (MINOR STREAM)

Course Code: MBA-GE-IT-01

Title of the Course: IT Management & Applications

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the concept of system software management and application software management and its managerial considerations.

CO2: Understand the concept of Internet of Things and its types and applications.

CO3: Understand the basic and advance functions of excel for the analysis of data.

CO4: Understand the concept of database resources management and data recovery methods.

CO5: Understand the concept of network resources management to communicate the information.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	3	1	3	-	3	1	3	1
CO2	2	2	1	2	2	1	1	3	2	1
CO3	3	-	3	-	3	-	3	3	3	3
CO4	3	3	3	2	3	1	3	2	3	2
CO5	2	3	1	3	3	1	2	2	1	1

Unit	Content	Sessions
01	Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and ERP, e-Commerce, System Software Management–Overview of Operating Systems, Network Management Programs. Managerial considerations in selection, maintenance, controlling of Software	08
02	Internet of Things: Introduction; IoT Architectures -- SOA based and API oriented; Resource Management; IoT Data management and Analytics; IoT Applications – Monitoring and Actuating, Business Process and Data Analysis, Information Gathering and Collaborative Consumption; Security; Privacy and Identity Management.	08
03	MS Excel and Advance Excel - Building work sheet- data entry in work sheets, auto fill – working with simple problems- formula – statistical analysis, sort, charts. Advance Excel Practice.	08
04	Data Management – Database Concepts and Development - Types of Databases – Application Development thru DBMS - Database Administration Data Resource Management – Data warehouse and Data	08

- 05 Networking Management** – Networking Trends – Internet Basics – **08**
Intranet and Extranet – Overview of Networking Alternatives,
Networking types, Networking media, Networking processors,
Networking software, Networking architecture and Networking
protocols

Suggested Readings:

- IT system Management by Rich Schiesser
- Enterprise Computing by Alan R. Simpson
- Management Information System Laudon, Laudon and Dass 11th Edition, Pearson
- James Obrein, Management Information Systems, Tata McGraw Hill
- Manjunath, Gundu Rao – Computer Business Applications, HPH
- Sudaimuthu & Anthony: Computer Applications in Business, HPH

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IT-02 Title of the Course: Internet Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Students will be able to demonstrate a solid understanding of Internet as a new platform. They will have an idea about the business principles in with respect to digital marketing, web technologies, new media and management.

CO2: Students will be able to exhibit their understanding of the platforms like; social media, mobile technology, web analytics, search engine optimization, viral advertising. They will be able to conceptualize the development and creation of digital content for effective marketing by implementing and assessing strategies using the web platform. They will be able to analyze marketing strategies through SEO, PPC.

CO3: Students will be able to demonstrate critical thinking characterized by the ability to define business problems, determine underlying causes, and formulate and evaluate potential solutions.

CO4: Students will be able to realize the ethical and moral issues, identify needed actions, and implement them.

CO5: Will be able to generate an idea about the relevance of factors like ethics and privacy in the case of digital marketing

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	3	2	3	3	2	3	3	2	3	3
CO3	3	3	2	3	3	2	3	3	2	3
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	1	1	2	1	1	1	2	1	1

Unit: Content

01 Introduction to Internet marketing

08 Sessions

Overview of Internet marketing; Internet empowers the marketing mix; Marketing opportunities on the Internet; Internet Marketing Trends; Power shifts to the connected consumers; Redefining marketing in the digital economy

02 Understanding Internet Buyers

06 Sessions

Online Marketing to Individuals; The Influential Digital Subcultures- Youths, Women and Netizens; Online Consumer Behavior; The New Customer Path- Understanding How People Buy Over the Internet; Driving from Awareness to Advocacy

03 Essential Internet Marketing Tools

10 Sessions

E-advertising and E Branding; Video Marketing; Display Advertising; Viral Marketing; Affiliate Marketing; Understanding Social Media Marketing; Understanding Mobile

Marketing; Understanding E-mail Marketing; Understanding Search Marketing- Search Engine Optimization (SEO) and Pay Per Click (PPC)

04 Tactical Marketing

08 Sessions

Developing and Maintaining Effective Websites; Customer Service and Support over the Internet; Human Centric Marketing for Brand Attraction; Content Marketing- Content is the New Ad, Hashtag is the New Tagline; Customer Relationship development and Retention Marketing- Mobile Apps, Social CRM, and Gamification

05 Internet Marketing Effectiveness and Issues

08 Sessions

Measuring Internet Marketing Effectiveness; Measuring Website Traffic, Audience, and Campaigns; Marketing Productivity Metrics- Purchase Action Ratio (PAR) and Brand Advocacy Ratio (BAR). Social and Regulatory Issues- Privacy, Security and Intellectual Property; Trust in Internet Marketing.

Assignment: online Ad Campaign

Suggested Readings & References:

1. Marketing 4.0: Moving from Traditional to Digital- Kotler, Kartajaya, and Setiawan
2. Internet Marketing; Integrating Online and Offline Strategies- Roberts and Zahay
3. E marketing- Strauss, Judy, Frost, Raymond, PHI
4. Principles of Internet Marketing- Hanson W.
5. Electronic & Internet marketing – Hill, K, The Sage Publication.
6. All marketers are liars – Seth Godin

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IT-03

Title of the Course: E-Commerce

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Demonstrate a solid understanding of Internet as a new platform. They will have an idea about the business principles in with respect to digital marketing, web technologies, new media and management.

CO2: Exhibit their understanding of the platforms like; social media, mobile technology, web analytics, search engine optimization, viral advertising. They will be able to conceptualize the development and creation of digital content for effective marketing by implementing and assessing strategies using the web platform. They will be able to analyze marketing strategies through SEO, PPC.

CO3: Demonstrate critical thinking characterized by the ability to define business problems, determine underlying causes, and formulate and evaluate potential solutions.

CO4: Realize the ethical and moral issues, identify needed actions, and implement them. They will also have an idea about the relevance of factors like ethics and privacy in the case of digital marketing.

CO5: Acknowledge the use of M-Commerce.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	3	3	3	1	3	3	3
CO2	2	2	2	3	2	2	2	2	3	2
CO3	3	3	1	2	3	3	3	1	2	3
CO4	2	2	2	3	2	2	2	2	3	2
CO5	1	2	3	2	3	1	2	3	2	3

01. Introduction

08 sessions

E-Commerce (Introduction and Definition), activities of E-Commerce, Goals of E-Commerce, Technical Components of E-commerce, Functions of E-Commerce, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Electronic Commerce Applications, Electronic Commerce and Electronic Business Models (C2C, C2G, G2G, B2G, B2P, B2A, P2P, B2A, C2A, B2B, B2C)

02. Infrastructural requirements for E-Commerce:

08 Sessions

Architectural Framework of E-Commerce, Network Infrastructure for E-Commerce

03. Security issues in E-Commerce:

08 sessions

Types of Security issues, Threats of crimes, Hacking, Viruses. Risks for Insecure Systems, Data Interception, Data confidentiality, Privacy issues, Cookies, Spamming. Internet Security Practices, Internet Security Standards, Security Protocols. Cryptography, Authentication, Firewalls and Encryption Techniques

04. Electronic Payment Systems –

08 sessions

Overview of Electronic Payment Systems (Customer to Merchant Payments, Peer to Peer Payments), Payment Security, Smart Card (Card Types, closed or Open Security, Privacy, Card Costs, Non-Card Costs), Electronic Banking, Electronic Fund Transfers, Emerging Payment transfer modes, Contemporary payment services in India.

05. Mobile Commerce

08 sessions

– Introduction to M-Commerce, Growth of Mobile Commerce, Wireless Applications and Technologies for Mobile Commerce, Mobile Health Services, and Security issues in cellular technology, Mobile commerce and its future in India. Case study of prominent M-Commerce sites

Suggested Readings:

1. Doing Business on the Internet E-COMMERCE (Electronic Commerce for Business): S. Jaiswal, Galgotia Publications.
2. E-Commerce An Indian Perspective: P.T. Joseph, S.J., PHI.
3. E-Commerce Business. Technology. Society, Kenneth C. Laudon, Carol Guerico Traver, Pearson Education.
4. E-Commerce: Schneider, Thomson Publication

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

SEMESTER IV

ELECTIVES MARKETING MAJOR

Course Code: MBA-GE-MM-08

Title of the Course: Rural Marketing

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Overview of rural markets and emerging perspectives of rural marketing.

CO2: Share the experiences of institutions engaged in rural marketing in the form of case studies.

CO3: Learn about rural marketing strategies.

CO4: Acquire knowledge on Rural Marketing Mix

CO5: Know about CSR

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	2	2	1	2	2	1	2	2
CO2	2	1	3	2	1	3	2	1	3	2
CO3	1	2	3	1	2	3	1	2	3	1
CO4	1	1	2	1	1	2	1	1	2	1
CO5	1	1	2	1	1	2	1	1	2	1

Unit 1:

Rural Marketing: An Introduction & The Rural Marketing Environment **10 Sessions**

Defining Corporate Rural Marketing,

The Evolution of rural Marketing

The Rural marketing Environment, Structure of rural markets

Rural markets – Changing scenario

Rural and Urban Markets: A Comparative Analysis

Rural Marketing: Challenges and Opportunities

Unit 2:

Understanding the Rural Consumer

10 Sessions

Changing profile of rural consumers

The Factors affecting Purchase Decision

The Buying Decision Process

Opinion Leadership Process

Diffusion of Innovation & Brand Loyalty

Unit 3:

Assessing & Capturing Markets

10 Sessions

The Rural Market Research

The STP Approach,

Rural Marketing Strategies- The Marketing Strategy Planning, Execution & Implementing

Unit 4: Rural marketing Mix

10 Sessions

Product- New Product Development for the Rural Market, Product Life Cycle Pricing,

Promotion & Place Strategies, e rural marketing, Organized Retailing

Unit 5: Corporate Social Responsibility

Text Book:

1. Balram Dogra, Rural Marketing: Concepts and Practices, Tata McGraw-Hill

Suggested reading

1. Kashyap Pradeep Raut Siddhartha Raut, The Rural Marketing Book 2007/08 edition, Biztantra Publication
2. Ramkishen Y New Perspectives in Rural & Agricultural Marketing Jaico Books
3. Rural Marketing in India- Strategies & Challenges New Century Publications
4. Krishnamacharyaulu C.S.G, Ramakrishnan Lalitha Rural marketing Text & Cases
a. Pearson education
5. Krishnamoorthy Introduction to Rural marketing, Himalaya Publishing House 2008 edition

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-09 Title of the Course: Customer Relationships Management

L-T-P: 3-1-0 Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Learn real world applications and databases.

CO2: Acquire a working knowledge of CRM and related database marketing techniques, and an appreciation of their potential and limitation.

CO3: Facilitate students in critically evaluating a range of theoretical perspectives pertaining to consumer behaviour.

CO4: Have insights into consumer psychology and marketing implications therein.

CO5: Understand actions and practices of consumers.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	2	3	2
CO2	3	3	2	3	3	2	3	3	2	3
CO3	3	2	2	3	2	2	3	2	2	3
CO4	3	2	3	2	2	3	2	2	3	2
CO5	3	3	2	3	3	2	3	3	2	3

Unit I (8 sessions)

Introduction: Definition of CRM, common misconceptions, components of CRM, CRM processes and systems, CRM marketing initiatives- cross selling & up-selling, customer retention, behavior prediction, customer profitability and value modeling, channel optimization, event based marketing.

Case Study: We have got a huge success in our hands.

Unit II (8 sessions)

CRM Marketing Aspects: data utilization, developing CRM strategy, building CRM component, analyzing and segmenting customers, creating CRM culture, building an operational infrastructure

Mini project

Unit III (8 sessions)

Operational CRM: Sales Force Automation (SFA)- sales process/activity management, sales and territory management, leads management, SFA and mobile CRM, Customer Service and Support (CSS)-call centre and customer care, call centres and human resources, capacity planning, key performance indicators, Internet, websites and direct mail.

Case Study: Life of a novice call centre agent.

Unit IV (8 sessions)

Analytical CRM: Relationship data management- customer identification, customer profiling, data analysis and data mining- experiences with data analysis, OLAP, data mining, segmentation and selections- segmentation study as input of the marketing strategy, retention and cross sell analysis, customer lifetime value (CLV).

Case Study: Garnier, The Beauty bank (IDM Business Performance Award 2003-Silver winner)

Unit V (8 sessions)

Collaborative CRM and e CRM and CRM implementation: CRM in B2B, Enterprise Resource Planning (ERP), Multi-channel CRM, Data warehouse, content management.
Case Study: Pampers: Relationship building using multiple channels

Suggested Books:

1. CRM –At the Speed of Light- Paul Greenberg, TMH Publication
2. Customer Relationship Management-getting it Right- J W Kincaid, Pearson Publication
3. The CRM Handbook- A business Guide to Customer Relationship Management- J Dyche, Pearson Publication
4. Customer Relationship Management- Ed Peelen – Pearson Publication

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-10 Title of the Course: Advances in Marketing
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO1: Implement advanced knowledge of pricing models and techniques to real B2C and B2B cases.
- CO2: Learn and create efficient and effective MIS.
- CO3: Create, market and sustain new products.
- CO4: Learn modern marketing methods and techniques.
- CO5: Implement the academic knowledge of customer satisfaction to real scenario.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	2	2	2	2	2
CO2	3	3	3	3	1	3	3	3	3	3
CO3	1	1	1	1	1	1	1	1	2	1
CO4	2	2	2	2	3	2	2	1	2	2
CO5	2	2	2	2	2	2	2	2	2	2

Unit 1: Typical Issues in Contemporary Marketing (8 Sessions)

Concepts of synchro-marketing and de-marketing
 Marketing information system
 New Product Development
 Contemporary methods for adapting the price: geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing.
 Initiating and responding to price changes. Price war

Unit 2: Modern Marketing Methods (9 Sessions)

Internet marketing
 Social media marketing
 Direct marketing
 Network marketing
 Concept of customer satisfaction and customer care

Unit 3: Ethics in Marketing (9 Sessions)

Introduction to the concept of business ethics. Why practice business ethics?
 What is marketing ethics?
 Typical problems in marketing ethics.
 Issues of ethics in: Marketing Research, Pricing, Advertising, Sales and Promotion, Branding, Packaging and Labeling
 Concept of environmental pollution and Societal marketing
 Decision making from an economic point of view vis-à-vis ethical point of view

Unit 4: Corporate Social Responsibility (CSR) and Green Marketing (8 Sessions)

Introduction to the concept of Corporate Social Responsibility (CSR)
 The idea behind CSR. Why practice CSR?
 Benefits of CSR
 Current CSR practices of firms
 Introduction to the concept of sustainable development
 Concept of Green Marketing
 Relevance and importance of green marketing
 Contemporary examples of green marketing

Unit 5: Case Study and Project Work (6 Sessions)

Suggested Readings:

- Kotler, P. Marketing Management, PHI / Kotler, P., Keller, Koshy, Jha: Marketing Management, Pearson Education
- Meenakshi, N. and Kumar, Arun: Marketing Management, Vikas Publishing House Pvt. Ltd.
- Kazmi, S.H.H : Marketing Management, Text and Cases; Excel Books
- Ramaswamy, Namakumari: Marketing Management, McMillan Publishing
- Corporate Governance: Principles, Policies and Practices by A.C., Fernando, Pearson Publications
- Corporate Ethics, Governance and Social Responsibility; Precepts and Practices by A Fernando, Pearson Publications

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-11 Title of the Course: Strategic Retail Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the world of retailing

CO2: Gain knowledge on Retailing Strategy Planning Process

CO3: Learn about Merchandise Management

CO4: Master Retail Marketing and Communication

CO5: Learn about Store Management

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	2	2	2	3	3	2	2	3
CO2	3	3	2	3	3	2	3	3	3	3
CO3	3	2	2	2	2	2	3	2	2	2
CO4	3	2	2	3	3	2	3	3	3	3
CO5	1	2	2	2	2	2	3	2	2	2

UNIT I- INTRODUCTION TO THE WORLD OF RETAILING (08 sessions)

Concept of Retailing, Economic Significance of retailing, Opportunities in retailing
Types of retailers, Multi Channel Retailing:
A view into the future Retail in India, Trends in consumerism.

UNIT II- RETAILING STRATEGY PLANNING PROCESS (12 sessions)

Retail Strategy: Building a sustainable competitive advantage, value chain analysis Customer loyalty, Location, Human Resource Management.
Distribution & Information Systems
The Strategic retail planning process

UNIT III-MERCHANDISE MANAGEMENT (06 sessions)

Buying Merchandise; Branding Strategies, Connecting with vendors, Negotiating with Vendors, establishing & maintaining strategic relationships with vendors, Pricing strategies, Merchandise Pricing Strategies, Approach for setting price, Price Adjustments.

UNIT IV- RETAIL MARKETING & COMMUNICATION (08 sessions)

Retail marketing mix: segmentation, targeting, positioning.
Retail communication Mix; POP displays customer service Methods of communicating with customers, Paid Impersonal communications, Paid personal communications
Unpaid impersonal communications, Unpaid personal communication
Strengths and Weaknesses of communication Methods
Planning a retail communication process

UNIT V- STORE MANAGEMENT (06sessions)

Managing the Store, Store Layout, Design, and Visual Merchandising, atmospherics, space planning, & Mall Management

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of cases may be required to be submitted in-group or on individual basis.

Suggested Reading

1. Retailing Management by Levy and Weitz, Tata Mcgraw-Hill Publication (Text Book)
2. Retailing Management Swapna Pradhan, Tata Macgraw –Hill Publication (Reference Book)
3. Retailing Marketing Management by David Gilbert, Pearson Publication (Reference Book)

4. Retailing Management by Chetan Bajaj, RajnishTuli, NidhiSrivastav by Oxford University Press (Reference Book)

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-12 Title of the Course: Logistics and Supply Chain Management

L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Introduce the concept of marketing logistics and international logistics

CO2: Develop the understanding of transportation with special attention to containerization, ICD and CFS, CONCOR in logistics management;

CO3: Explore the various types of shipping and its usage in international logistics

CO4: Learn the air transport and its related issues

CO5: Understand the various activities, roles and responsibilities in a warehouse

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	3	2	3	1	2	1	2
CO2	2	3	3	3	1	3	2	2	2	3
CO3	2	2	3	3	2	2	3	3	1	2

CO4	2	3	3	3	2	3	2	3	3	2
CO5	2	3	3	3	3	1	1	3	1	1

Unit I: Understanding Supply Chain Management

(Sessions 8)

Introduction, objective and scope of SCM, development chain, supply chain vs value chain, Process view of Supply chain, supplier relationship management. Strategic fit in SCM and related challenges, Drivers of supply chain performance.

Unit II: Distribution Network

(Sessions 8)

Factors and Design in distribution network, Differences in distribution network in distinct sectors, network design and its framework, uncertainty factors. Global supply chain network, risks and challenges.

Unit III: Demand Forecasting in Supply Chain

(Sessions 8)

Importance, role and characteristics of forecasting, Forecasting methods- Static and Adaptive, Components of forecasting- Level, Trend and Seasonality, Deseasonalised demand, seasonal factor, Forecasting error.

Unit IV: Supply Chain Performance

(Sessions 8)

Important factors in supply chain improvement, Outsourcing and 3PLs, Fourth party logistics, Coordination & lack of supply chain management, Bullwhip effect in supply chain, Benchmarking.

Unit V: Logistics

(Sessions 8)

Meaning and definition, Logistics Management, types of logistics, role of transportation in logistics, Application of IT in logistics, Future and risk of IT in supply chain, international logistics.

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii,2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains,ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.
5. Ballou, Ronald (2005), “ Business Logistics/ Supply Chain Management”, Pearson education
6. IcfaiCenter for Management Research (2003), “Supply Chain Management”.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-13 Title of the Course: Product Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the fundamental concepts of product management. They will also have a glimpse of the main responsibilities product managers usually have.

CO2: Realize the importance of knowing their competitors (Strengths as well as their weaknesses). They will be having a clear idea of using different tools and metrics to analyze their competitors which will help them in developing their marketing strategies accordingly. Can integrate voice-of-customer into product management as well as apply an understanding of the product manager's role in product pricing, sales, and promotion.

CO3: Have an idea of using product portfolio analysis and the product life cycle to understand how a firm manages its product mix. They will have the ability to analyze which product to carry on with, which one to be stopped.

CO4: Understand about the main frameworks, concepts, and models in managing products. They will be able to use the brand positioning framework to develop a brand, keep it relevant, expand, and reposition. The course will enable them with techniques to generate ideas for new products, have a knowledge of evaluating and screening ideas. They will be able to apply design thinking in product management context.

CO5: Have an idea about the product life cycle. They will be able to think about different strategies with respect to the product life cycle stage of the products. They will be having an idea

about different strategies with respect to the product life cycle stage of the products. Know how to adjust marketing research techniques for different types of products as well as the stage they are in.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CO1	3	2	3	3	2	3	3	2	3	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	2	3	3	2	3	3	2	3	3
CO4	3	2	2	3	2	2	3	2	2	3
CO5	3	3	1	3	3	1	3	3	1	3

Unit- 1 - Introduction to Product Strategy & Management (5 sessions)

Overview of Product management, Changing Trend of Marketing Environment, Products; Product Classification, Types and Anatomy, Product Mix, Product management; Product management Function, Product Management Decisions, Product Managers; Roles and Responsibility

Unit – 2: Competitor & Customer Analysis (7 sessions)

Competition; Bases and Levels, and its implications for product strategy, Competitor analysis system; Assessing Competitors strategies, Category attractive analysis, Value Chain, Competitor advantage analysis. Sources of Information; Primary & Secondary sources.

Current and Potential Customers, Buyers and their Buying Roles, Segmentation, Customer value, Potential of Markets, its Estimates, Methods of Estimating the Market and Sales Potential, Sales Forecasting, Sales Analysis, Profitability Analysis, Contribution margin, break even analysis.

Unit-3 - Managing Product Portfolios & Product obsolesce (5 sessions)

Product Management; Issues Involved in Handling Product Extensions, Product Line Decisions and Product extensions. Product Obsolesce a Big Challenge; Strategies to Cope with Product Obsolesce, Managing Mature Products and Assessing its Stage of Reaching Obsolesces, Revitalizing mature products.

Unit-4 -Managing Marketing Mix and New product development (NPD): (7 sessions)

Market potential for new, growing and mature products. New Product Development; Relevance and Stages of NPD, New product strategy. Managing Product Innovation; Innovation through Collaboration & Co-Creation, Listen, Engage & Respond. Market Testing for Consumer Goods and Business Goods, Launching and Tracking New Product Programs, Pricing of new products, Product Patents, Advertising, Promotions, Channel management, Customer Relationship Management

Unit-5 - Understanding Product Life Cycle (PLC) (4 sessions)

Role of Product Life cycle (PLC) in the sustenance of a brand, part and this has further implication to the product also. Managing PLC, Problems for companies in case of shorter PLC issues or products with relatively longer PLC having problems in regards to its profitability or at times the product category becoming a question mark, Forecasting, Managing Innovation based PLC

Assignment: Product Development

Suggested Readings:

1. Product Strategy and Management: Michael Baker and Susan Hart, Pearson Education
2. Lehmann and Winer, Product Management, McGraw-Hill/Irwin
3. The New Product, Delmar W. Karger, The Industrial Press, New York
4. Product Management, George S. Dominguez, AMA
5. Product Policy, Concepts and Cases, Richard N. Cardozo, Addison Wesley Marketing Series
6. New Products and New Profits, Company Experiences in New Product Planning, D.B. Taraporevala Sons and Co. Pvt. Ltd.
7. Product Management in India By Majumdar, R (Publishers: PHI)
8. Bhalla G. (2011) Collaboration and Co-creation: New Platforms for Marketing and Innovation, Springer.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-14 Title of the Course: International Marketing
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Identify and analyse opportunities within international marketing environments; Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment;

CO2: Select, research, and enter a new international market; understand international marketing channels

CO3: Segment international markets and develop the profile of a target international market; understand the different entry strategies in international market

CO4: Develop product strategies and to develop distribution, promotion, branding, advertising and international pricing strategies

CO5: Understand about Global Brands, products and pricing.

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	1	1	1	3	1	3	2	2
CO2	3	-	2	-	1	3	2	3	2	1
CO3	3	-	2	2	-	3	2	3	1	1
CO4	3	2	2	2	-	3	2	3	1	1
CO5	3	-	2	2	-	3	2	3	1	1

Unit 1: Introduction

Sessions: 5

Introduction to Global Marketing, The Global Marketing Environment, Global Marketing vs. Domestic Marketing, Management Orientation in International Market, Driving and Restraining forces of Globalization, Regional Market Characteristics and Preferential Trade Agreements.

Unit 2: Global Market Research and Global Marketing Channels

Sessions: 6

Formal Marketing Research – problem definition, Developing a research Plan, Data Collection, data Analysis, Interpreting Results. Current Issues in Global Marketing Research
Purpose of Marketing Channels, International Marketing Channels, Important factors affecting channel design, criteria for selecting a distributor in International Market

Unit 3: International Segmentation, Targeting and Positioning

Sessions: 5

Criteria for effective segmentation, Types of segmentation, Global Targeting – Global Target Market Strategy, Global product Positioning

Unit 4: Global Market entry

Sessions:12

Importing, Exporting and Sourcing. Global Market Entry Strategies: Collaborative and Non-collaborative arrangements - Licensing, Franchising, Investment and Strategic Alliances, Joint Ventures, Acquisitions and FDI

Unit 5: Global Brand, products and pricing

Sessions: 12

Building Brands in International Markets – Brand Decisions, Brand Equity.
Product strategy for International Markets – Developing products for International Market, Standardization vs. adaptation, Product launch for International Market, Product promotion strategies in International market
Pricing strategies in International Market.
Brand and Product Decisions in Global Marketing, Pricing Decisions.

Global Marketing Communications Decisions - Advertising and Public Relations, Sales Promotion, Personal Selling and Special Forms of Marketing Communication.
Strategic Elements of Competitive Advantage, Leadership, Organization and Corporate Social Responsibility.

Suggested Reading:

1. International Business, Justin Paul, Tata McGraw-Hill Publishing Company Limited, New Delhi
2. International Marketing, Rakesh Mohan Joshi, Oxford Publications
3. International Marketing, Francis Cherunilam, Himalaya Publishing House, Mumbai
4. International Marketing Management – An Indian Perspective, Varshney RI, Bhattacharya B, Sultan Chand & sons. New Delhi
5. International Marketing, P.K. Vasudeva, Excel Books, New Delhi
6. International Marketing (SIE), Cateora and Philip, Tata McGraw-Hill
7. Globalization of Business, Abbas J. Ali, Jaico Publishing House, Mumbai, 3rd Edn., 2009

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-MM-15 Title of the Course: Marketing of Financial Services

L-T-P: 3-1-0 Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Discuss the concept of financial services, its types and growing importance.

CO2: Learn about Capital Markets Trading Operations

CO3: Gain knowledge on Financial Services Marketing Mix

CO4: Understand Consumer Behavior in Financial Services

CO5: Know about Contemporary Issues in Financial Services Marketing

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	3	2	3	3
CO2	2	3	2	2	3	2	2	2	3	3
CO3	3	2	2	3	3	1	3	2	1	2
CO4	2	1	1	2	2	2	3	3	2	2
CO5	3	2	1	3	3	3	3	2	3	2

Unit I (8 Sessions)

Introduction to Financial Services Marketing: Meaning, Nature and Types of Services, Types of Financial Products and Services, Services Marketing Management Process, Growing Importance of Financial Service Sector in India, Challenges of Marketing Financial Services.

Unit II (6 Sessions)

Capital Market trading operations, Derivative Products and its uses, Option Strategies, Mutual Fund Market, Insurance Market

Unit III (10 Sessions)

Financial Services Marketing Mix: Service Design and Development of New Financial Products and Services, Strategic Market Planning in Financial Services, Segmenting the Financial Consumer, Service Blueprinting, Pricing of Financial Products and Services, Distribution of Financial Products and Services, Promoting Financial Products and Services, Integrated Services Communication Mix, Physical Evidence and Servicescape, Role of Employee and Customer in Financial Service Delivery, Customer Retention Strategies.

Unit IV (8 Sessions)

Understanding Consumer Behavior in Financial Services: Consumer Decision Making in Financial Services, Customer Expectations and Perceptions, Defining and Measuring Service Quality and Customer Satisfaction in Financial Services, SERVQUAL, House of Quality, GAPS Model, Service Recovery.

Unit V (8 Sessions)

Contemporary Issues in Financial Services Marketing: Regulations governing Financial Services Marketing, Ethical issues in the marketing of Financial Services, Introduction to Marketing Analytics in Financial Services, Case studies to be taken up as relevant.

Suggested Readings:

1. Estelmi H., Marketing Financial Services, Dog Ear Publication.
2. Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A., Services Marketing, McGrawHill Education.

3. Lovelock C. H., Wirtz, J. and Chatterjee, J., Services Marketing: People, Technology, Strategy, Pearson Education.
4. Hoffman, K. D. & Bateson, J. E.G., Marketing of Services, Cengage Learning India Pvt. Ltd., New Delhi
5. Nargundkar, Rajendra, Services Marketing Text and Cases, McGrawHill Education.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES

HUMAN RESOURCE MANAGEMENT

Course Code: MBA-GE-HR-08 Title of the Course: Human Resource Information System
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Discuss the basic concepts and principles of HRIS systems and demonstrate the ability to apply learned knowledge to the real world.

CO2: Assess collection and compilation of Information related to Human resources.

This often includes Analysis based upon -Applicant Tracking System (ATS), payroll, benefits, time & attendance, training, performance management, employee self-service, etc.

CO3: Assess Human resource Accounting which includes different cost valuation

Approach of human capital.

CO4: Specify the concepts of human resource audit and internal customers.

CO5: Evaluate the critical issues in the implementation of HRIS and balance score card.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	3	2	3	3
CO2	2	3	2	2	3	2	2	2	3	3
CO3	3	2	2	3	3	1	3	2	1	2
CO4	2	1	1	2	2	2	3	3	2	2
CO5	3	2	1	3	3	3	3	2	3	2

UNIT I

(8 Sessions)

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal (only data input, output & screens).

UNIT II

(8 Sessions)

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control.

UNIT III

(8 Sessions)

Human Resource Accounting – Concept, Objectives, HR Accounting Models, Applications & Implementation, Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting – Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage. HRA Oriented Reporting processes including P and L Accounting and Balance Sheet; Experiences and Extrapolation (for future scenarios) on HRA Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control, Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

UNIT IV

(8 Sessions)

INTRODUCTION: HR as assets- Definition of Human Resource Accounting – Introduction to Human Resource Accounting –Human Resource accounting concepts, methods and applications – Human Resources accounting vs. other accounting.

HUMAN RESOURCE AUDIT OBJECTIVES: Roles of Human Resource audit in business environment – Definition; What is HR audit? The audit process; The critical areas; Preparation for an audit; Nature of Human Resource Audit; Examples of improved HR measures using the Audit Process – Concepts –Components –Need- benefits –Importance

HUMAN RESOURCE COSTS: Measuring human resource cost investment in employees- Replacement costs – Determination of Human Resource value – Monetary and non-monetary measurement methods – Return on Investment approach.

Personnel costs, Audit Techniques, HR Audit-Concept, Types, Process, Approaches, HRD Audit, Human Resource Accounting, HRD Score Card – Accounting and Financial Statements.

UNIT V

(8 Sessions)

Methodology- Instruments –HRD scorecard – What Constitutes Balance Score Card? How is BSC Used? Effectiveness of as an instrument –The Frequency of HR Audit; The Audit Process; Issues in HR audit; Issues related to Research Techniques in HRA; Focus of HR Audit

HUMAN RESOURCE AUDIT REPORT: HRD audit report –Concept –Purpose –Role of HR managers and auditors – Process of human resource audit; Reengineer your HR and make it more strategic through HRD audit; Competency required for an effective HRD Auditor Report Design- Preparation of report –Use of Human Resource audit report for business improvement; Case studies

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Jac Fitz-enz, et al, How to Measure Human Resource Management, McGraw Hill
3. M. Saeed, D.K. Kulshreshtha, Human Resource Accounting Anmol Publication
4. Prabakara Rao, Human Resource Accounting, Inter India Publications, New Delhi
5. Eric G. Flamholtz, ‘Human Resource Accounting –Advances in Concepts, Methods and Applications’, Third Edition.
6. Pramanik.A.K(1993) M.C. Jain,” Human Resource Accounting” Pointer publishers, Jaipur.
7. Nigam, M.S.Nigam S (1993) Importance of Human Resource in Organisation, Pointer publishers, Jaipur.
8. Prakash J, Khanelwal M C, Jain SC (1993), Human Resource Accounting, Pointer publishers, Jaipur

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-09

Title of the Course: Labor laws

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Discuss the basic concepts and principles of **Labor Laws** systems and demonstrate the ability to apply learned knowledge to the real world.

CO2: Assess collection and compilation of Information related to Legal framework.

CO3: Analyse situation in context with the preceding legal implications

CO4: Know about the Workmen's Compensation Act and Contract Labor Act.

CO5: Learn about Discipline and Grievances Procedures

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	3	3	3	2	3	3
CO2	2	3	2	2	3	2	2	2	3	3
CO3	3	2	2	3	3	1	3	2	1	2
CO4	2	1	1	2	2	2	3	3	2	2
CO5	3	2	1	3	3	3	3	2	3	2

UNIT I:

(8 Sessions)

Growth of Factory Legislation in India, Regulation of Factories under the Factories Act, 1948

UNIT II:

(8 Sessions)

Responsibility for payment of wages and delay and deduction of wages under the Payment of Wages Act, 1936; Recovery of wages under the Payment of Wages Act, 1936.

UNIT-III:

(8 Sessions)

Salient features of "The Employees Provident Fund Act, 1952" and "The Employee's State Insurance Act, 1948"

UNIT-IV:

(8 Sessions)

Salient features of "The Workmen's compensation Act, 1923" and Contract Labour (Regulation and Abolition) Act, 1970 (8 Sessions)

UNIT-V:**(8 Sessions)**

Discipline and Grievances Procedure; the concepts and nature of discipline, Principles and Practices of Domestic Enquiry, Handling of grievances, Grievances procedure.

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Reading:

1. S.C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
2. S.C. Srivastava: Labor Law in factories, Mines, Plantations, Transport, Shops and other industrial establishments, PHI, New Delhi.
3. RD Davar: Personnel Management and Industrial Relation, Vikas Publishing House, New Delhi.
4. Dr. P.C. Tripathi: Personnel Management, Sultan Chand & Son, Delhi.
1. Dale Yoder: Personnel Management & Industrial Relations, PHI, New Delhi.
2. S. N. Mishra: Labour and Industrial Laws, Central Law publications

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-10**Title of the Course: Management of Internal Customers****L-T-P: 3-1-0****Credits: 4****(L=Lecture hours, T=Tutorial hours, P=Practical hours)****Course Outcomes:**

At the end of the course the student would be able to:

CO1: Understand the importance of engaging culture and employee engagement.

CO2: Learn the significance of inclusion and diversity in workplaces.

CO3: Adopt the stress management techniques.

CO4: Get insights on how to imbibe emotional intelligence at workplace.

CO5: Gather knowledge on spirituality at workplace and leadership practices in organizations.

Mapping of Course Outcomes (CLOs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	2	1	2	2	2	2	2
CO2	2	3	2	2	1	2	2	2	2	2
CO3	3	3	3	2	1	1	1	2	1	2
CO4	2	3	2	2	1	1	2	2	-	2
CO5	2	3	2	2	1	-	1	2	-	2

UNIT I: Employee Engagement: (08 Sessions)

Creating an Engaging Culture (OCTAPACE); Engagement as a Motivational Construct; Engagement Drivers and Models; Engagement practices in select Indian Organization's; Quality of Work-life

UNIT II: Inclusion and Diversity: (06 Sessions)

Women at workplace; Values in Gender Diversity; Gender Sensitization against Sexual Harassment at Workplace

UNIT III: Stress Management: (10 Sessions)

Nature of Stress — Constructs and Problems; Occupational Stressors; Role Stress; Sources of Managerial Stress; Stress and Thought Processes — Learning; Stress and Personality - Behavioural and Situational Modifiers; Stress and Motivation; Verbal and Non-verbal Indicators of Stress; Assessment of Stress; Stress and Management Change; Stress and Conflict; Leadership Styles in Stressful and Non-Stressful Situations; Decision Making under Stress; Burnout; Coping with Resources and Processes — Assertiveness Training; Stress and Social Support; Group Processes and Changing Values for Understanding and Coping with Stress; Role Conflict; Role Ambiguity; Role Over-load and Role Under-load; Work-life Balance

UNIT IV: Emotional Intelligence: (08 Sessions)

Introduction; Emotions and the Tripartite Brain; Emotional Competencies; Executive EQ; Emotions and Enneagram; Rational Emotive Therapy; Emotional Transformation; Script Analysis using Enneagram; Measuring Emotional Intelligence; Emotions and Childhood; Role of Emotions; Emotions and Attitudes

UNIT V: Spirituality at Workplace: (08 Sessions)

Bereavement programs; Wellness information displayed and distributed; Employee Assistance Programs; Programs that integrate work/family; Management systems that encourage personal

and spiritual transformation; Servant leadership – the desire to serve others first in preference to self; Stewardship – leadership practices that support growth and well-being of others; Diversity programs that create inclusive cultures; Integration of core values and core business decisions and practices; Leadership practices that support the growth and development of all employees.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-11 Title of the Course: International Human Resource Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand and explain the dynamics of culture shock, how it can be managed and what companies are doing to minimize it for expatriates via various theories of cultures.

CO2: Understand and explain the concept of IHRM and the internationalization process of organizations. Also, will be able to discuss various factors which moderate the internationalization of companies in general.

CO3: Understand and explain the recruitment and selection process of international businesses. Also explain various compensation components of an international package of an expatriate.

CO4: Understand the criterion used for performance appraisal for an expatriate employee. Also will be able to give a brief explanation of the role of international labor, labor unions and various international labor bodies and their role in the management of Human resources.

CO5: Understand and explain various challenges and issues in expatriate management, expatriate failures and its coping mechanisms. Also, will understand various HR issues in multinational corporate social responsibility, corporate code of conduct and its implications on HR functions.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	3	2	2	1	2	1
CO2	3	2	2	3	3	3	2	2	1	2
CO3	3	3	2	3	3	3	2	2	1	2
CO4	2	2	2	3	3	3	2	2	1	2
CO5	2	3	2	3	3	3	2	2	1	2

UNIT I

(08 Sessions)

Concept of Culture- Culture Shock- Role Cultural Understanding–Cross Cultural Differences and Managerial Implications–Hofstede Study-Cultural environment–Ethics in International Environment

UNIT II

(08 Sessions)

Growth, Evolution and Concept of International Human Resource Management–Conceptual Perspectives–Stages of Internationalization Global Business – International HRM: Meaning, Definition, Concept and Characteristics of International HRM- Variables that moderate differences between Domestic & International HRM- Approaches-Path to Global Status

UNIT III

(08 Sessions)

International Recruitment, Selection and Compensation: Executive nationality staffing policies- Issues in staff selection-Expatriate Selection-Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program-Approaches to International Compensation

UNIT IV

(08 Sessions)

Performance Management-Criterion used for performance appraisal of International employees- appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training developing – International staff and Multinational teams—Key Issues in International Labour Relations—Labour Union and International Labour Relations—Response of labour unions to Multinationals

UNIT V

(08 Sessions)

Issues and Challenges in I.H.R.M:–Managing people in an international context-HR issues in Multinational Corporate Social responsibility-Multinational as a global citizen-International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm

Suggested Readings:

- VI. Dowling, PJ and Welch, DE. International Human Resource Management, Cengage Learning, Thompson.
- VII. Randal Schuler & Susan Jackson. Managing Human Resources in Cross-Border Alliances. Rutledge Taylor & Francis Publication.

- VIII. Pawan, Budhwar. Managing Resources in Asia-Pacific. Rutledge Taylor & Francis Publication.
- IX. Paul Sparrow., Chris Brewster and Hillary Harris. Globalizing Human Resource Management. Routledge Taylor & Francis Publication.
- X. P.L, Rao, International Human Resource management, Excel books

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-12 Title of the Course: Human capital accounting
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the importance of productivity and labor problems.

CO2: Learn the concept and problems of wage determination.

CO3: Know about Accounting Aspects of Human Capital-Cost based Models

CO4: Get insights on Accounting Aspects of Human Capital-Value based Models

CO5: Gather knowledge on WTO and Intellectual Capital

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	3	2	2	1	2	1
CO2	3	2	2	3	3	3	2	2	1	2
CO3	3	3	2	3	3	3	2	2	1	2
CO4	2	2	2	3	3	3	2	2	1	2
CO5	2	3	2	3	3	3	2	2	1	2

UNIT I**(08 Sessions)**

Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting; Concept and Significance of Productivity; Productivity Measures, Labour Productivity and Productivity Movement; Sharing of Productivity Benefits

UNIT II**(08 Sessions)**

Concept and Problems of Wage Determination; Market Forces of demand and supply of Labour; Underlying Assumptions and Impact on Wage Determination; Wage Determination in Perfect Market and Administered Market; Nature and Extent of Labour Exploitation
Problems of wage Analysis; Pattern and Behaviour of wage Differentials; Principle of equal Pay for Equal Work; A brief Overview of Incentive Wage Plans; Objectives of Wage Policy in Developing Economy; Impact of Industrial Policy on Wage Policy; Assumptions of wage Legislation in India; Economic Impact of Labour Legislation in India

UNIT III**(08 Sessions)**

Accounting Aspects of Human Capital – Cost Based Models; Basic concept of Human Resource Accounting; Monetary and Non-Monetary Models, Cost Based Models (Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, STANDARD COST METHOD, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects

UNIT IV**(08 Sessions)**

Accounting Aspects of Human Capital – Value Based Models; Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount; Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's, Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method, Ogan's Certainty Equivalent Net Benefits Method, Friedman and Lev's Human Resource Valuation Model, et. Al.
Recent developments in the field of Human Asset/Capital Accounting

UNIT V**(08 Sessions)**

WTO and Intellectual Capital: Emergence of WTO and patenting regime; Trade Related Intellectual Property Rights (TRIPS) and implications for India. Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level

Suggested Readings:

- I. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
- II. Malik, R. K., "Human Resource Accounting and Decision Behaviour", Anmol Publication, New Delhi, 1992.
- III. Patterson & Schol Economic Problems of Modern Life. Mc -Graw Hill Book Company.
- IV. Walter Hageabuch, Social Economics, Cambridge University Press.
- V. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
- VI. Neil W. Chamberlia, The Labour Sector, Mc -Graw Hill Book Company.
- VII. Richard Lester, Economics of Labour Mc Millera Company.

- VIII. Mark Holmstrom, Industry and Inequality - The social Anthropology of Indian Labour
 IX. Chakraborty, S.K., "Human Asset Accounting: The Indian Context in Topics in Accounting and Finance", Oxford University Press, 1976.
 X. Caplan, Edwin H. and Stephen Landekich, "Human Resource Accounting: Past, Present and Future", National Association of Accountants, New York.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-HR-13

Title of the Course: Human Resource Development

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the nature and importance of HRD

CO2: Learn about managing careers.

CO3: Imbibe knowledge on techniques of management development.

CO4: Understand about strategic HRD

CO5: Learn about organizational culture and strategic HRD.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	3	2	2	1	2	1
CO2	3	2	2	3	3	3	2	2	1	2
CO3	3	3	2	3	3	3	2	2	1	2
CO4	2	2	2	3	3	3	2	2	1	2
CO5	2	3	2	3	3	3	2	2	1	2

Unit 1: Human Resource Development Concept– (08 Sessions)
Concepts, philosophy, goals of HRD, Evolution of HRD, HRD at micro and macro levels, Sub - systems of HRD, Role of HRD function, Challenges and prerequisites of HRD

Unit 2: Concept of Career– (08 Sessions)
Career Stages, career planning and development, Need - steps in career Planning, Methods of career planning and development, Career development Actions and programs, Career problems and solutions, Guidelines for Career management

Unit 3: Concept of Management Development – (08 Sessions)
Need and importance of Management development - Management development process, Leader centered techniques of management development.

Unit 4: Strategic HRD:- (08 Sessions)
Business Strategy and HRD, Business Policy and HRD, Life Cycle of organizations and HRD, Organizational Performance and HRD

Unit 5: HRD & Diversity:- (08 Sessions)
Organizational Culture, Diversity Issues, Integration Strategies, Cross-Cultural Training

References:

1. De Simone, Randy L., (1998), Human Resource Development, Second Edition, The Dryden Press, Harcourt Brace College Publishers, Fort Worth.
2. Elliott, Carole, Turnbull Sharon, (ed.), (2005), Critical Thinking in Human Resource Development, Routledge, London.
3. Ghosh, Biswanath, (2000), Human Resource Development and Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Gilley, Jerry W., A. Steven Egglund, (1989), Principles of Human Resource Development, Addison-Wesley Publishing Company, Inc., Massachusetts.
5. Harrison, Rosemary, (1997), EmPOyee Development, Universities Press (India) Limited, Hyderabad.
6. Harrison, Rosemary, Joseph Kessels, (2004), Human Resource Development in a Knowledge Economy: An Organisational View, Palgrave Macmillan, New York.
7. Jayagopal, R., (1990), Human Resource Development: Conceptual Analysis and Strategies, Sterling Publishers Private Limited, New Delhi.
8. Joy-Matthews, Jennifer, David Megginson and Mark Surtees, (2004), Human Resource Development, Kogan Page India Pvt. Ltd., New Delhi.
9. Dayal, Ishwar, (1993), Designing HRD Systems, Concept, New Delhi.
10. Dayal, Ishwar, (1996), Successful Applications of HRD, New Concepts, New Delhi.
11. Kohli, Uddesh and P. Dharni Sinha, (2000), Human Resource Development: Global Changes and Strategies
12. Maheshwari, B.L. & P. Dharni Sinha, (1991), Management of Change through HRD, Tata McGraw Hill, New Delhi.

Note: The Latest Editions of the Reference Books may be referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES

Course Code: MBA-GE-FM-06 Title of the Course: Financial Management

L-T-P: 3-1-0 Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand project characteristics and various stages of a project

CO2: Perform appraisal of projects with detailed feasibility analysis

CO3: Develop the profitability projections

CO4: Practice project management and decisions and control

CO5: Assess aspects of Financing and Control

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	-	1	1	2	2	-	1
CO2	1	3	3	1	1	-	2	2	3	1
CO3	1	1	3	1	1	-	1	3	-	1
CO4	2	1	3	-	1	1	3	-	-	1
CO5	2	1	3	-	1	1	3	-	-	1

Unit I: Introduction to Projects

(Sessions 8)

Concepts of Project and Project Management, Importance and characteristics of Project
Types of project, Project family tree, Project Life Cycle & Its Phases

Unit II: Project Planning

(Sessions 8)

Phases of Capital Budgeting, Facets of Project Analysis, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Preliminary Screening

Unit III: Project Analysis

(Sessions 8)

Market and Demand Analysis
Technical Analysis
Financial Analysis

Unit IV: Project Appraisal

(Sessions 8)

Appraisal measures, Meaning and use of appraisal measures, Ranking of Projects
NPV, Modified NPV, BCR, NBCR, IRR, Payback, Discounted Payback
Social-Cost benefit Analysis - UNIDO Approach

Unit V: Financing and Control

(Sessions 8)

Project Management - Forms of Project Organisation, Project Planning, Project Control
Human Aspects of Project management
Project Financing In India - Means of Finance, Norms and Policies

Suggested Readings:

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
2. Amrish Gupta: Project Appraisal and Finance
3. Chaudhary S: Project Management.
4. Harold Karzner: Project Management.
5. Joy P.K.: Total Project Management

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-07 Title of the Course: Financial Derivatives

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets.

CO2: Identify how derivative instruments can be used to change or hedge risk

CO3: Evaluate risks and pay-offs associated with trading such instruments and their implications

CO4: Understand the basic risk management and trading strategies using futures, options and swaps

CO5: Critically evaluate the techniques used to value options and the factors that determine valuation

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	2	1	3	1	1	3
CO2	3	1	2	2	3	3	2	2	2	3
CO3	2	2	1	1	2	2	2	1	1	2
CO4	1	2	1	2	2	1	1	3	2	1
CO5	1	2	2	1	1	3	3	1	2	2

Unit 1

Sessions 08

Introduction: Meaning and purpose of Derivatives; Forward contracts, future contracts options, swap and other derivative; types of trades; trading mechanism of forward/future contract, specification of future contracts, operations of margins; settlement and regulation; Practical applications of derivative.

Unit 2

Sessions 08

Source of Financial Risk in IFM: Credit vs Market, default risk, foreign exchange risk, foreign rate risk, purchasing power risk etc; systematic and non-systematic risk; Uses of forward and future contract in International currency exchange market. Spot rates, forward rate.

Unit 3

Sessions 08

Future Contract: Hedging and speculators; Future contract; future market-clearance house, margins, trading, future positions and taxation; future price and spot price; forward price vs future prices; futures vs option price. Numerical problems related to future contract.

Unit 4

Sessions 08

Option Contract: Types of option; Working Mechanism of options contract, option trading; margins; valuation of option; Binomial option Pricing Model; Black-Scholer model for Call/Put option; valuation of option, Index option; Option Markets- exchange traded option, over the counter option, quotes, trading, margins, clearing, regulation and taxation; warrants and convertibles. Numerical portion related to options contract.

Unit: 5

Sessions 08

SWAP Contract: Working Mechanism of interest rate Swaps, Valuation of interest rate swaps; currency swaps and its valuation; credit risk and swaps, Numerical problems on swap contract.

Managing Market Risk: Hedging schemes-delta hedging, theta, gamma, relationship in delta, theta and gamma; Vega and Rho; portfolio insurance,

Derivative Market in India: Present position in India- regulation; working and trading activity

References

1. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition;
2. Chew, Liian; Managing Derivative Risk, John Wily, New Jersey;
3. Das, Satyajit: SWAP and Derivative FinancilProbus;
4. Hull, J., Option: Future and other Derivative, Prentice hall, New Delhi;
5. Kolb. Robert W.,: Understanding Future Markets, Prentice Hall Inc., New

Note:The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-09

Title of the Course: Wealth Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand the wealth management process

CO2: Perform data gathering and analysis

CO3: Learn theories of investment management

CO4: Plan for Retirements

CO5: Assess Performance Appraisal Techniques

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	2	1	3	1	1	3
CO2	3	1	2	2	3	3	2	2	2	3
CO3	2	2	1	1	2	2	2	1	1	2
CO4	1	2	1	2	2	1	1	3	2	1
CO5	1	2	2	1	1	3	3	1	2	2

Unit 1 – Introduction

8 sessions

The wealth management process - the client relationship - the client profile- wealth management investment policy -portfolio management, monitoring and market review -professional requirements - client goals and constraints - goal setting - risk objective - constraints- Even sky and Katz cash flow strategy.

Unit 2 - Risk, Data gathering & analysis

8 Sessions

Risk - Risk Tolerance - behavioural finance and related issues of behavioral psychology - heuristics and biases - mental math - framing - Data gathering and analysis - measuring risk tolerance - measuring capital needs - client education - mini educational program - the investment process - asset allocation - modern portfolio theory - investment risk - mathematics of investing - return measures - risk measures - covariance and correlation - higher moments- performance measures: returns relative to risk - fixed income risk measures

Unit 3 – Theories of Investment Management

8 Sessions

Investment theory - early history - fundamentals : Graham & Dodd - Modern portfolio theory - capital market theory - other asset pricing models - random walk - efficient market hypothesis - asset allocation - time diversification - chaos theory - Asset Allocation - determinants of portfolio performance - value of asset allocation decisions - the importance of managing asset allocation - alternative to managed asset allocation policy - asset allocation implementation strategies -Portfolio Optimization - optimizer inputs - asset class constraints - sensitivity analysis - selecting an efficient portfolio - rebalancing - downside risk

Unit 4 - Retirement planning, IPS & Portfolio Management

8 Sessions

Retirement planning - accumulation phase - distribution phase - Investment policy statement - sample IPS- Portfolio Management - short term asset allocation - direct versus indirect investments- strategy: active vs passive - equity analysis and strategies - fixed income analysis and strategies - alternative investments

Unit 5 – Performance appraisal

8 Sessions

Performance appraisal and evaluation - measuring return - composite construction - after tax performance measurement- benchmarks - risk measures- performance appraisal measures- performance attribution- selecting investment managers -individual asset managers - pooled investment vehicles- mutual funds classifications- information sources- screens and the selection process- monitoring the manager : evensky and katz policy - philosophy, process and people - conclusion.

Suggested Readings

1. Evensky H, Horan SM, Robinson TR, Evensky H, Dawsonera. The new wealth management: the financial advisor's guide to managing and investing client assets CFA Institute investment series. Hoboken, N.J.: Wiley; 2011.
2. Wealth Management Unwrapped, Revised and Expanded: Unwrap What You Need to Know and Enjoy the Present, Charlotte B. Beyer, 2014
3. Private Wealth Management: The Complete Reference for the Personal Financial Planner, 2008
4. A Wealth of Common Sense: Why Simplicity Trumps Complexity in Any Investment Plan, Ben Carlson, 2015
5. Personal Wealth Management, Peter Tan, 2002
6. Wealth Management in the New Economy: Investor Strategies for Growing, Protecting and Transferring Wealth, 2009

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-11 Title of the Course: Mergers & Acquisition

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

- CO1: Differentiate between the process of a merger and acquisition and discuss various synergies achieved through the same
- CO2: Conceptualize the various corporate restructuring strategies adopted by the corporates
- CO3: Understand the accounting process of a merger and acquisition deal.
- CO4: Understand the defense techniques and takeover strategies adopted by the corporates
- CO5: Conceptualize the various methods valuation of a merger and acquisition deals

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit I -

Definition of Mergers- Differences between acquisitions and amalgamations - types of merger - motives behind mergers - rationale behind theories of mergers – synergy – meaning types - operating, financial and managerial synergy – creation of synergy - value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors - contributing to Mergers and Acquisitions.

Unit II –

Corporate restructuring – Methods of restructuring - Sell off / spin off/ divestitures /equity carve out – Leveraged Buy Outs- Management Buy Outs- Employee stock ownership plans (ESOP)

Unit III –

Dynamics of M&A process - Five-stage model – Due diligence - Process of Merger Integration – Organizational and human aspects – managerial challenges of M & A – Takeovers – types - hostile takeover approaches - anti takeover defenses - Financial defensive measures – Coercive offers and defense – anti-takeover amendments – Poison pills

Unit IV –

Approaches to valuation -discounted cash flow valuation – relative valuation – valuation of operating and financial synergy - valuing corporate control – valuing of LBO - Methods of financing mergers - Cash offer, share exchange ratio – mergers as a capital budgeting decision

Unit V –

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 with regard to accounting for amalgamation – Legal and regulatory frame work of M & A under the provisions of companies act 1956 and Indian Income Tax act 1961 – guidelines given by SEBI with regard to takeover

REFERENCES

1. Kamal Ghosh Ray, “Mergers and Acquisitions, Strategy, valuation and integration” Prentice Hall of India – 2011.
2. J. Fred Weston, Kwang S.Chung, and Susan E. Hoag, “Mergers, Restructuring, and Corporate Control” - Prentice Hall of India, New Delhi – 2010.
3. Dt. Girish P Jakhotiya, “Strategic Financial Management “— Vikas Publishing House Pvt. Ltd. New Delhi, 2nd Edition – 2012.
4. I M Pandey, “Financial Management”– Vikas Publishing House Pvt. Ltd. New Delhi 10th Edition – 2011.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-16 Title of the Course: Bank Technology Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand Banking Technology and Design, Development and Implementation of Information Systems

CO2: Know about various Digital Banking Products.

CO3: Understand more about digital banking products.

CO4: Understand Security, Controls, Standards in Banking & Continuity of Business

CO5: Conceptualize Legal Framework, Security Policies, Procedures, Controls & IS Review

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1 -Introduction to Banking Technology and Design, Development and Implementation of Information Systems

Banking Environment and Technology - Overview of Processing Infrastructure - Accounting Information System - Information Organization and Management - Risk associated with Technology Banking - Audit Function and Technology.- Hardware Architecture - Software Platforms: System Design , development and maintenance - Software Development Lifecycle (SDLC) - Networking - MIS and its Structure- MIS for Operating Management & Strategic

Control-Decision Support System & GDSS- Information Resource Management & Call Centre - Front End Tool - Data Modeling Concepts -RDBMS - Database Concurrency - Recovery & Security Concepts - Information Resource Management - Business Processes Re-engineering - Technology led Products and Delivery Channels - Centralized Banking Solutions / Core Banking - RTGS, SFMS - Information System Planning- Information System Analysis and Design - Information System selection and Procurement - Information System Implementation and Management

Unit 2- Digital Banking Products I

Introduction - Need for Digital Banking Products - Customer Education for Digital Banking Products - CARDS: Overview and brief history, Various types of cards, Product features - EMV technology: New Technologies – Tap and Go, NFC, etc, Back End operations, Recovery and Follow up - ATMs - Overview and Brief History - Product Features - Instant Money Transfer Systems - Various Value-Added Services (eg., bill payments, donations, etc) - Proprietary, Brown Label and White Label ATMs - ATM Network Planning – Onsite / Offsite - Security and Surveillance of ATM Sites - Risk Management and Frauds - Back End Operations and Technology - MOBILE BANKING: Overview and Brief History – Product Features and Diversity - IMPS - Risk Management and Frauds - Back End Operations and Technology - INTERNET BANKING : Overview and Brief History - Product Features - Corporate and Individual Internet Banking Integration with e-Commerce Merchant sites - Risk Management and Frauds - Back End Operations and Technology -

Unit 3 – Digital Banking Products II

POS TERMINALS- Overview and Brief History- Product Features - Approval processes for POS Terminals - Risk Management and Frauds - Back End Operations and Technology - PAYMENT SYSTEMS: Overview of global payment systems - Overview of domestic payment systems- RuPay and RuPay Secure- Immediate Payment Service (IMPS) - National Unified USSD Platform (NUUP) - National Automated Clearing House (NACH) -Aadhaar Enabled Payment System (AEPS)- e-KYC - Cheque truncation System (CTS) - National Financial Switch (NFS) - RTGS - NEFT -Forex settlements-Securities Settlement - Plastic Wallet Technology- E-commerce - Public Key Infrastructure

Unit 4 –Security, Controls, Standards in Banking & Continuity of Business

Security: Overview of Security - Architecture - Policy - Procedure - Implementation - Monitoring- Controls: Physical Controls - IT Controls - Application Controls - Resources and Tools - Standards: ISO - CMM - CoBIT - RBI Guidelines- Difference between CoB , BCP and DRP - CoB Plan, policy and procedures - Risk management and impact analysis - Testing and implementation of CoB, BCP and DRP - Security in Electronic Banking - Computer System Security Concerns - Physical Security Environment- Hardware Security Environment- Logical Security Environment - Network Security Environment - Fault Tolerant Systems - Network Trouble Shooting - Overview of Computer Viruses - Detection and Prevention of Computer Viruses -Anti Virus Policies- Information System Security Policy - System Audit Frame Work - System Audit Administration and System Controls - Computer Crime - Computer Crime Management

Unit 5 – Legal Framework, Security Policies, Procedures, Controls & IS Review

IT Act - Intellectual Property Right - Copyright - Management Control Framework - Development and review of security policies and control standards - Compliance and Incident handling - Network security - Security implemented by operating system and databases,

Hardware and Software - Network components- IS Audit - Technology Management Function - Data Management Function - Data Management Function - Application Management Function - Facilities Management Function - Audit Standards - Audit Organization and Management - Audit in Computerized Environment - Risk Based Audit - Substantive & compliance review - CAAT's

Suggested Readings

1. Indian Institute of Banking and Finance (2017), Information Systems for banks, Taxmann Publications
2. Indian Institute of Banking and Finance (2017), IT Security, Taxmann Publications
3. Indian Institute of Banking and Finance (2017), Information Technology, Data Communication & Electronic Banking, Macmillan India
4. Indian Institute of Banking and Finance (2017), Design, Development and Implementation of Information System, Macmillan India
5. Indian Institute of Banking and Finance (2017), Security in Electronic Banking, Macmillan India Ltd
6. Indian Institute of Banking and Finance (2017), Digital Banking, Taxmann Publication Ltd

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-17

Title of the Course: Financial Econometrics

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand Classical Linear Regression Model

CO2: Know about Multiple Regression, Assumptions & Diagnostic tests
 CO3: Understand Univariate Time Series Modelling & Forecasting
 CO4: Understand Multivariate Models
 CO5: Learn about Modelling long run relationships

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1 - Introduction & Classical Linear Regression Model (CLRM) - Simple Regression 8 Sessions

Introduction - What is econometrics? - Difference between financial econometrics and economic econometrics - Types of data - Returns in Financial Modelling - Steps in formulating Econometric model - What is a regression model? - Regression Vs Correlation - Simple regression - Assumptions underlying classical linear regression model - properties of the OLS estimator - Precision and standard errors - introduction to statistical inference - the t ratio

Unit 2 - CLRM - Multiple Regression, Assumptions & Diagnostic tests 8 Sessions

Generalizing the simple model to multiple regression - the constant term - How are the parameters calculated in the generalized case - Testing multiple hypothesis: The F test - Data mining and the true size of the test - goodness of fit statistics - hedonic pricing models - tests of non nested hypotheses - Statistical distributions for diagnostic tests - Assumptions - Multicollinearity - Adopting the wrong functional form - Omission of an important variable - Inclusion of an irrelevant variable - Parameter stability tests - Strategy for constructing econometric models and a discussion of model building philosophies

Unit 3- Univariate Time Series Modelling & Forecasting 8 Sessions

Introduction - Notations and concepts - Moving average processes - Autoregressive processes - partial autocorrelation function - ARMA processes - Building ARMA models - Exponential Smoothing - Forecasting in econometrics - Forecasting using ARMA models - Estimating exponential smoothing models

Unit 4 - Multivariate Models 8 Sessions

Motivations- Simultaneous equation bias - valid estimation of simultaneous equation models - exogeneity - triangular systems - estimation procedures for simultaneous equations systems - simultaneous equations modelling - Vector Autoregressive models - contemporaneous terms - block significance and causality tests - VARs with exogenous variables - Impulse responses and variance decompositions - VAR estimation

Unit 5 - Modelling long run relationships 8 Sessions

Stationarity and unit root testing - Testing for unit roots - Cointegration - Error correction models - Testing for cointegration in regression: a residual based approach - Methods of parameter estimation in cointegrated systems - Testing for and estimating cointegrating systems using the

Johansen technique based on VARs - Testing for cointegration and modelling cointegrated systems

Suggested Readings

1. Gujarati, D. N., & Porter, D. C. (2009). Basic econometrics. Boston, Mass: McGraw-Hill.
2. Brooks, C. (2002). Introductory econometrics for finance. Cambridge: Cambridge University Press.
3. Wooldridge, J. M. (2006). Introductory econometrics: A modern approach. Mason, OH: Thomson/South-Western.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-18 Title of the Course: Islamic Banking & Finance

L-T-P: 3-1-0 Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand about Islamic Economic System

CO2: Know about Islamic Banks

CO3: Understand Operations of Islamic Banks

CO4: Understand Instruments and Markets

CO5: Learn about Globalization of Islamic Banking

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

UNIT I: Introduction of Islamic Economic System

8 Sessions

Principles of Islamic Economics · Competition and cooperation, their relative scopes · Risk sharing verses risk shifting · Economic stability and the role of abolition of interest. Environmental protection, equitable distribution of income and wealth and peace, major policy considerations Universal need fulfillment, social solidarity and economic strength, major goals of public finance in Islam

UNIT II: Introduction of Islamic Banks

8 Sessions

Introduction to Islamic financial system: an overview; Shariah&Fiqh: Sources and Development, Important concepts and principles of Fiqh, Major norms in Islamic finance;Islamic Financial Contracts, Difference between Islamic vs Conventional Banking

UNIT III: Operations of Islamic Banks

Islamic Commercial Banking, Islamic appraisals of conventional banking ,Operating structure of Islamic banks , Models of Islamic banking; Sources and application of funds, Operational efficiency and Performance of Islamic Banks, Risk Management in Islamic Banks

Unit IV: Instruments and Markets

8 Sessions

Islamic Money Market Instruments, Islamic Capital Market, Stock market: shariah screening methods, purification and zakah, Islamic Project Finance, Islamic securities (Sukuk), Islamic Insurance (Takaful)

UNIT V: Globalization of Islamic Banking

8 Sessions

International Islamic Financial Institutions, Islamic Financial Centres, Islamic Banking in the West

Suggested Readings:

1. Iqbal, Munawar and Molyneux, Thirty Years of Islamic Banking: History, Prospects and Performance.
2. Ahmad, Habib (eds), Theoretical Foundation of Islamic Economics, Islamic Research and Training Institute, Islamic Development Bank, 2002.
3. Chapra, M. U, What is Islamic Economics, Jeddah, IRTI, IDB, 1996.
4. Khan, W. Masood, Towards an Interest Free Islamic Economic System, Leicester, UK: The Islamic Foundation, 1985.
5. Siddiqi, M.N, Some Aspects of Islamic Economy, Delhi, M. M. I. Publishers, 2002.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-19

Title of the Course: Credit management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand about Credit Ratings

CO2: Know about Term Loan Appraisal

CO3: Understand Working Capital Appraisal

CO4: Understand Export Finance

CO5: Learn about Monitoring, supervision and management of impaired assets

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1 : Introduction and overview of credit

8 Sessions

Principles of lending - credit policy - types of borrowers and types of credit facilities - credit delivery - credit appraisal -credit rating

Unit 2 : Term Loan Appraisal

8 Sessions

Analysis of financial statements - balance sheet -P&L Account- ratio analysis - ratio interpretation - funds flow statements - cash flow statement- aspects of project appraisal - term loan appraisal

Unit 3 : Working Capital Appraisal

8 Sessions

concept of working capital - working capital gap - operating cycle -Working capital assessment - non fund based limits - letters of credit - assessment of LC limit- buyer's credit- bank guarantees -co-acceptance facilities.

Unit 4 : Other Credits

8 Sessions

Export Finance - Pre-shipment finance - post shipment rupee export finance -ECGC whole turnover post shipment guarantee scheme -interest rate on rupee export credit - post shipment export finance in foreign currency - customer service and simplification of procedure - priority sector lending - Export credit - education - housing - social infra -renewable energy - others - retail loans

Unit 5 : Monitoring , supervision and management of impaired assets

8 Sessions

documentation - types of charges - follow-up, supervision and credit monitoring - management of impaired assets - fair practices code on lender's liability.

Suggested Readings:

1. Indian Institute of Banking and Finance (2018), Banker's Handbook on Credit Management, taxmann.
2. Dr. DD Mukherjee, Credit Appraisal, Risk Analysis and Decision Making, Snow White.
3. GS Popli & SK Puri (2013), Strategic Credit Management in Banks, PHI Learning
4. Charles L Gahala. (2003), Credit Management: Principles and practices, National Association of Credit Managers.
5. Dr. DD Mukherjee (2015), Hands on Credit- Doing it yourself, Snow White

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-20

Title of the Course: Treasury Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand about Financial markets, Money Markets and Capital Markets

CO2: Know about Foreign Exchange Markets & Debt Markets

CO3: Understand Interest Rate Quotations & Derivatives

CO4: Understand Treasury Management, Liquidity Management & Risk Analysis & Control

CO5: Learn about Regulation, Supervision and Compliance & Role of IT

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1: Financial markets, Money Markets and Capital Markets

8 Sessions

An overview of markets and functions - classification of financial markets - role of the emerging markets (BRICS) - roles and functions of participants in financial markets - money market introduction - need for the market - participants in money market - money market instruments - introduction to capital markets - equity shares - preference shares - ECB - framework for issuance of rupee denominated bonds overseas - borrowing & lending in foreign currency by an authorised dealer- GDR-ADR-IDR- when issued securities - credit linked notes.

Unit 2 - Foreign Exchange Markets & Debt Markets

8 Sessions

FX Market introduction - definitions & exchange rate quotations - factors influencing exchange rates - role of banks in Indian forex markets - Relationship with money market operations - International financial institutions - an overview - correspondent banking & NRI accounts - risks in foreign trade - role of Exim bank, RBI & FEDAI - FEDAI Guidelines and forex valuation - Debt Market introduction - Terminologies - types of bonds - GOI securities - SDLs - other approved securities - Non SLR securities - PSU Bonds- Corporate Debentures - Bonds and Debentures - Some other aspects - Bond Dynamics - Accounting - Valuation.

Unit 3 - Interest Rate Quotations & Derivatives

8 Sessions

Introduction - Fixed and floating rate of interest - simple and compound rate of interest - yield - premium & discount - front end and rear end - day count conventions - introduction to derivatives - futures - FRA - Swaps - options.

Unit 4 - Treasury Management, Liquidity Management & Risk Analysis & Control

8 Sessions

Introduction to Treasury Management - Sources of Profit for Treasury - Treasury operations - RBI Measures - Scope and Functions of treasury management - integrated treasury - liquidity management: objective, sources and deployment - CRR - SLR - CCIL - RTGS - Risk analysis

and control - operational risk - financial risks - market risk - Risk Management : RBI guidelines/norms - Forex Risk - Operational Risk & concurrent audit.

Unit 5 - Front office / Mid Office / Back Office, Regulation, Supervision and Compliance & Role of IT **8 Sessions**

Front office - dealing function- mid office - back office operations - operational clarity - documentation- monitoring - settlement - investment accounting & internal controls - RBI guidelines - Extracts from FIMMDA : Handbook of Market Practices - dealing procedures and principles - NDS - Other trading platforms - STP - Settlement - custody - Price calculations: T-Bills, Forex Treasury and Market practices.

Suggested readings:

1. Indian Institute of Banking & Finance (2017), Treasury, Investment & Risk Management, Taxmann
2. Bragg SM (2010), Treasury Management: The practitioner's guide, John Wiley & Sons
3. Bagchi SK (2006), Treasury Risk Management, Jaico Publishing house
4. Hong Kong Institute of Bankers (2014), Treasury markets and operations, John Wiley and sons

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-21

Title of the Course: Bank Risk Management

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand about Risk Management Function in Banks

CO2: Know about Evolution of Risk Management Regulation

CO3: Understand Credit Risk Management

CO4: Understand Market Risk Management

CO5: Learn about Operational Risk Management

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1 - Overview of Risk Management Function in Banks

8 Sessions

Risk management Policy - Organization - Structure - ICAAP - Major Risk Types - Credit Risk - Market Risk and Operational Risk - Liquidity Risk - Interest Rate Risk - Currency Risk - Legal Risk - Inter- linkage with treasury

Unit 2 - Evolution of Risk Management Regulation

8 Sessions

Evolution of Risk Management regulation - Basel I vs. Basel II vs. Basel III Regulations.

Unit 3 - Credit Risk Management

8 Sessions

Credit Risk management Framework - RBI guidelines - Credit Ratings and risk pricing - Methods for estimating capital requirements - standardized approach - advanced approach - Stress test and sensitivity analysis.

Unit 4 - Market Risk Management

8 Sessions

Market Risk management Framework - Liquidity Risk management - Interest rate Risk management - Foreign Exchange Risk management - Price Risk(Equity) - Commodity Risk management - Standardized duration method - VaR - ALM - ALCO.

Unit5 - Operational Risk Management

8 Sessions

Operational Risk Management Framework - RBI Guidelines - Sound Principles of Operational Risk Management - Capital allocation for operational risk - methodology - computation of capital charge for operational risk

Suggested Readings:

1. Bessis, J. (2010). Risk management in banking. Chichester, United Kingdom: John Wiley.
2. Bandyopadhyay, A. (2016). Managing Portfolio Credit Risk in Banks. Cambridge: Cambridge University Press

3. Choudhry, M. (2018). An Introduction To Banking: Principles , Strategy and Risk Management. Wiley
4. Crouhy, M., Galai, D., & Mark, R. (2014). The essentials of risk management. New York: McGraw-Hill Education.
5. RBI Master Circulars/ Directions

Note: The Latest Editions of the Reference Books maybe referred

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-FM-22

Title of the Course: Retail Banking

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand about Retail Banking

CO2: Know about Retail Liability Products

CO3: Understand issues relating to retail deposits

CO4: Understand Retail Asset products

CO5: Learn about Housing Finance & Card Business

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1: Introduction**8 Sessions**

Retail Banking: History and definition - role within bank operations - distinction between retail and wholesale banking - Evolution of retail banking - banker customer relationship - duties and rights of a banker - KYC -AML - CFT Guidelines of RBI

Unit 2: Retail liability products**8 Sessions**

Different types of customers and operational issues- current deposits - savings deposits - term deposits – non-resident business

Unit 3 - Other issues relating to retail deposits**8 Sessions**

Nomination facility and settlement of claims in accounts of deceased persons - TDS - Deposit Insurance in India - BCSBI & Customer grievances mechanism - Remittance facilities - para banking facilities - marketing strategies for retail deposits - CRM in retail banking - New payment banks and small finance banks - future of branch banking.

Unit 4 : Retail Asset products and other issues**8 Sessions**

Retail products overview - Product development process - credit scoring - important retail asset products - Securitization - Reverse mortgage - recovery of retail loans.

Unit 5 : Housing Finance & Card Business**8 Sessions**

Housing finance - introduction and overview - essentials of a home loan proposal - lender's appraisal procedure - other lending schemes - housing finance in metros - NHB -REIT - Introduction to Bank Cards - Card Operations - Credit process, review and monitoring -card production function - customer service - credit card frauds - global framework for smart card payments.

Suggested Readings:

1. Indian Institute of Banking and Finance (2017), Retail Asset Products and Other related services, Macmillan education.
2. Indian Institute of Banking and Finance (2017), Retail Liability Products and Other related services, Macmillan education.
3. Keith Pond (2014), Retail Banking, Global Professional Publishing
4. Croxford H, Abramson F, Jablonowski A (2005), The Art of Better Retail Banking - Supportable predictions on the future of retail banking, Wiley.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES OPERATIONS MANAGEMENT

Course Code: MBA-GE-OM-06 Title of the Course: Advanced operations research
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

At the end of the course the student would be able to:

CO1: Understand and describes the problems of business operations and solving techniques

CO2: Solve linear programming model for business and social problem using graphical and algebraic methods

CO3: Explain sequencing problem for multiples jobs and machines

CO4: Comprehend the nonlinear programming for complex business operation problems

CO5: Solve the game theory problem and Fuzzy framework for MCDM and linear programming

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CLO1	3	-	-	1	1	1	3	2	2	-
CLO2	3	1	1	-	1	2	2	1	1	-
CLO3	2	-	1	-	1	1	2	3	2	-
CLO4	3	-	-	1	1	1	3	3	2	-
CLO5	2	1	-	2	1	1	2	2	3	-

Unit I: (Session 05)
Introduction of Operations Research, Review of Basic Operations Research techniques

Unit II: (Session 08)
Advanced Linear Programming Methods; Simplex Directions and Matrix method of solving Linear Programming Problems (LPP), Bounded Variables Techniques in Solving LPP, Revised Simplex Method, Interior Point Methods of solving LPP (Karmarkar's Method), Chance Constrained Linear Programming

Unit III: (Session 07)

Stochastic Processes; Introduction, Markov Processes, Martingales, Random Walk, Brownian Motion, Queueing Processes

Unit IV: (Session 08)
Non-Linear Programming; Classical Optimization, Quadratic Programming, Non-Linear Dynamic Programming

Unit V: (Session 12)
Game-Theory; Game with Pure Strategies, Game with Mixed Strategies, Linear Programming Approach to Game Theory, Games with Complete Information, Games with Incomplete Information, Fuzzy Logic and Systems, Fuzzy Multi Criteria Decision Making, Multi-objective Fuzzy Linear Programming

References/Suggested Readings:

1. Fredrick S. Hiller, Gerald J. Liberman, Introduction to Operations Research, McGraw-Hill, 9th Ed.
2. J.K. Sharma, Operations Research Theory & Application, Macmillan, 3rd Ed.
3. Investment under uncertainty, Avinash K. Dixit and Robert S Pindyck, Princeton university press 1993, ISBN 9781400830176
4. Kanti Swarup, Gupta, P.K. and Manmohan, Operations Research, Sultan Chand: New Delhi, 12th thoroughly revised Ed.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-07 Title of the Course: Service Operations Management

L-T-P: 3-1-0 Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Learning Outcomes:

By the end of the course, the students would be able to

CO1: Understand the nature, strategy and positioning of service operations

CO2: Develop and analyze the layout for service operations and delivery

CO3: Analyze and apply various management tools and techniques of service operations

CO4: Develop the understanding related to Inventory and Supply Chain Management

CO5: Solve actual business problems using quantitative methods and models service operations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CLO1	2	2	2	2	2	1	3	3	3	2
CLO2	1	1	3	2	1	3	3	2	2	3
CLO3	2	2	3	1	2	2	3	2	2	2
CLO4	3	2	2	1	1	2	2	3	3	3
CLO5	2	1	2	2	1	2	2	1	2	2

Unit I: (Sessions 06)

Introduction to Service Operations: Nature of Services, Strategy and Positioning

Unit II: (Sessions 08)

Designing Service Operations: Technology and its Impact on Services, Design and Development of Services and Service Delivery Systems, Work Measurement, Locating Facilities, Designing their Layout

Unit III: (Sessions 08)

Managing service operations: Capacity Planning and Waiting Line Management (Queuing), Managing Capacity and Demand, Improving Service Processes – Use of Tools for Process Improvement, WTA Project Presentations

Unit IV: (Sessions 08)

Service Inventory and Supply Chain Management: Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain

Unit V: (Sessions 10)

Quantitative Models In Managing Service Operations: Data Envelopment Analysis, Application of simulation in service operations management, Vehicle routing and scheduling

References /Suggested Readings:

1. B. Fitzsimmons, James A., and Mona J. Fitz simmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and

Operations, 2nd Ed., Prentice Hall, 2007.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-08 Title of the Course: Technology & Innovation

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Learning Outcomes:

By the end of the course, the students would be able to:

CO1: Have an overview of the importance of technical innovation and creative thinking in the business sector.

CO2: Instill knowledge on the strategic components of decision making in process and technology choices, investment alternatives, level of technology absorption, and the resulting competitive advantages, especially in the Indian context.

CO3: Learn the aspects of new products and services that need to be analysed, including marketing and production of those features.

CO4: Learn about the launching of new products and maintaining quality standards.

CO5: Know the model, design, and cost evaluation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	1	2

CO2	1	1	3	2	1	3	3	2	2	1
CO3	2	2	3	1	2	2	1	2	2	2
CO4	3	2	2	1	1	2	2	1	1	1
CO5	2	1	2	2	1	2	2	1	2	2

UNIT I:

(Session 08)

Introduction; The process of technological innovation - factors contributing to successful technological innovation - the need for creativity and innovation - creativity and problem solving - brainstorming - different techniques

UNIT II:

(Session 08)

Project Selection and Evaluation; Collection of ideas and purpose of project - Selection criteria - screening ideas for new products (evaluation techniques)

UNIT III:

(Session 08)

New Product Development; Research and New Product Development – Patents – Patent Search – Patent Laws – International Code For Patents – Intellectual Property Rights (IPR).

UNIT IV:

(Session 08)

New Product Planning; Design of Proto Type – Testing – Quality Standards – Marketing Research Introducing New Products

UNIT V:

(Session 08)

Model Preparation & Evaluation; Creative Design – Model Preparation – Testing – Cost Evaluation – Patent Application

References /Suggested Readings:

1. Nystrom, Harry “Creativity And Innovation”, John Wiley & Sons, 1979.
2. Khandwalla, N. – “Fourth Eye (Excellence Through Creativity) – Wheeler Publishing”, 1992.
3. I.P.R. Bulletins, TIFAC, New Delhi, 1997.
4. Avdonitis, G., & Papastathopoulou, P. (2006). Product and services management. New Delhi: Sage.
5. Khalil, T. A. (Ed.). (2009). Technology Management: Key to competitiveness and wealth creation. New Delhi: Tata Mc Graw Hill.
6. Kouzelis, G., & Paurnari, M. (2005). Knowledge in the new technologies. Germany: Peter Lang.
7. O’Sullivan, D., & Dooley, L. (2008). Applying Innovation. New Delhi: Sage.
8. Rastogi, P. N. (2009). Management of technology and innovation: Competing through technological excellence. New Delhi: Response Books.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-OM-09 Title of the Course: Production Planning & Control
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Understand the concept of production planning and control mechanism

CO2: Analyze and apply the various methods of forecasting in production process

CO3: Analyse various inventory methods and planning of distinct resources in operations

CO4: Develop the understanding related to routing in production

CO5: Evaluate various scheduling methods used in the production and analysis of planning and control aspects.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	2	2	1	3	3	3	2
CO2	1	1	3	2	1	3	3	2	2	3
CO3	2	2	3	1	2	2	3	2	2	2
CO4	3	2	2	1	1	2	2	3	3	3
CO5	2	1	2	2	1	2	2	1	2	2

UNIT I: (Session 08)

Introduction: Definition – objectives and functions of production planning and control – elements of production control – types of production – organization of production planning and control department – internal organization of department.

UNIT II: (Session 06)

Forecasting – importance of forecasting – types of forecasting, their uses – general principles of forecasting – forecasting techniques – qualitative methods and quantitative methods

UNIT III: (Session 09)

Inventory management – functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P-Systems and Q-Systems. Introduction to MRP I, MRP II, ERP, LOB (Line of Balance), JIT and KANBAN system.

UNIT IV:

(Session 06)

Routing – definition – routing procedure – route sheets – bill of material – factors affecting routing procedure, schedule – definition – difference with loading.

UNIT V:

(Session 11)

Scheduling policies – techniques, standard scheduling methods. Line balancing, aggregate planning, chase planning, expediting, controlling aspects. Despatching – activities of dispatcher – despatching procedure – follow up – definition – reason for existence of functions – types of follow up, applications of computer in production planning and control.

References /Suggested Readings:

1. Chapman, S. N. (2008). The fundamentals of production planning and control. New Delhi: Pearson Education.
2. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2007). Operations management for competitive advantage (11th ed.). New Delhi: Tata McGraw Hill.
3. Evans, J. R., & Collier, D. A. (2007). Operations management: An integrated goods and services approach. New Delhi: Cengage Learning.
4. Heizer, J., & Render, B. (2007). Operations management (8th ed.). New Delhi: Pearson Education.
5. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2007). Operations management (8th ed.). New Delhi: Prentice Hall of India.
6. Martinich, J. S. (2008). Production and operations management. India: Wiley.
7. Wild, R. (2007). Essentials of production and operations management. Singapore: Cengage Learning.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES

ENTREPRENEURSHIP

Course Code: MBA-GE-EM-06 Title of the Course: Business Models & Planning
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Create business models for the entrepreneurial ventures.

CO2: Develop comprehensive business plans for the entrepreneurial ventures.

CO3: Devise the lean canvas for the entrepreneurial business plans.

CO4: Learn about Business Model and Strategies

CO5: Devise Business Plans

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	3	2	2	1	1	2	2	2	2	2
CO5	2	1	2	2	1	2	2	1	2	2

Unit 1

Sessions:8

Introduction: Definition of Business Models, Types of Business Models, Components of Business Model, Business model evolution

Unit 2

Sessions:8

Pivoting- Definition, Importance and Relevance, Porter's Value Chain analysis, Emergence of Business Models

Unit 3

Sessions: 8

Lean Canvas: Identifying the problem, solution and customer segments, sketching the Lean Canvas

Unit 4

Sessions: 8

Business Model and Strategies: Strategy and Industry environment, Crafting and Evaluating the Strategy

Unit 5

Sessions: 8

Business Plans: Elements of Business Plan- Sales Plan, People Plan, Financial Plan. Comprehensive and crisp business plans.

Books for Reference

- Entrepreneurship by Barringer and Ireland
- Entrepreneurship: Strategies and Resources by Dollinger
- Entrepreneurship Indian Edition, Hisrich, Peters, Shepherd.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-EM-07 Title of the Course: Legal aspects of Entrepreneurship
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Explain and classify the different types legal entities that their entrepreneurial ventures can form.

CO2: Evaluate the essential legal compliances and procedural requirements to set up entrepreneurial ventures would be known to the students

CO3: Analyze the mandatory labour legislations that the ventures would adhere to.

CO4: Learn about Labour Law Compliance

CO5: Gain knowledge on Intellectual Property Rights

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	1	2	1	2	1	2	1	2

Unit 1

Sessions: 8

Importance of Ethical and Legal Foundation in Decision Making, Legal Entities- Ownership Patterns: Sole Proprietorship, Partnership, Limited Liability Partnership, Private Limited, Public Limited, Corporations, Cooperative societies.

Unit 2

Sessions: 8

Registration Requirements, Permanent Account Number (PAN)/Tax Deduction Account Number (TAN), GST Shops and Establishment Act Trade License Professional Tax Micro Small Medium Enterprise (MSME) Act

Unit 3

Sessions: 8

Incorporation Requirements for Different Legal Entities, Periodic Mandatory Compliance: Taxation Compliances, PAN, TAN, GST,

Unit 4

Sessions: 8

Labour Law Compliance: Registration with the Employees Provident Fund Department, Registration with the Employees State Insurance Department, Registration with Professional tax department, The Sexual Harassment Of Women At Workplace (Prevention, Prohibition And Redressal) Act, 2013

Unit 5

Sessions:8

Intellectual Property Rights: Patents, Trademarks, Copyrights, Trade Secrets, Registration Process, Substantive Rights, Term of Protection,

Books for Reference

- Legal Aspects of Business by Akhileshwer Pathak
- Business Taxation by Akhileshwar Pathak
- Entrepreneurship by Barringer and Ireland
- Commercial's Labour Laws, 2021

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course: MBA-GE-EM-08 Title of the Course: International Entrepreneurship & Global Patterns in Entrepreneurship

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Interpret the latest developments in the entrepreneurial domain on a global basis.

CO2: Recognize the international entry strategies for setting up of entrepreneurial ventures.

CO3: Assess the global entrepreneurial environment, and formulation of strategies in response to these dynamic changes.

CO4: Learn about Global Human Resource Practices

CO5: Gain knowledge on aspects of Global Business Plan

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	2	2	2	2	2	2	2	2	2	2
CO5	2	2	1	2	1	2	1	2	1	2

Unit 1

Sessions: 8

International Entrepreneurship: Definition and Concepts, Differences between International and Domestic Entrepreneurship. , Global Entrepreneurial Revolution

Unit 2

Sessions: 8

Entrepreneurial Characteristics and Internationalization, International Regional Clusters, National Culture and Entrepreneurship

Unit3

Sessions: 8

Globalization and International Environment, Analyzing International Opportunities, Alternative Entry Strategies: types, Advantages and Disadvantages.

Unit 4

Sessions: 8

Global Finance, Global Marketing, Global Human Resource Practices, Country specific examples.

Unit 5

Sessions: 8

Implementing and Managing a Global Entrepreneurial Strategy, Developing the Global Business Plan: Aspects of Global Business Plan

Books for Reference

- International Entrepreneurship, Robert Hishrich.
- International Entrepreneurship, Zucchella, Magnani,

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-EM-09 Title of the Course: Entrepreneurship through process, Motivation & Resources

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Understand the creative process and mindset involved in setting up entrepreneurial ventures

CO2: Identify the different types of motivators that drive most entrepreneurs.

CO3: Interpret the insights into neuro entrepreneurship.

CO4: Learn about Factors Influencing Entrepreneurial Motivation

CO5: Gain knowledge on Entrepreneurial Resources

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	1	2	1	3	3	3	3	1	3	1
CO5	2	2	2	2	2	2	2	2	2	1

Unit 1

Sessions: 8

Entrepreneurial Mindset- Structural Thinking, Effectuation, and Cognitive Adaptability, Intention to act Entrepreneurially, Background and Characteristics, Changing Demographics of Entrepreneurs.

Unit 2

Sessions: 8

Neuro entrepreneurship- Importance of Neuroscience in Entrepreneurship study, role of emotional intelligence and mindfulness in Entrepreneurship, Entrepreneurial orientation. Entrepreneurial Self- Efficacy

Unit 3

Sessions: 8

Entrepreneurial Motivation – Financial Motivation and Non-Financial Motivation. Entrepreneurial Motivation for sustaining Nature or Communities, Health and Entrepreneurial Motivation, Entrepreneurial Motivation towards developing Society

Unit 4

Sessions: 8

Factors Influencing Entrepreneurial Motivation: Entrepreneurial Passion, Achievement Motivation Fear of Entrepreneurial Inaction, Role of Physical and Psychological Health, Role of One's Personal Values.

Unit 5

Sessions: 8

Entrepreneurial Resources, Identifying Attributes of Strategic Resources, Resource types, A psychological Approach, A sociological Approach.

Books for Reference

- Entrepreneurship: Strategies and Resources by Dollinger
- Entrepreneurship Indian Edition, Hisrich, Peters, Shepherd.
- The Neuroscience of Business, Lanz & Brown

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

ELECTIVES

INTERNATIONAL BUSINESS

Course Code: MBA-GE-IB-06 Title of the Course: International Logistics Management
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Learn the concept of marketing logistics and international logistics

CO2: Develop the understanding of transportation with special attention to containerization, ICD and CFS, CONCOR in logistics management;

CO3: Explore the various types of shipping and its usage in international logistics

CO4: Learn the air transport and its related issues

CO5: Understand the various activities, roles and responsibilities in a warehouse

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	1	3	3	2	3	1	2	2	2
CO2	2	3	3	3	1	3	2	2	2	3
CO3	2	2	3	3	2	2	3	3	3	3
CO4	2	3	3	3	2	3	2	3	3	3
CO5	2	3	3	3	3	1	1	3	3	3

UNIT - I Marketing Logistics - Concept, objectives and scope; System elements; Importance – Elements of Logistics system - Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement – Factors influences Distribution and Logistics.

UNIT - II Transportation - Containerization; CFS and inland container depots; Dry ports – Road – Multimodal transportation - CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

UNIT - III General Structure of Shipping - Characteristics - Types of shipping - liner and tramp - Conference chartering operations - Freight structure and practices - Chartering principles and practices; UN convention on shipping information – Documents for shipping of goods.

UNIT - IV Air Transport - Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Cargo handling – Information support System

UNIT - V Inventory Control and Warehousing - Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

REFERENCES

- Asopa, V.N., SHIPPING MANAGEMENT: CASES AND CONCEPTS, Macmillan, New Delhi.
- Desai, H.P, INDIAN SHIPPING PERSPECTIVES, Anupam Publications, Delhi,
- Khanna, K.K., PHYSICAL DISTRIBUTION, Himalaya Publishing, Delhi.
- Lambert, D et al, STRATEGIC LOGISTIC MANAGEMENT, Tata McGraw Hill, New Delhi. Shipping Documents and Reports, UNCTAD

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning,

reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IB-07 Title of the Course: International Business Law
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Understand the scope of Legal Framework of International Business, the nature and complexities of Legal Framework of International Business, the code and common laws and their implications to Business.

CO2: Have basic understanding of the Regulatory Framework of WTO and will get acquainted with GATT/WTO provisions on preferential treatment of developing countries

CO3: Understand the international treaty/legal provisions relating to Licensing in Global Business, the concept of international treaty/legal provisions relating to of Franchising in Global Business.

CO4: Understand the regulatory framework of electronic commerce, the regulatory framework of cross border transactions, the regulatory framework of online financial transfers, and cross border transactions and multilateral and bi-lateral treaties along with sharing of tax revenues.

CO5: Have a thorough understanding of the salient provisions of selected Indian laws and regulations governing various international transactions.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	3	2	1	2	3	3	2
CO2	3	3	2	3	1	1	2	3	2	3
CO3	2	3	1	3	2	2	2	2	1	2
CO4	1	3	2	3	2	2	2	1	1	1
CO5	1	3	1	3	2	1	2	3	1	1

UNIT-I Legal Framework of International Business - Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

UNIT-II Regulatory Framework of WTO - Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

UNIT-III Regulations and Treaties Relating to - Licensing; Franchising; Joint Ventures, Patents and trademarks; Technology transfer, Telecommunications. Frame work relating to Electronic Commerce.

UNIT-IV Regulatory Framework and Taxation - Electronic Commerce – Cross Border Transactions – Online Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues

UNIT-V Indian Laws and Regulations - Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

REFERENCES

- Daniels, John, Ernest W. Ogram and Lee H. Redebungh, International Business, Environments And Operations.
- Lew, Julton D.M And Clive Stand Brook (Eds), International Trade Law And Practice, Euromoney Publications, London.
- Schmothoff C.R: Export Trade, The Law and Practice Of International Trade.
- Motiwal Op, Awasthi Hi, International Trade – The Law and Practice, Bhowmik and Company, New Delhi.
- Kapoor ND, Commercial Law; Sultan Chand & Co., New Delhi.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will

be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IB-08 Title of the Course: International Business Marketing
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Identify and analyse opportunities within international marketing environments; Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment;

CO2: Select, research, and enter a new international market; understand international marketing channels

CO3: Segment international markets and develop the profile of a target international market; understand the different entry strategies in international market

CO4: Develop product strategies and to develop distribution, promotion, branding, advertising and international pricing strategies

CO5: Convert the theory into practical implementation with the ongoing trends in the markets

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	1	1	1	3	1	3	2	2
CO2	3	-	2	-	1	3	2	3	2	1
CO3	3	-	2	2	-	3	2	3	1	1
CO4	3	2	2	2	-	3	2	3	1	1
CO5	2	2	2	2	2	2	2	2	2	2

Unit 1: Introduction

Introduction to Global Marketing, The Global Marketing Environment, Global Marketing vs. Domestic Marketing, Management Orientation in International Market, Driving and Restraining forces of Globalization, Regional Market Characteristics and Preferential Trade Agreements.

Unit 2: Global Market Research and Global Marketing Channels

Formal Marketing Research – problem definition, Developing a research Plan, Data Collection, data Analysis, Interpreting Results. Current Issues in Global Marketing Research
 Purpose of Marketing Channels, International Marketing Channels, Important factors affecting channel design, criteria for selecting a distributor in International Market

Unit 3: International Segmentation, Targeting and Positioning.

Criteria for effective segmentation, Types of segmentation, Global Targeting – Global Target Market Strategy, Global product Positioning

Unit 4: Global Market entry Importing, Exporting and Sourcing. Global Market Entry Strategies: Collaborative and Non- collaborative arrangements - Licensing, Franchising, Investment and Strategic Alliances, Joint Ventures, Acquisitions and FDI

Unit 5: Global Brand, products and pricing

Building Brands in International Markets – Brand Decisions, Brand Equity.

Product strategy for International Markets – Developing products for International Market, Standardization vs. adaptation, Product launch for International Market, Product promotion strategies in International market

Pricing strategies in International Market.

Brand and Product Decisions in Global Marketing, Pricing Decisions.

Global Marketing Communications Decisions - Advertising and Public Relations, Sales Promotion, Personal Selling and Special Forms of Marketing Communication.

Strategic Elements of Competitive Advantage, Leadership, Organization and Corporate Social Responsibility.

Suggested Reading:

1. International Marketing, Rakesh Mohan Joshi, Oxford Publications
2. International Marketing, Francis Cherunilam, Himalaya Publishing House, Mumbai
3. International Marketing Management – An Indian Perspective, Varshney RI, Bhattacharya B, Sultan Chand & sons. New Delhi
4. International Marketing, P.K. Vasudeva, Excel Books, New Delhi
5. International Marketing (SIE), Cateora and Philip, Tata McGraw-Hill
6. Globalization of Business, Abbas J. Ali, Jaico Publishing House, Mumbai, 3rd Edn., 2009

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-GE-IB-09 Title of the Course: International Trade
L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: The students would have developed a thorough understanding of the fundamental principles of international trade.

CO2: Successfully apply the principal theories of international trade and investment.

CO3: The students would be able to understand the effect that domestic and foreign tariffs have on the competitiveness of businesses

CO4: The ability to assess which policies here and abroad constitute non-tariff trade barriers.

CO5: Develop competencies to convert the theory into practice with current ongoing trends in international trade.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	1	-	-	1	2	2	1	1
CO2	2	1	-	-	-	-	1	1	2	2
CO3	2	1	-	-	-	1	2	2	2	2
CO4	2	1	-	-	-	1	2	2	2	2
CO5	1	1	1	1	1	1	1	1	1	2

Unit 1.

Introduction - Important issues in international trade. - History and present state of world trade flows - History of the development of trade theory, Essentials: Ricardo and Comparative Advantage - The Ricardian model of trade - Empirical evidence and policy results

Unit 2.

Factor Price Equalization and Trade - Hecksher-Ohlin model of trade - Stolper-Samuelson effects. Who Wins and Who Loses from Trade? - The “Specific Factors” model of trade - Redistribution aspect of trade policy - International experience

Unit 3.

Standard Trade Models and Country Welfare - Welfare comparisons across countries - Welfare comparisons within countries, An Empirical Evaluation of Trade Patterns - Problems with the Hecksher - Ohlin model - Empirical evidence of trade theory

Unit 4.

Market Imperfections and Trade - Imperfect Competition and trade - Externalities and protectionism - Empirical evaluation of importance, International Factor Movements - International Labor Mobility - International Capital Flows - Multinational Firms and Direct Foreign Investment

Unit 5.

Tariffs and Non-Tariff Barriers to Trade - Economics of Tariffs - Economics of Quotas - Protection and Imperfect Competition, Government Intervention in Trade - Welfare arguments - Income Distribution - Optimum Tariff

Suggested Reading:

1. International Business, Justin Paul, Tata McGraw-Hill Publishing Company Limited, New Delhi
2. International Business Environment, Francis Cherunilam, Himalaya Publishing House, Mumbai

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

OPEN UNIVERSITY ELECTIVES

Course Code: MBA-OUE-18 Title of the Course: CSR & Corporate Governance

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Recognize the concepts of Corporate Governance and Corporate Social Responsibility in the business ecosystem

CO2: Interpret global models of corporate governance and their adaptations in the Indian context

CO3: Analyze the Global and Indian examples of CSR as well as examples of corporate governance failure.

CO4: Synthesize CSR strategies with business strategies at all the functional levels in an organization.

CO5: Develop Competencies to do mapping for CSR activities on the job

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	2	2	2	2	2	2	2	2	2	2
CO3	2	2	1	2	1	2	1	2	1	2
CO4	22	3	3	3	3	3	3	3	3	3
CO5	2	2	1	2	1	2	1	2	1	2

Unit I: Introduction of Corporate Governance (08 sessions)

- Defining Corporate Governance. Issues, Need of Corporate Governance Code
- Mechanisms and Systems/Models of Corporate Governance
- Corporate Governance and Integrity, Ethical Behavior, Disclosure, Transparency and the Role and Responsibilities of the Board
- Corporate's Responsibility and Accountability to Its Board of Directors, Shareholders and other Stakeholders

Unit II: Corporate Governance in the Global Context (08 sessions)

- Corporate Governance System Worldwide
- World Bank on Corporate Governance, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA)
- McKinsey Survey on CG
- Corporate Governance failures with examples (Enron, WorldCom, Satyam Computer, etc.)

Unit III: Corporate Governance in the Indian Context (08 sessions)

- Development and critical appraisal of corporate governance in India.
- Indian model of Corporate Governance, Indian Committees and guidelines (Companies Act 2013, SEBI Clause 49, etc.)
- Corporate Disclosure and Investor Protection in India
- Future of Indian CSR

Unit IV: Corporate Social Responsibility (08 sessions)

- Concept, scope and importance
- Sociology of economics: Business –Society interface
- Social Responsibility of Corporates, Corporate Social Reporting, Steps to attain CSR
- Global Practices: International Standards and Codes.
- Prestigious awards for CSR

Unit V: Strategic Corporate Social Responsibility (08 sessions)

- Merging CSR into Business Strategy, Advantages of Strategic SCR
- Corporate Social Marketing and Promotion
- CSR and Employee Engagement
- Best practices of CSR in India & Abroad

Suggested Readings:

- Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
- Business Ethics & Corporate Governance, by A.C. Fernando
- Corporate Social Responsibility Doing the Most Good for Your Company and Your Cause by PHILIP KOTLER and NANCY LEE
- Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. Department of Commerce, University of Delhi 16
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-OUE-23 Title of the Course: Advanced Marketing Research and Data Analytics

**L-T-P: 3-1-0 Credits: 4
(L=Lecture hours, T=Tutorial hours, P=Practical hours)**

Course Outcomes:

By the end of the course, the students would be able to:

- CO1: Gain an overview of advances in marketing analytics.
- CO2: Plan and undertake qualitative or quantitative market research
- CO3: Choose appropriate data sources and analytical tools to an advanced analytical study.
- CO4: Use advanced analytical tools to analyse a variety of data collected by marketers.
- CO5: Translate the output and draw managerial inferences & insights

Mapping of Course Outcomes (COs)with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10

CO1	3	2	-	2	3	1	2	2	2	2
CO2	3	2	-	-	3	1	3	3	1	2
CO3	3	2	-	1	3	1	3	1	1	1
CO4	2	2	-	-	3	1	3	3	1	1
CO5	3	3	-	-	3	1	2	2	-	1

Unit 1: Nature and scope of marketing research

5 Sessions

- Marketing research process- problem formulation and research design
- Source of marketing information and data collection;
- Review of Literature; Plagiarism norms, Referencing (APA)
- Sampling procedures in marketing research;
- Administration of surveys

Unit 2: Data Collection & Processing

5 Sessions

- Meaning, nature and types of data: sources of secondary and primary data;
- Tools of measurement and methods of analysis. Questionnaire Design and construction, Reliability and validity of measures.
- Types of measurement Scales: Nominal Scale, ordinal Scale, Interval Scale, and Ratio Scale
- Data Collection Methods – Observations, Surveys, Interview and other methods – mechanical devices, Projective techniques etc.
- Processing of Data – Editing, coding, Classification and tabulation of data

Unit 3: Data Analysis

18 Sessions

Planning data analysis in SPSS; hypothesis testing and t- tests; simple tabulations and cross tabulations; application of Chi-square analysis, Using ANOVA for testing of hypotheses

- **Sales forecasts and budget decisions:**
Use of correlation to explain association for interval scaled or metric variables; use of regression analysis
- **Data reduction technique and questionnaire development decisions:**
Factor analysis as a technique for data reduction or for combining item variables; tests for sampling adequacy, differentiate between factors and original variables; concept of factor extraction and factor rotation; use of eigenvalues for determining number of factors; factor loadings to identify and interpret factors; worked examples of factor analysis using SPSS, for use by marketers.
- **Market Segmentation decisions**
Cluster analysis as a technique for combining similar objects, customers- segmentation applications of target customer; interpretation to name the clusters; worked examples in SPSS to demonstrate usefulness in marketing.

Unit 4: Qualitative Research

3 Sessions

- Primary data: qualitative versus quantitative research; Rationale for using qualitative research;
- Qualitative Research approaches: Phenomenology, Grounded Theory, Symbolic Interactionists, Interpretivists, Ethnographic research
- Classification of qualitative research procedures, Focus group interviews, Depth interviews, Netnography
- Content analysis; Projective techniques.

Unit 5

9 Sessions

- Data Analytics
- Big data Analysis
- Customer Relationship Management and marketing research
- Market Intelligence and data base research

References:

1. Malhotra, Naresh K. and Dash, Satyabhushan , “Marketing Research: An applied orientation”, 6e,2010, Pearson education.
2. Chawla, D. and Sondhi, N., “ Research Methodology: Concepts and Cases”, 2011, Vikas Publishing House
3. Nargundkar, Rajendra, “Marketing research: Text and Cases”, 3e, 2008, Tata McGraw Hill.
4. Tull, D.S. and Hawkins, D.I., “Marketing Research: Measurement and Methods”. 6e, 1993, Prentice Hall of India.
5. Aaker, D, Kumar, V, Day, George, “Marketing Research”. 8e. 2003, Wiley.
6. Smith, S, and Albuaam, G., “Fundamentals of Marketing Research”. 1e, 2004, Sage publications.
7. Belk, Russell W., “Handbook of Qualitative research in Marketing”,2006, EdmindEigar Publishing Ltd, MA, USA

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

Course Code: MBA-OUE-24

Title of the Course: Legal Aspects of Business

L-T-P: 3-1-0

Credits: 4

(L=Lecture hours, T=Tutorial hours, P=Practical hours)

Course Outcomes:

By the end of the course, the students would be able to:

CO1: Analyse the basics of Laws governing commercial contracts, Essentials of a valid contract, contract of agency, contract of indemnity, guarantee etc with case laws and illustrations.

CO2: Understand the laws related to the Sales of Goods Act, 1930 including performance of contract of sale, condition and warrantee

CO3: Gain basic knowledge of the provisions of the Negotiable Instruments Act, 1881, and types of Negotiable Instruments

CO4: Understand the Indian Partnership Act, types of partnership, partnership deed etc with case laws and illustrations

CO5: Gain basic knowledge of the provisions of the Companies Act, in relation to types of companies, Memorandum of Association, Articles of Association, winding up of company etc

Mapping of Course Outcomes (COs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	-	1	2	-	1	1	3	1	2
CO2	3	-	1	1	-	-	1	3	3	3
CO3	3	-	-	2	-	-	1	3	1	2
CO4	3	-	3	1	-	1	2	3	3	1
CO5	3	-	3	2	-	1	2	3	1	3

UNIT I: Indian Contract Act; 1872

Sessions: 10

Meaning and nature of contract, Essential elements of a valid contract- offer, acceptance, considerations, void contract, violable contract, capacity of parties, Minor's contract, Lunatic agreement, Persons disqualified from entering into contract, Effect of mistake, misrepresentation, fraud, coercion, undue influence on contract, Illegal and immoral agreements and their consequences. Agreements opposed to public policy, Agreement in restraint of trade, Wagering agreements, quasi- contract, contingent contract, Performance of contract, Remedies for breach of contract, Contract of indemnity and contract of Guarantee, Contract of bailment, Pledge and law of Agency.

UNIT II: Sales of Goods Act, 1930

Sessions: 6

Contract of sale of goods, distinction between sale and agreement to sale, sale and hire purchase agreement, Subject matter of contract of sale of goods, conditions and warranties, Doctrine of caveat emptor, Transfer of ownership, Transfer of Title by persons not the owner, Unpaid seller.

UNIT III: Negotiable instruments Act, 1881

Sessions: 6

Definition of negotiable Instruments, Characteristics of negotiable Instruments, Classification of negotiable Instruments, Kinds of negotiable Instruments, Rights of Holders against Banks, Crossing of Cheques, Modes of Crossing, Holder, Holder in due course, Negotiation, Distinction between Negotiability and Assign ability, Dishonor & discharge or instrument

UNIT IV: Indian Partnership Act, 1932

Sessions:6

Nature of partnership, definition of partnership, Essential of partnership, Contents of partnership deed, classification of partnership, kinds of partners liabilities of minor, Rights of partners, Duties of partners, Relations of partner to third parties, Extent of partner's liability, Liability of outgoing partner, dissolution of partnership, Registration of partnership firm.

UNIT V: Companies Act, 1956

Sessions: 6

Company - meaning and characteristics, Distinction between private Company and public company, Company and Partnership, Company and Joint Family business. Procedure for incorporation of companies, Memorandum and Articles of Association, Prospectus, Share, Rights of Minority, Shareholders. Director- appointment powers and function. Winding up of a company.

Suggested Readings:

1. S.S. Gulshan: Mercantile Law: Excel Books.

2. Kapoor ND: Mercantile Law, Sultan Chand publications
3. Kapoor ND: Company Law, Sultan Chand publications
4. S.N. Maheshwari: Business Laws - Himalaya publications
5. Balachandran V: Business Law, Tata McGraw Hill
6. Tulsian: Mercantile Law, Tata McGraw Hill
7. Tulsian: Business Law, Tata Mc Graw Hill

Note: The Latest Editions of the Reference Books maybe referred.

Teaching-Learning Strategies in brief (4 to 5 sentences)

The learners will achieve the above-listed Course Outcomes through classroom teaching, learning by doing, learning through discussion among the peer group, experiential learning, reflective learning, open-ended questions by the teacher and Open-ended questions from students

Assessment methods and weightages in brief (4 to 5 sentences)

The assessment will comprise of 100 marks, out of which 40 marks will be for internal assessment and 60 marks will be for Semester Examinations. Internal assessment marks will be based on 2 written tests of 10 marks each and a maximum of 5 marks will be awarded based on classroom performance of the learner making a total of 40 marks.

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