

# **CURRICULUM & SYLLABUS**



## **CHOICE BASED CREDIT SYSTEM (CBCS)**

**FOR**

**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**

**(2 Year Post-graduate Degree Program)**

**IN**

**FACULTY OF MANAGEMENT**

**[w. e. f. Academic Year 2022-2023]**

**FACULTY OF MANAGEMENT**

**SRM UNIVERSITY DELHI-NCR, SONEPAT**

**39, Rajiv Gandhi Education City, Sonapat**

**Haryana-131029**



**SRM**  
UNIVERSITY  
DELHI-NCR, SONEPAT

**SRM UNIVERISTY DELHI-NCR, SONEPAT**

**FACULTY OF MANAGEMENT**

**MANAGEMENT GRADUATES EMPLOYABILITY ATTRIBUTES**

<b>S. No.</b>	<b>EMPLOYBILITY ATTRIBUTES</b>	<b>DESCRIPTION</b>
<b>1</b>	<b>Sound knowledge , Skills &amp; Understanding of the domain area</b>	Students should have the fundamental knowledge of basic subjects and skills to apply in domain area.
<b>2</b>	<b>Instilling pragmatic skills</b>	An understanding of management concepts and how the management knowledge are used in real-world business settings.
<b>3</b>	<b>Developing communication and deliverable skills</b>	Ability to write and speak well - oral and written communication
<b>4</b>	<b>Cognitive-ness</b>	The ability to be creative and innovative in solving problems.
<b>5</b>	<b>Transforming students to be a critical accessor</b>	Ability to think clearly about complex problems –creative thinking & decision making
<b>6</b>	<b>Practical solution building capacity</b>	The ability to analyze a problem to develop workable solutions
<b>7</b>	<b>Global competitive marketplace</b>	Understanding of global context in which work is now done
<b>8</b>	<b>Social responsibility</b>	A strong sense of ethics and integrity with the society

## **SRM UNIVERISTY DELHI-NCR, SONEPAT**

### **FACULTY OF MANAGEMENT**

#### **Program Educational Objectives (PEOs)**

M.B.A. is a two-year postgraduate program at the faculty of management follows CBCS (Choice Based Credit System). It provides ample opportunity to students to select subjects of their interest and also develop their skills and abilities. The course is evaluated with continuous grading system. Grading systems provides uniformity in the evaluation and computation of cumulative grade points (CGPA) based on students' performance in examinations which enables to move in a better way towards higher education. The curriculum is dispensed using a combination of classroom teaching, project-based learning, practical's, group discussions, presentations, home assignments, industry interactions and exposure, internships and fieldwork. The program has a unique and innovative course structure which engenders creative out of the box thinking.

The objectives of the course are:

- **PEO 1:** To familiarize students with the contemporary concepts of management and their application in their respective fields.
- **PEO 2:** To make student comprehend with the various management principles to facilitate decision making.
- **PEO 3:** To make students do projects, internship and other soft skills based activity which prepares them for placement/employment.
- **PEO 4:** To promote application-based pedagogy by exposing management students to formulate real world problems.
- **PEO 5:** To develop and strengthen skills in research-based problem-solving and providing innovative solutions.
- **PEO 6:** To make students understand about the functional areas of the business.
- **PEO 7:** To prepare students to be corporate ready and pursue higher education in management

## **SRM UNIVERISTY DELHI-NCR, SONEPAT**

### **FACULTY OF MANAGEMENT**

#### **Program Learning Outcomes (PLOs)**

The M.B.A. course provides an extreme and rigorous base for teaching, research and allied business administration. It serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of managerial cadre in business and industry. M.B.A. Course offers research in diverse areas of management discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students. Following are the specific learning outcomes of the program that the students will have the ability:

- **PLO 1:** to apply knowledge of various management functional areas in the context of business.
- **PLO 2:** to apply the acquired competence and skills by focusing on problem solving and decision making.
- **PLO 3:** to adapt themselves with the corporate environment and will get confidence to get placed in corporate sector.
- **PLO 4:** to apply analytical mind-set to generate innovative solutions.
- **PLO 5:** to develop divergent thinking and help in devising appropriate solutions.
- **PLO 6:** to apply their learning towards diversified businesses.
- **PLO 7:** to implement various managerial skills in order to establish their career in management field.

**MAPPING MATRIX OF PROGRAM EDUCATIONAL OBJECTIVES (PEO)  
AND PROGRAM LEARNING OUTCOMES (PLO)**

<b>PLO \ PEO</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>
<b>01</b>							
<b>02</b>							
<b>03</b>							
<b>04</b>							
<b>05</b>							
<b>06</b>							
<b>07</b>							

## **PROGRAMME STRUCTURE- M.B.A.**

The curriculum of M.B.A. will help students to get an insight into the tricks & acumen necessary for competent handling of business and segments constituting it. M.B.A. program also help the students in sharpening the managerial skills & soft skills necessary for conducting routinized and specialized task in real work-life scenario. In order to earn a Master degree, a student should earn a minimum of 117 credits in the course of their study. The credit requirements for their program of study are comprised of the following Program Structure:

- **Core Courses:**

The core courses are aimed at providing the student with a solid foundation in their chosen field of study as per Industry 4.0 skills and knowledge. The purpose of core courses is to lay a strong foundation of basic principles of various disciplines such as Human resource, Marketing, International Business, accounting and finance in the mind of the learners, so that they proceed to rest of their years of study with up to date knowledge. Some core courses are interdisciplinary due to their requirements in management program.

- **General and environment related courses:**

In order to develop versatility and flexible management skills such courses are provided to the students in their first year of this program. Such courses help them to create hierarchies that help the company thrive in difficult and unexpected times. Along with this, students also get pragmatic view of the real difficulties and gain memento to face them and act rationally.

- **Functional Area Electives:**

Elective courses may be offered by the main discipline/subject of study is referred to as Functional Elective. Such elective courses provide the student with an option to gain exposure to different specializations within the discipline, or an opportunity to study two of the subfields in some depth. Students opt for dual specialization consist of six subjects in III & IV semester.

- **Ability Enhancement Course (AEC):**

Ability Enhancement Courses emphasize on the development of ability among the learners in the terms of their capacity building with respect to the courses that could give them enough exposure. Such courses are meant for the overall development of the students and thus encouraging them to exercise their practicality regarding the subject.

- **Skill Enhancement Courses (SEC):**

Skill enhancement courses are focused around those disciplines that combines the best practices from education, psychology, social work, career counselling, sports, and technology. Through skill training a person can improve their overall performance in any identified area and in so doing can improve the overall quality of life.

- **Live Project & Summer Internship Project:**

A student have to undergo a live project during semester I, Semester III and semester IV. Also, after semester II, students are directed to prepare one summer internship project on the basis of internship which is scheduled for 6-8 weeks. Each student shall undertake a project to be pursued by him/her under the supervision of internal faculty to be appointed by Head of Department. Project should be based on Primary data and in case of secondary data quality of project should be justified by supervisor. Title of the project and name of supervisor should be approved by the Head of department. The Project Report will carry 100 marks. It shall be evaluated for 60% as formative evaluation and 40% End semester evaluation.

## M.B.A. PROGRAM STRUCTURE

	Semester 1	Semester 2	Semester 3	Semester 4	Total	Percentage of Courses
Core Courses (Compulsory)	6	7	2	3	18	43%
General and Environment Related Courses		1	0	0	1	2%
Functional Areas Electives			6	6	12	28.57%
Ability Enhancement Course	2	1	1		4	9.52%
Skill Enhancement Courses	2		1		3	7%
Live Projects, Summer Internship Project	1		2	1	4	9.52%
Total	11	9	12	10	42	100%



### M.B.A. PROGRAM CREDIT STRUCTURE

Category	Semester 1	Semester 2	Semester 3	Semester 4	Total	% of Credits
Core Courses (Compulsory)	18	21	6	12	57	49%
General and Environment Related Courses		3	0	0	3	3%
Functional Areas Electives	-	-	18	18	36	31%
Ability Enhancement Courses	4	1	1	-	6	5%
Skill Enhancement Courses	4		1	-	5	4%
Live Project	1	-	1	2	4	3%
Summer Internship	-	-	6		6	5%
TOTAL	27	25	33	32	117	100 %

**COURSE CURRICULUM**  
**MASTER OF BUSINESS ADMINISTRATION**

**(PROGRAM COURSES STRUCTURE SEMESTER WISE)**

**SEMESTER – I**

S.no.	Courses Category	Subject Code	Name of the Courses	P/L	Credits	Total Hours / Week
1	Core	21MBA101	Financial Accounting, Analysis & Reporting		3	3
2	Core	21MBA102	Quantitative Techniques for Managers		3	3
3	Core	21MBA103	Human Resource Management		3	3
4	Core	21MBA104	Marketing Management		3	3
5	AEC	21MBA105	Business Communication		3	3
6	SEC	21MBA106	Information Technology for Decision Making		3	3
7	Core	21MBA 107	Legal Aspects of Business		3	3
8	Core	21MBA 108	Managerial Economics		3	3
9	AEC	21SS152	Teamwork & Interpersonal Skills	2	1	2
10	SEC	21CS151A	Elementary IT Skills		1	1
11	LP	21MBA 109	Live Project		1	
					27	27

## **SEMESTER – II**

<b>S.No.</b>	<b>Courses Category</b>	<b>Subject Codes</b>	<b>Name of the Courses</b>	<b>Practical</b>	<b>Credits</b>	<b>Total Hours / Week</b>
1	Core	21MBA 201	Cost and Management Accounting		3	3
2	Core	21MBA 202	Marketing Analytics		3	3
3	Core	21MBA 203	Organizational Behavior		3	3
4	Core	21MBA 204	Marketing Research		3	3
5	Core	21MBA20 5	Organizational Effectiveness		3	3
6	Core	21MBA20 6	Operations Management		3	3
7	Core	21MBA20 7	Financial Management		3	3
8	GC	21MBA20 8	Business Ethics And Values		3	3
9	AEC	21SS254	Professional Writing & Interpersonal Skills: Strategies	2	1	2
			Total		25	26

\*Summer Internship of 6-8 weeks during summer break (6 Credits)

### **SEMESTER – III**

S.no.	Courses Category	Course Code	Name of the Courses	Labs/P	Credits	Total Hours/ Week
1	Core	21MBA301	Strategic Analysis and Competitive advantage		3	3
2	Core	21MBA302	Entrepreneurship and New Venture Creation		3	3
3	FAE	21MBA303	Functional Area Elective 1		3	3
4.	FAE	21MBA304	Functional Area Elective 2		3	3
5	FAE	21MBA305	Functional Area Elective 3		3	3
6	FAE	21MBA306	Functional Area Elective 4		3	3
7	FAE	21MBA307	Functional Area Elective 5		3	3
8	FAE	21MBA308	Functional Area Elective 6		3	
9	SEC	21MBA309	Management Techniques and Applications	2	1	2
10	AEC	21SS353	Presentation & Speaking Skills	2	1	2
11	SI	21MBA310	Summer Internship Project		6	
12	LP	21MBA311	Live Project		1	
					33	25

### **SEMESTER – IV**

<b>S.no.</b>	<b>Courses Category</b>	<b>Course Code</b>	<b>Name of the Courses</b>	<b>P/L</b>	<b>Credits</b>	<b>Total Hours/ Week</b>
1.	Core	21MBA401	Strategic Management		4	4
2	Core	21MBA402	E-Commerce		4	4
3	Core	21MBA403	Corporate Governance and Social Responsibility		4	4
4	FAE	21MBA404	Functional Area Elective 7		3	3
5	FAE	21MBA405	Functional Area Elective 8		3	3
6	FAE	21MBA406	Functional Area Elective 9		3	3
7	FAE	21MBA407	Functional Area Elective 10		3	3
8	FAE	21MBA408	Functional Area Elective 11		3	3
9	FAE	21MBA409	Functional Area Elective 12		3	3
10	LP	21MBA410	Live Project		2	
			Total		32	30

**LIST OF FUNCTIONAL AREA ELECTIVES**  
**FINANCE & ACCOUNTING**

S.no.	Courses Category	Course Code	Name of the Courses	Credits
<b>Semester III</b>				
1	Functional Area Electives	21MBA303 F	Security Analysis and Portfolio Management	3
2	Functional Area Electives	21MBA304 F	Corporate Tax Planning	3
3	Functional Area Electives	21MBA305F	International Financial Management	3
4	Functional Area Electives	21MBA306 F	Project Planning, Analysis, and Management	3
5	Functional Area Electives	21MBA307 F	Financial Modelling & Simulations	3
<b>Semester IV</b>				
6	Functional Area Electives	21MBA404 F	Financial Technology (Fintech)	3
7	Functional Area Electives	21MBA405 F	Behavioural Finance	3
8	Functional Area Electives	21MBA406 F	Financial Markets & Instruments	3
9	Functional Area Electives	21MBA407 F	Insurance & Banking	3
10	Functional Area Electives	21MBA408 F	Mergers and Acquisitions	3

**LIST OF FUNCTIONAL AREA ELECTIVES**  
**MARKETING**

<b>S.no.</b>	<b>Courses Category</b>	<b>Course Code</b>	<b>Name of the Courses</b>	<b>Credits</b>
<b>Semester III</b>				
1	Functional Area Electives	21MBA303 M	Consumer Behaviour	3
2	Functional Area Electives	21MBA304 M	Digital Marketing	3
3	Functional Area Electives	21MBA305M	Brand Management	3
4	Functional Area Electives	21MBA306 M	Advertising and Sales Promotion	3
5	Functional Area Electives	21MBA307 M	Rural & Agribusiness Marketing	3
<b>Semester IV</b>				
6	Functional Area Electives	21MBA 404M	Marketing Channels	3
7	Functional Area Electives	21MBA 405M	International Marketing	3
8	Functional Area Electives	21MBA 406M	Marketing of Services	3
9	Functional Area Electives	21MBA 407M	Retailing Management	3
10	Functional Area Electives	21MBA 408M	Sales & Distribution Management	3

## LIST OF FUNCTIONAL AREA ELECTIVES

### OB & HRM

S.no.	Courses Category	Course Code	Name of the Courses	Credits
<b>Semester III</b>				
1	Functional Area Electives	21MBA303 HR	Managing Training, Learning and Development	3
2	Functional Area Electives	21MBA304 HR	Management of Industrial Relations	3
3	Functional Area Electives	21MBA305 HR	Compensation and Rewards Management	3
4	Functional Area Electives	21MBA306 HR	Organization Change & Development	3
5	Functional Area Electives	21MBA307 HR	Team Dynamics at Work	3
<b>Semester IV</b>				
6	Functional Area Electives	21MBA 404HR	Strategic Human Resource Management	3
7	Functional Area Electives	21MBA 405HR	Performance Management	3
8	Functional Area Electives	21MBA 406HR	Leadership, Power and Politics in Organizations	3
9	Functional Area Electives	21MBA 407 HR	International Human Resource Management	3
10	Functional Area Electives	21MBA 408 HR	Human Resource Metrics & Analytics	3



**LIST OF FUNCTIONAL AREA ELECTIVES**  
**INTERNATIONAL BUSINESS**

S. No.	Courses Category	Course Code	Name of the Courses	Credits
<b>Semester III</b>				
1	Functional Area Electives	21MBA303IB	Cross Cultural Management and Management of MNCs	3
2	Functional Area Electives	21MBA304IB	International Business	3
3	Functional Area Electives	21MBA305IB	India's Foreign Trade & Policy	3
4	Functional Area Electives	21MBA306IB	International Business Strategy	3
5	Functional Area Electives	21MBA307IB	International Regulatory Environment	3
<b>Semester IV</b>				
5	Functional Area Electives	21MBA404 IB	Overseas Buying Behaviour	3
6	Functional Area Electives	21MBA 405 IB	International relations & Management	3
7	Functional Area Electives	21MBA 406IB	Export Import Procedures	3
8	Functional Area Electives	21MBA 407IB	International Advertising & Brand Management	3
9	Functional Area Electives	21MBA 408IB	Information System in Global Business	3

### List of Core Courses

S.no.	Courses Category	Course Code	Name of the Courses	Credits
1	Core	21MBA101	Financial Accounting, Analysis & Reporting	3
2	Core	21MBA102	Quantitative Techniques for Managers	3
3	Core	21MBA103	Human Resource Management	3
4	Core	21MBA104	Marketing Management	3
5	Core	21MBA107	Legal Aspects of Business	3
6	Core	21MBA108	Managerial Economics	3
7	Core	21MBA 201	Cost and Management Accounting	3
8	Core	21MBA 202	Marketing Analytics	3
9	Core	21MBA 203	Organizational Behavior	3
10	Core	21MBA 204	Marketing Research	3
11	Core	21MBA205	Organizational Effectiveness	3
12	Core	21MBA206	Operations Management	3
13	Core	21MBA207	Financial Management	3
14	Core	21MBA301	Strategic Analysis and Competitive Advantage	3
15	Core	21MBA302	Entrepreneurship & New Venture Creation	3
16	Core	21MBA401	Strategic Management	3
17	Core	21MBA402	E-Commerce	3
18	Core	21MBA403	Corporate Governance and Social Responsibility	3

### List of General and Environment Related Courses

S.no.	Courses Category	Course Code	Name of the Courses	Credits
5	GC	21MBA 208	Business Ethics & Values	3

### List of Ability Enhancement Courses

S.no.	Courses Category	Course Code	Name of the Courses	Credits
1	AEC	21MBA105	Business Communication	3
2	AEC	21SS152	Teamwork & Interpersonal Skills	3
3	AEC	21SS254	Professional writing & Interpersonal skills: Strategies	3
4	AEC	21SS353	Presentation & Speaking Skills	3

### List of Skills Enhancement Courses

S.No.	Courses Category	Course Codes	Name of the courses	P/L	Credits
1	SEC	21CS151A	Elementary IT skills		1
2	SEC	21MBA106	Information Technology for Decision Making	2	3
3	SEC	21MBA308	Management Techniques and Applications	2	1

### List of Projects and Summer Internship

S.no	Courses Category	Course Code	Name of the courses	Credits
1	LP	21MBA109	Live Project	1
2	LP	21MBA308	Live Project	1
3	SI	21MBA310	Summer Internship	6
4	LP	21MBA409	Live Project	1

# **CURRICULUM**

## **Master of Business Administration (M.B.A.)**

**COURSE CONTENT OF ALL  
SEMESTERS WITH SPECIALIZATION**

# Semester 1

<b>Financial Accounting, Analysis &amp; Reporting</b>	
Course Code: 21MBA101	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. The course aims to abreast the students with the knowledge of concepts of Financial Accounting.
2. To increase the ability to read and understand financial statements and related information.
3. Students will learn about analysis of final accounts of organisation.
4. The course shall understand how financial statement information can help to solve business problems by adopting latest trends and practices in Financial Accounting.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Have a comprehensive overview of concept of financial accounting and thus promoting Experiential learnings.
2. Prepare and comprehend the final accounts of firms.
3. Develop an understanding of how analysis of final accounts be implemented in business firms.
4. Analysing and implementing the latest trends and practices in Financial Accounting.

### **MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)**

	<b>Course Learning Outcomes (CLOs)</b>			
<b>Course Objectives (COs)</b>	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **Unit-I: Introduction**

An Introduction: Meaning, Need, Importance and Limitations of Accounting, Accounting Conventions, Concepts and Principles. Nature and Branches of Accounting. Accounting Cycle, Recording of transactions: journalizing, ledger posting, preparation of Trial Balance.

### **Unit-II: Financial Statements:**

Preparation of Financial Statements with adjustments.

### **Unit-III: Analysis of financial Statements:**

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, Du Pont Analysis; Common Size Statement; Comparative Balance Sheet.

### **Unit IV: Latest Trends and Practices:**

Framework of IFRS and GAAP. Human Resource Accounting, Inflation Accounting, Social Accounting, Environmental Accounting and International Accounting.

## **TEXT BOOKS:**

- R.Narayanaswamy, Financial Accounting –A Managerial Perspective, 2014, 5th Edition, Prentice Hall India Ltd.
- Paresh Shah, Basic Financial Accounting for Management, 2017, 3rd Edition, Oxford Publications.

## **SUGGESTING READINGS:**

- Gerald Keynes, Accounting: A Complete Step-by-Step Guide to Financial and Managerial Accounting for Beginners.
- The Essence of Financial Accounting, Chadwick, L. PHI, 2nd Edition
- M Hanif , A Mukherjee, Financial Reporting and Financial Statement Analysis, McGraw-Hill Education

## Quantitative Techniques for Managers

Course Code: 21MBA102	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### COURSE OBJECTIVES (CO)

1. To illustrate how the statistical tools and techniques solves real-time businesses problems.
2. To understand the types of parametric and non-parametric tests applied in research.
3. To gain understanding of calculus and differential equations.
4. To understand the concepts and application of linear programming.
5. To understand the importance and application of transportation and assignment models.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply the concepts and formulae learnt in solving business and economy related problems and thus gaining experiential learning.
2. Gain Experiential learning through setting of hypothesis and applying tests to prove it.
3. Recognize the importance and application of integration and differentiation in industry.
4. Formulate linear programming equations, derive solutions and extract its economic significance.
5. Derive solutions to transportation and assignment problems by applying different methods.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENTS

**Unit I- Fundamentals of Statistics:** Measure of Central Tendency-mean, median, mode, properties and application, Measures of Dispersion- standard deviation, variance, properties and application, Correlation – Simple Correlation, Regression – Simple and Multiple Regression.



**Unit II- Testing of Hypothesis:** Sampling Theory – Basic Concepts in sampling theory – T Test, Z Test – One sample mean, Difference between means – F Test, one way ANOVA, two-way ANOVA -  $\chi^2$  Test – Goodness of fit and Independent of Attributes-Non-Parametric Tests – H Test, U Test, K-S Test, Whitney test.

**Unit III- Linear Programming:** Formulation, economic interpretation, managerial significance, limitations and application. Solving LPP using graphical method, simplex method, BIG M, Primal-Dual Relationship, Duality.

**Unit IV- Transportation Models:** Concept, transportation problems, finding IBFS and Optimal solutions using MODI method. **Assignment Models:** Concept, assignments problems using Hungarian method.

### TEXT BOOKS

1. H. A Taha, A.M. Natrajan, P. Balasubramanie, and A. Tamilarasi, "Operations Research", 2019, 8th Edition, Pearson Prentice Hall.
2. Richard Levin & David Rubin, Statistics for management, 2019, Prentice Hall publications
3. S.P. Gupta, Elements of Business Statistics, 2018, Sultan Chand
4. Gupta, Kavita, "Business Mathematics", (2015), Taxmann Publications.

### SUGGESTED READINGS

1. Ravindran, A., Phillips, D.T. and Solberg, J.J., "Operations Research Principles and Practice", 2014, 2nd Edition, John Wiley and Sons.
2. A. Philips, Ravindran & James Solberg – Operations Research – Principles and Practices. 2017, 6<sup>th</sup> Edition, Wiley publication.

<b>Human Resource Management</b>	
Course Code: 21MBA 103	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of general Management related to human capital	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To help the students to develop an understanding about the concepts and functions of human resource management.
2. To equip the students to understand about maintaining records in order to determine compensation packages, wage structure, salaries raises and identify the strengths and weaknesses of employees to place right men on right job.
3. To make students comprehend about career planning and development programme in organizational context.
4. To communicate to the students about importance of talent in HR department.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the concept of HRM and how it is critical for success of business.
2. Learn and implement the compensation structures of the organisation.
3. Comprehend the role of career development for organisation and employees.
4. Develop an understanding of talent acquisition and recognize the emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction to Human Resource Management and HRP**

Concepts and perspective on human resource management, role of HRM in a competitive business environment; environment affecting HRM at the enterprise level, HR planning and job analysis recruitment, selection, placement, induction and socialization of the employee.

## **Unit-II: Appraisal, training and Compensation**

Appraising employee performance and potential evaluation, Manpower training and development, Compensation and reward administration.

## **Unit-III: Career Planning and Development**

Organizational development, career planning and Management, Dispute resolution and grievance management, trade unions and their role in collective bargaining.

## **Unit-IV: Talent Management and IHRM**

Talent acquisition, talent management, Business environment and workforce adjustments (economic recession! financial boom), creating high performance systems, International human resource management, innovations in HRM. Challenges for International HR managers; Green HRM; E-HRM

### **TEXT BOOKS**

1. Garry Dessler, Fundamentals of Human Resource Management, 5<sup>th</sup> Edition (2019) Pearson
2. K. Ashwathapa, Human Resource Management Text and Cases, 8<sup>th</sup> Edition (2017), McGraw Hill Education.
3. Jeffrey A Mello, Strategic Human Resource Management, 4<sup>th</sup> Edition (2015) Cengage.

### **SUGGESTED READINGS**

1. Randall S. Schuler and Susan E. Jackson, Strategic Human Resource Management, 2<sup>nd</sup> Edition (2017), Wiley-Blackwell.
2. Charles R. Greer, Strategic Human Resource Management : A General Managerial Approach, 2<sup>nd</sup> Edition (2007), Pearson Education
3. Decenzo, D. A. and Robbins, S.P, "Human Resource Management", 8<sup>th</sup> Edition (2006.), John Wiley and Sons,

<b>Marketing Management</b>	
Course Code: 21MBA104	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To expose the students to the basic concepts and principles of Marketing
2. To develop student's conceptual and analytical skills to be able to manage marketing operations of a business firm in context of 4 Ps.
3. To equip students with knowledge of consumer behaviour.
4. To enlighten students about market segmentation and branding.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamentals of marketing to take better marketing decisions
2. Know about the nuances and complexities involved in various product, pricing, promotion, physical distribution and additional 3 Ps decisions.
3. Understand consumer and industrial consumer behaviour through collaborative learning systems.
4. Develop skills in students to enable them to make segmentation strategies and do branding.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit-I Introduction**

Defining Marketing in 21st Century – Importance – Scope – Changing Scenario of Business & Marketing – Fundamental Marketing Concepts – States of Demand –Elements of the Marketing Environment; Contemporary issues in marketing, Case Study

## **Unit-II Managing Product and Pricing**

Product Characteristics – Classification – Product Differentiation – Product Hierarchy – Co-Branding – Packaging – Labelling – Warranties & Guarantees – New Product Development – Related Case Studies in Product Strategies, Understanding Pricing – Setting the Price – Types of Pricing Strategies – Initiating & Responding to the Price Changes – Related Cases in Pricing Strategies

## **Unit-III Managing Marketing Channels and Promotional Tools**

Importance of Marketing Channels – Functions – Channel Design – Channel Management – E-Commerce – Marketing Practices – Retailing – Types & Recent Trends – Wholesaling – Market Logistics – Managing Sales Force – Related Cases in Distribution Strategies. Role of Marketing Communication – Components of Promotion (Advertising, Sales Promotion, Personal Selling, Public Relations – Basic Concepts), Direct Marketing (Direct Mail, Catalogue, TeleMarketing), Case Study.

## **Unit-IV Segmentation and Branding**

Segmentation: Levels of Market Segmentation – Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting – Case Study, Role & Scope of Brands – Brand Equity – Devising a Branding Strategy – Brand Positioning – Developing & Communicating a Positioning Strategy – Differentiation Strategies – Case Study.

## **TEXT BOOKS**

1. Philip Kotler, “Marketing Management – A South Asian Perspective”, 2018, 12th Edition, Pearson Publication.
2. Philip Kotler, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, 2019, 7<sup>th</sup> edition, Pearson Education, New Delhi
3. Michael J Etzel, Marketing Concepts and cases, 2017, 5<sup>th</sup> edition, Mc Graw Hill

## **SUGGESTED READINGS**

1. Zikmund, G. William, Marketing Management, 2017, 7<sup>th</sup> edition, Cengage Learning, New Delhi.
2. Tapan K Panda, Marketing Management, 2018, 5<sup>th</sup> edition, Excel Books, New Delhi.

<b>Business Communication</b>	
Course Code: 21MBA105	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: AEC

### **COURSE OBJECTIVES (CO)**

1. To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2. To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as – making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3. To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.
4. To develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After Completion of course, students would be able to:

1. Understand fundamentals of communication and able to use concept in day to day world.
2. Demonstrate necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3. Build confidence and to enhance competitiveness by projecting a positive image of themselves and of their future and thus promoting self-learning.
4. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

## MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I: Communication in Organizations

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

#### Unit-II: Written Communication

Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills

#### Unit-III: Interpersonal Communication

Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

#### Unit-IV: Cross Cultural Communication

Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures. Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.

### TEXT BOOKS

1. C.M. Lehman, D.D. Dufrene & M. Sinha. BCOM: The South Asian Perspective on Business Communication, 2019, 2<sup>nd</sup> Edition. New Delhi: Cengage Learning.
2. H. A Murphy, H.W. Hildebrandt & J.P. Thomas, Effective Business Communication 2017, 7th Revised Edition, Boston: McGraw-Hill Companies.

3. C. Bovee, & J.V. Thill ,& R.L. Raina, Business Communication Today 2016,11<sup>th</sup> Edition, Pearson publication.

### **SUGGESTED READINGS**

1. H.S. Mukerjee, Business Communication, 2019, 2<sup>nd</sup> Edition, Oxford University Press
2. Post Emily, The Etiquette Advantage in Business, 2015, 2nd edition, New York: Collins.
3. M.O. Sandra, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. 2018, Routledge.



## Information Technology for Decision Making

Course Code: 21MBA106	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: SEC

### COURSE OBJECTIVES (CO)

1. To understand the concept of Information Technology with in a business goal framework.
2. To acquaint with using Information Technology Operationally, Tactically and strategically within a Business.
3. To make the students comprehend about Information Technology Management within the Rapidly Changing Technology Environment.
4. To make student understand the variables of Information Technology within Various Industries.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply and connect with the core aspects of information technology principles and tools, and manage their implementation in a business context.
2. Understand and facilitate the strategic and operational benefits of business models and technology applications.
3. Design, document and develop robust, extensible and highly maintainable data-intensive applications using cutting edge technologies tailored to the specific needs of any business scenario.
4. Understand the strengths and limitations of current technologies and apply them in various industries.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

## **COURSE CONTENTS**

### **UNIT-I: Introduction**

Basics of Computers, Input-Output Devices, Functions of different units of computers, classifications of computers. Computer Memory, Primary and Secondary memory.

### **UNIT-II: Computer Software**

Types of software, Introduction to Operating System. Translators and languages: Compiler, Interpreter and Assembler, types of computer languages. Windows OS: Introduction to GUI, Important terms like Directory, File, Volume, Label and Drive name

### **Unit-III: Desktop Components**

Introduction to Word Processor, Presentation Software. Advanced Excel: Introduction, applications and advanced functions of Excel, creating tables, Graphs, Charts, Worksheet Management, Mathematical Functions and Statistical functions, financial functions, analyze data with Pivot tables, create and manage scenarios and summaries.

### **Unit -IV Computer Networks and IT applications in various industries**

Data Communication Concepts, types of communication media, Concepts of Computer Networks Applications: Applications of Information Technology in Railways, Airlines, Banking, Insurance, Financial Systems, Education, Entertainment, Health and Security issues in IT.

## **TEXT BOOK**

1. A. Goyal, Computers Fundamentals, 2018, 5<sup>th</sup> Edition, Pearson Education.
2. A.S. Tanenbaum, Computers Networks, 2019, 4<sup>th</sup> Edition, Pearson Education.

## **SUGGESTED READINGS**

1. S. Dhingra & A. Tondon, Introduction to Information Technology, 2018, 1<sup>st</sup> Edition, Galgotia Publishing House.
2. Brady A. Joseph & Ellen F Monk, Problem solving cases in Microsoft and Excel, 2017, 2<sup>nd</sup> Edition, Thomson Learning.

<b>Legal Aspects of Business</b>	
Course Code: 21MBA107	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Business Law	Course Category: Core

## **COURSE OBJECTIVES**

1. To explain the students the complexities of overall legal framework within which legal framework aspects relating to business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.
3. To make students understand the legal aspects of business in terms of various acts that influence business in India.
4. To acquaint the students to handle critical situations in business world through practical application by understanding legal aspects of business.

## **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand legal perspective of this course and how it is critical for the success of business organizations.
2. Apply knowledge to understand the legal byelaws in business and gaining hands-on experience in exercising them.
3. Grasp understanding of industry competition at different level so as to enable them appreciate associated opportunities, risk and challenges and their relevance in business decisions.
4. Demonstrate capability of making their own decisions by understanding legal intricacies in dynamic business environment.

## **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **Unit-I: Introduction**

Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. Specific Contracts Indemnity, guarantee, bailment, pledge, agency, etc. Rights & Duties of the respective parties, applications in the business World, Sample draft of contract.

### **Unit-II: Companies Act, 2013 and Partnership Act**

Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Appointment and removal of directors & managers, Membership of a company, Issue of Capital, Amalgamation and Reconstruction. Draft of share certificate; Partnership Act: Applications of the Act, Definition of Partner, Mutual rights and liabilities

### **Unit-III: Indian Trusts Act and Consumer Protection Act**

Meaning of Trust, Creation of Trust, Purpose of a Trust, who can be a Trustee GST Act, 2017 Basic understanding and applicability, registration process, Indian Trust Act, Format 2020; Consumer Protection Act, 1986: Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.

### **Unit-IV: Environmental Laws**

Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties; Information Technology act, 2000 : Introduction, Digital Signature, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals; Implementing International strategy: Organisational structure in MNC's; relationship between strategy and structure in international context; strategizing with social responsibility.

### **TEXT BOOKS**

1. K. R. Bulchandani, Business Law for Management, 2014, 7<sup>th</sup> Edition, Oxford University Press, New Delhi.
2. Ravinder Kumar, Legal Aspects of Business, 2016, 4<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd.

### **SUGGESTED READINGS**

1. S.K. Kapoor, law of Contract and Specific Relief Act, 2019, 15<sup>th</sup> Edition, Central Law Agency, Allahabad-2, India.
2. N.V. Paranjape, New Company Law, Central Law Agency, 2021, 1<sup>st</sup> Edition, Allahabad, India

<b>Managerial Economics</b>	
Course Code: 21MBA108	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To make the students understand the concepts of Managerial Economics by applying a series of basic economics principles.
2. To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
3. To analyse how to incorporate a global perspective to their managerial economics box of tools
4. To lay foundation for a variety of other courses, like finance, marketing, and strategy.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Strengthen the foundation of the analytical approach to Managerial decision-making.
2. Understand consumer behaviour and expand experiential learnings via connecting with the stakeholders.
3. Understand the production problem and how managers make input purchase decisions.
4. Understand the external environment, common information problems faced/created by manager.

### **MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

## **Unit-I: Introduction**

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle – equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination. The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis –Game Theory and Asymmetric Information.

## **Unit-IV: Demand Decisions**

Demand Decisions – Demand analysis – elasticity of demand – demand overcasting –types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

## **Unit-III: Input- Output Decisions**

Input-Output Decisions - Production function – Cost and managerial decision making –Cobb Douglas production functions – Law of variable proportion – short run cost output– long run cost output – economies and dimensions of scale of production.

## **Unit-IV: Price-Output Decisions**

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – duopoly pricing strategies and tactics– pricing – pricing in life-cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

## **TEXT BOOKS**

1. Evan J. Douglas, Managerial Economics, Theory, Practice & Problems, 2018, 5<sup>th</sup> Edition, PHF publishers, New Delhi
2. M. Hirschey, Managerial Economics: An Integrative Approach, 2018, 5<sup>th</sup> Edition, Cengage Learning.

## **SUGGESTED READINGS**

1. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases, 2017, 3<sup>rd</sup> Edition Sultan Chand, New Delhi
2. C.R. Thomas & S.C. Maurice, Managerial Economics: Foundations of Business Analysis and Strategy, 2018, 10th edition, McGraw Hill Education.

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code: 21SS152</b>	<b>Course Name: TEAMWORK &amp; INTERPERSONAL SKILLS</b>	0	0	2	1
<b>Pre-requisite : None</b>					
<b>Co-requisite : None</b>	<b>Continuous Evaluation: 70 Marks</b>				
	<b>End Term Evaluation : 30 Marks</b>				

### Training Objectives (TO): -

- TO1. To make the students learn & demonstrate effective team work, leadership & interpersonal skills.
- TO2. To equip the students with capability of handling stress and utilisation of work time effectively.
- TO3. To make the student understand the importance and application of Emotional Quotient, Critical Thinking & Problem Solving Skills.

### Training Learning Outcomes (TLO): -

After the completion of the training, the student will have ability:

- TLO1. To be confident working in a team and leading it as well.
- TLO2. To categorise the work and achieve expected performance within the time frame & will be able to adapt himself to work under various kinds of stress and re-energise himself to bounce back from such situations.
- TLO3. To get benefitted from Emotional Quotient in building stronger professional relationships and achieving career and personal goals.
- TLO4. To face complex problems and effectively deal with it in the job due to Critical Thinking & Problem Solving Skills.

<b>Mapping Matrix of Training Objectives (TO) &amp; Training Learning Outcomes (TLO)</b>				
<b>Training Learning Outcomes (TLO)→ Training Objectives(TO)↓</b>	<b>TLO1</b>	<b>TLO2</b>	<b>TLO3</b>	<b>TLO4</b>
<b>TO1</b>				
<b>TO2</b>				
<b>TO3</b>				

Unit	Course Contents	Student Engagement Activity
<b>Unit - I</b>	<b>Team Management</b> Team communication & team conflict resolution Role of a team leader Team goal setting & understanding team development Team dynamics & multicultural team activity Johari Window Model	Collaborative Working Game Activity
<b>Unit-II</b>	<b>Time Management</b> Time management matrix Pareto Principle (80/20 rule) Development process of plan of action	What You Did Yesterday Activity
<b>Unit-III</b>	<b>Leadership</b> Difference between leadership & management Types of leadership style Core leadership skills	Lead The Blindfolded Activity
<b>Unit-IV</b>	<b>Stress Management</b> Sign of stress & its impact Types of stress Techniques of handling stress	Keeping Cool Activity
<b>Unit - V</b>	<b>Emotional Intelligence</b> Emotional intelligence & emotional competence Components & behavioural skills of emotional intelligence	Guess The Emotion Game Activity
<b>Unit - VI</b>	<b>Critical Thinking</b> Types of thinking & Characteristics Critical thinking standards Barriers to critical thinking	Think Pair Share Activity
<b>Unit-VII</b>	<b>Problem Solving</b> Types of problems & its solutions Problem solving process & tools	Think Pair Share Activity

Learning Resources	
<b>Text Book</b>	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
<b>Suggested Reading</b>	<i>Personality Development &amp; Communication Skills-I</i> by C B Gupta: Scholar Tech Press, 2019.



**Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Teamwork & Interpersonal Skills**

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Team Management	Role Play / Group Activity	10	Written Test	10
2	Time Management		10		
3	Leadership		10		
4	Stress Management	Assignment	10	Viva	20
5	Emotional Intelligence	Written Test	10		
6	Critical Thinking		10		
7	Problem Solving	Case Story Telling	10		

## Elementary IT Skills

Course Code: 21CS151A	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
Prerequisite: Basic IT skills	Course Category: SEC

### TRAINING OBJECTIVE

1. To understand the need and utility of computers.
2. To learn and understand office automation tools.
3. To learn the basics of data analysis in spreadsheets.
4. To understand emerging abstract models for Block chain Technology.
5. To understand the need of AI &ML and Design Thinking in global context.

### TRAINING LEARNING OUTCOMES (TLO)

**After the completion of course the students will be able to:**

1. Understand the basic components of computers.
2. Create algorithms for solving smaller problems using flowcharts.
3. Develop practical knowledge for documentation, spreadsheet and presentation.
4. Learn to organize data and make it readable.
5. Apply, clean and analyze the data without using code.
6. Understand how bitcoin and other coins work in real world.
7. Identify problems that are amenable to solution by AI & ML and Design Thinking methods, and which AI & ML and Design Thinking methods may be suitable to solve a given problem.

### TRAINING LEARNING OUTCOME (TLO)-TRAINING OBJECTIVE (TO) MAPPING

	TLO1	TLO2	TLO3	TLO4	TLO5	TLO6	TLO7
TO1							
TO2							
TO3							
TO4							
TO5							

### TRAINING CONTENTS

MODULE	TRAINING CONTENTS	STUDENTS ENGAGEMENT ACTIVITY
I	<b>FUNDMENTALS OF COMPUTERS</b> Introduction to computers, characteristics, components and its uses, Introduction to flowchart and algorithm, Study of RAPTOR tool for creating and executing flowcharts. <b>Office Automation Tools</b> create and apply styles in the documents, implement mail-merge, smart chart, presentation views, slide notes, <b>Data Analysis in Spreadsheet</b> using pivot table and charts, data analysis using scenarios	Flowchart and Dashboard creation Activity
II	<b>ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING</b> Introduction to AI: Definitions, Historical foundations, Basic Elements of AI, Characteristics of intelligent algorithm, AI application Area. Machine Learning Basics, Need of Machine Learning, Application Domains, Basic Learning Techniques.	Classification of AI Problems into AI task Domains
III	<b>BLOCK CHAIN</b> What is block chain, The consensus problem, Abstract Models for BLOCKCHAIN: GARAY model, RLA Model, introduction to Bitcoin. <b>Internet of Things</b> Definition, Characteristics, Applications of IoT	Perform Mapping of coins and Blockchain Models.
IV	<b>INTERNET &amp; CYBER SECURITY</b> Introduction and use of internet, basic terminology, internet devices, and data transfer rate, introduction to basic protocols. Networking Safety Concerns like virus, worm, spam, DoS attacks etc., Networking security measures like anti-virus, firewall etc, Introduction to Cyber-crime.: (Phishing, Pharming, Spoofing, Cyber Bullying, Hacking, Cracking, Identity Theft, Cyber Stalking, Cyber Trolling, Cyber Safety (Netiquettes, IT Act, Cyber Laws)	To find out the threats encountered in Computer labs and mobile phones

<b>TEXT BOOKS</b>
<ul style="list-style-type: none"><li>• Reema Thareja, “Fundamentals of Computers “, 3<sup>rd</sup> Edition, oxford Publications.</li><li>• Data Analytics In Excel Full Course, Data Analytics Course For Beginners, Simplilearn</li></ul>
<ul style="list-style-type: none"><li>• Professional Office Procedure by Susan H Cooperman, Prentice Hall</li><li>• Information Technology: Principles, Practices and Opportunities by James A Senn, Prentice Hall</li><li>• Rich and K. Knight," Artificial Intelligence", 2<sup>nd</sup> edition, Tata McGraw Hill.</li><li>• Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, and Steven Goldfeder. Bitcoin and cryptocurrency technologies: a comprehensive introduction. Princeton University Press, 2016, 4<sup>th</sup> edition.</li><li>• Honbo Zhou,” The Internet of Things in the Cloud: A Middleware Perspective” — CRC Press- 2012, 3<sup>rd</sup> edition.</li><li>• Arshdeep Bahga, Vijay Madisetti, “Internet of Things (A Hands-On-Approach)”, VPT, 2014.</li></ul>

<b>Live Project</b>	
Course Code: 21MBA109	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: LP

### **COURSE OBJECTIVE (CO)**

1. Aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respect to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre-defined objectives.
3. Confront with numerous compliance concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENT:**

The project sequence focuses on “Idea to marketplace” and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.

# Semester 2

## **Cost and Management Accounting**

Course Code: 21MBA 201	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To examine the concepts and procedures underlying the development of a cost and management accounting system for managerial decisions, control, and performance reporting.
2. To provide assistance in Planning and Formulation of Future Policies
3. To layout the presentation of data to predict inconsistencies in finances that help managers make important decisions
4. To learn various aspects, tools and techniques with reference to use and apply in business problems.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of cost and management accounting and allied domains to solve the real-world complex business issues
2. Inform and engage students in discussions related to cost control methods in business organizations.
3. Maximise profits and sustain profitability by managing revenue as well as cost.
4. Critically analyse and provide recommendations to improve the operations of organisations through the application of management.

### **MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **Unit-I: Introduction to Cost and Management Accounting**

Cost Accounting- concept, need and characteristics. Cost Concepts, classifications. Elements of cost and cost determination- Cost Sheet. Target Costing, Life Cycle, Kaizen Costing, Backflush Costing; Management Accounting – concept, need and characteristics. Functions of Management accounting, Scope and Relation of Management Accounting with Financial Accounting.

### **Unit-II: Marginal and Cost Volume Ratio Analysis**

Marginal Costing – Concept of Marginal Costing, Scope and Characteristic of Marginal Costing, Assumptions and Limitations of Marginal Costing, Marginal Costing Vs Absorption costing, Contribution, Marginal Cost equations, Profit Volume ratio Introduction of cost Volume Profit analysis, methods of determination of Breakeven point, Margin of safety, Angle of Incidence, Assumptions & Limitations of Breakeven point. Applications of Marginal Costing.

### **Unit-III: Standard Costing and Budgeting**

Standard Costing – Meaning and need of Standard Costing, Steps involved in Standard Costing, Standard Cost vs. Estimated cost, Establishing a system of Standard Costing, Variance Analysis, Classification of Variances- Material, Labour (simple problems); Budget, Characteristics of Budgeting, Objectives of budgetary control, Budgeting Vs. Forecasting, Limitation of Budgetary control, Types of Budgets, Zero Base Budgeting.

### **Unit-IV: Preparation and interpretation of Cash Flow Statement**

Cash flow statement; preparation and its interpretation

## **TEXT BOOKS**

1. Srikant Datar, Madhav V Rajan, Cost Accounting - A Managerial Emphasis, 16<sup>th</sup> Edition (2017), Pearson.
2. M Y Khan, P K Jain, Management Accounting, 7<sup>th</sup> Edition (2018), McGraw-Hill Education.
3. M. N. Arora, Cost and Management Accounting, 3<sup>rd</sup> Edition (2016), Himalaya Publishing House
4. Jawahar Lal, Seema Srivastav, Manisha Singh, Cost Accounting: Text, Problems and Cases

## **SUGGESTED READINGS**

1. Colin Drury, Cost and Management Accounting, 9<sup>th</sup> Edition (2018), Cengage.



<b>Marketing Analytics</b>	
Course Code: 21MBA 202	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **Course Objectives**

1. To provide a strong foundation in marketing analytics with the basic understanding of the concepts and theories of analytics in marketing domain
2. To enabled the students to handle diversified marketing data.
3. To enable the students to build advanced analytical marketing models.
4. To deliver effective visualization product and comprehensive reports.

### **Course Learning Outcomes (CLO)**

1. Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources.
2. Know how to use marketing analytics to develop predictive marketing dashboard for organization.
3. Analyze data and develop insights from it to address strategic marketing challenges.
4. Identify the various challenges to marketing analytics domain.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I Introduction of Marketing Analytics**

Introduction, basic marketing models, Analytical framework for marketing models, Case Study.

#### **Unit-II Marketing Mix Analytics**

Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity. Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis, Case Study.

#### **Unit-III Customer Analytics**

Customer Analytics Survival Analysis, Analysing customer lifetime value. Predicting customer retention and profit, Choice modeling, Case Study.

## **Unit-IV Social Media Analytics**

Digital Analytics Planning, search engine marketing and mobile marketing, Resource Allocation Planning and modelling, resource allocation in the organization, Case Study.

### **TEXT BOOKS**

1. Marketing Analytics (2021) by Moutusy Maity, Pavankumar Gurazada, Oxford Publication.
2. Marketing Analytics (2021) Seema Gupta, Avadhoot Jathar, Willey.
3. Marketing Analytics For Strategic Decision-Making (2021) Moutusy Maity & Pavankumar Gurazada, Oxford

### **SUGGESTED READINGS**

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques (2018) Mike Grigsby
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel 1st Edition (2014) Wayne L. Winston

## Organizational Behavior

Course Code: 21MBA203	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### COURSE OBJECTIVES (CO)

1. To understand, retain and recall the basics of organizational behaviour.
2. To familiarize the students with the behavioural patterns of human beings at individual and group levels in the context of an organization.
3. To facilitate a critical evaluation of organizational practices and their impact on work behaviours, attitudes and performance.
4. To understand the latest developments and cultivate an understanding of organization culture and structure

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the main concepts and theories of organizational behaviour and how it is critical for the success of business organizations.
2. Analyse how these behavioural changes help to understand contemporary organizational issues by promoting peer learning.
3. Apply theories to practical problems in organizations in a critical manner.
4. Comprehend different dynamism in organization and have a clarity of organization culture and structure.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I: Conceptual aspects of Organizational Behavior

Definition, need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, -Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Application of Organizational Behavior in Business.

## **Unit-II: Understanding of Individual Behavior**

Individual behavior – personality, perception, learning, attitudes inter-personal behavior – Group and inter-group behavior.

## **Unit-III: Group Dynamics**

Formal and Informal Group, Group Norms, Group Cohesiveness, Group Behavior and Group Decision – making.

## **Unit-IV: Motivation, Culture & Conflict Management**

Motivation and morale, leadership-nature, styles and approaches, Management of change-conflict Management- Organization Health, Development and Effectiveness. Management of culture, Cross Cultural Management.

### **TEXT BOOKS**

1. Luthans Fred, Organisational Behaviour, 2018, 11<sup>th</sup> Edition, Tata McGraw Hill.
2. Stephen P. Robins, Organizational Behaviour, 2018, 11<sup>th</sup> Edition, PHI Learning Pearson Education.
3. S.P. Robbins and T.A. Judge, T.A, Essentials of Organizational Behaviour, 2015, 13th Global Edition, Harlow, Essex: Pearson

### **SUGGESTED READINGS**

1. Hunt Schermerhorn and Osborn, Organisational behaviour, 2018, 9<sup>th</sup> Edition, Wiley publications.
2. Udai Pareek, Understanding Organizational Behaviour, 2014, 2<sup>nd</sup> Edition, Oxford Higher Education.
3. Mc Shane & Von Glinov, Organisational Behaviour, 2017, 4<sup>th</sup> Edition, Tata Mc Graw Hill

<b>Marketing Research</b>	
Course Code: 21MBA 204	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Research	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To expose the students to the concepts of marketing research.
2. To make students learn the tools and techniques of social research.
3. To train students for executing research in social sciences.
4. To make students apprehend how to write a report.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Get an overview of marketing research, its scope and process.
2. Formulate the research problems and understand the major research designs.
3. Determine data sources and develop understanding for data collection for business research.
4. Analyse data and students will be able to write report.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction to BRM and Research Process**

Marketing Research Dynamics- Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Research Process

#### **Unit-II: Research Design and Data Collection**

Research Design- Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design, Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data

### **Unit-III: Sampling and Data Presentation**

Sampling Theory: design and procedures, determining sample size, Frequency distribution, cross tabulation, regression, correlation, ANOVA, Factor analysis.

### **Unit-IV: Report Writing**

Data Interpretation and Report Writing Report Writing, Bibliography, references and appendix

### **TEXT BOOKS**

1. William G. Zikmund, Barry J. Babin, Jon C Carr and Mitch Griffin, Business Research Methods 9<sup>th</sup> Edition (2013) Cengage.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, 7<sup>th</sup> Edition (2019), Pearson

### **SUGGESTED READINGS**

1. Emma Bell, Alan Bryman, and Bill Harley, Business Research Methods, 5<sup>th</sup> Edition (2018), Oxford University Press.
2. Donald Cooper, Pamela Schindler and J K Sharma, Business Research Methods, 11<sup>th</sup> Edition (2017) McGraw-Hill Education

## Organizational Effectiveness

Course Code: 21MBA 205	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### COURSE OBJECTIVES (CO)

1. Understanding high performance dynamics in businesses, non-profit organizations and social organizations both as a team leader and/or a team member.
2. This course will focus on organizational behaviors, management and leadership by learning about Individual's personalities, behaviors and motivations.
3. Understand the dynamics of ethical behavior, social responsibility and diversity.
4. Explaining students ways to improve organizational effectiveness by attending to the human side of the enterprise

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Provide more comprehensive understanding of organizational systems in order to better leverage the connection between employees and business goals
2. Identify ways to explore the behavior of the organization as a whole, the groups and individuals within it, and those elements that can contribute to an effective work environment.
3. Benefit from an interactive learning environment that provides valuable summaries by instructors, case studies from some of today's well-known organizations, critical tips for immediate use on the job, and other important and helpful learning approaches.
4. Learn to utilize various tools for the areas of strategic planning, problem solving, conflict management, change management and control systems.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit I: Organizations and Organization Design

Introduction to organization: meaning of organization, various types of organizations; dimensions of organization design; strategic direction and organization design.

## **Unit II: Linking Strategy and Organization Design and Effectiveness**

Organizational Effectiveness Approaches; The Organization's Changing Environment, Organizational Design and the International Environment; Technology and Organization Performance, impact of organizational climate and managerial effectiveness in organizations; Work from Home (WFH): meaning and its impact on the workforce.

## **Unit III: Important Elements of an Organization's Internal Design**

Organization Size, Life Cycle, and Decline; Organization Design and Culture; Innovation and Change in Organizations, Organizational Decision Making in Times of Change; Diversity and Inclusion in the Workplace. Individual, Group Dynamics and conflicts in organization; Elements of Effective Communication; Elements of Effective Teams; Individual and Interdepartmental Conflict in Organizations, Power and Politics in Organizations

## **Unit IV: The cross-cultural communication process**

The cross-cultural communication process; Verbal language, codes and conventions; Non-verbal communication; negotiating styles in Europe, Latin America and Asia; Focus: Cultural characteristics of Latin American countries; Cultural characteristics of Brazil

## **TEXT BOOKS**

1. Roopa Bansal, Saurabh Agrawal, Organizational Effectiveness and Change: Revised Edition (2020), SBPD Publishing House.
2. Linda Holbeche, Influencing Organizational Effectiveness A Critical Take on the HR Contribution 4<sup>th</sup> Edition (2016) Taylor & Francis.

## **SUGGESTED READINGS**

1. Landy, F. & Conte, J. Work in the 21st Century. An Introduction to Industrial and Organizational Psychology. Fourth Edition. 2013. Chapter 14.3, Organization Development and Change
2. McCullough, P. & Fought, S. (2014). Paradoxes of Organizational Effectiveness. International Journal of Business and Social Science, 5(9), 264-273.
3. Weick, K. E. & Quinn, R. E. (1999). Organizational Change and Development. Annual Review of Psychology, 50, 361-386.
4. Lipman, V. (2016). Why does Organizational Change Usually Fail?
5. Mahboob, A.K. (N.A.). The Psychology of Change Management, 2013, 3<sup>rd</sup> Edition.



## **OPERATIONS MANAGEMENT**

Course Code: 21MBA 206	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To develop an understanding of and an appreciation for the production and operations management function in any organization.
2. To understand the importance of productivity and competitiveness to both organizations and nations.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
4. Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Facilitate collaborative learning by establishing relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
2. Understand the roles of inventories and basics of managing inventories in various demand settings.
3. Understand the importance of an effective production and operations strategy to an organization.
4. Understand contemporary operations and manufacturing organizational approaches.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit-I: Quality Management**

Quality Management- Evolution, Contributions of Juran, Deming, and Crosby, Quality Systems: Six Sigma, TQM, ISO Certification, Statistical Quality Control: Process variations and causes, statistical

basis for quality control, Quality characteristics variables and attributes, SPC problem-solving tools, Control charts for mean and standard deviation, Process capability analysis.

## **Unit-II: Materials Management**

Materials Management – Functions & Objectives, Systems approach to Materials Management, Inventory management and techniques, Purchasing policy and sourcing strategies, Supplier Rating, Selection and Development, Stores Management Principles and Practices, Learning Curve, MRP I, MRP II & ERP, JIT systems, Materials Accounting and Information Systems.

## **Unit-III: Supply Chain Management and Logistics**

Supply Chain Management – genesis, definitions and basic structure, Value Chain concept, Relevant issues in supply chain, Strategy formulation, Product type- Supply Chain Matrix, Strategic sourcing and management of supply, Suppliers evaluation and development, Outsourcing strategy; Logistic Management – functions and basic issues, Indian Scenario, Areas of logistical decision making, Design of transportation network, Warehousing, Introduction to e-commerce, Performance measurement of Supply Chain Management.

## **Unit-IV: Operations Strategy**

Competing through Operations, Strategic Location Choices, Manufacturing Strategies – FMS, Concurrent Engineering, Agile manufacturing system, Outsourcing and Networking, Planning and Scheduling – PULL based Systems, Process Choices, and Product Design.

## **TEXT BOOKS**

1. B. Mahadevan, Operations Management, Theory and Practical, 3<sup>rd</sup> Edition (2015) Pearson India.
2. Muhleman, Production and Operations Management, 9<sup>th</sup> Edition , (2018), Pearson Education
3. Gaither, Norman and Frazier, G. Operations Management, 9<sup>th</sup> Edition, (2014), Cengage Learning.

## **SUGGESTED READINGS**

1. Kachru, Upender, (2006), Production and Operation Management, Excel Books
2. Chary, S.N and Paneerselvam R., Production and Operations Management, 4<sup>th</sup> Edition (2019) McGraw Hill Education.
3. Stevenson, W. J, Operations Management, 9th Edition (2017), McGraw Hill Education.

<b>Financial Management</b>	
Course Code: 21MBA 207	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To familiarise the students with the basic understanding of the subject.
2. To develop the analytical skills by associating the tools and techniques with the situation
3. Developing skills for interpretation business information and application of financial theory in financing related decisions
4. To develop skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain knowledge of the financial environment of business.
2. Apply analytical knowledge of the tools and techniques with the situation.
3. Gain knowledge of interpretation business information and application of financial theory in financing related decisions.
4. Acquire knowledge of interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Introduction to Finance, Objectives of Financial Management – Profit Maximization and Wealth Maximization. Changing role of finance managers in globalized environment. Organization of finance function. Time value of Money, Risk Return Analysis.

## **Unit-II: Capital Budgeting and Appraisal of Risky Investments**

Capital budgeting – concept, steps, different types of investment decisions, Different methods –

Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return. Certainty equivalent cash flows and risk, adjusted discount rate, risk analysis in the context of DCF methods using probability information, simulation and investment decision, decision tree approach in investment decisions.

## **Unit-III: Capital Structure and Leverage**

Different Approaches in Capital Structure: NI, NOI, Traditional and M M Approach of Capital Structure. Cost of capital: Cost of Equity, Preference, Debentures and Retained Earnings. Weighted Average Cost of Capital and its implication. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

## **Unit IV: Dividend policy and Working Capital Planning and Management:**

Dividend policy, Walter's model, Gordons's dividend growth model, M.M irrelevance doctrine, practice in industry, Interdependence of investment, financing and dividend decisions, Working Capital Planning and Management: Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Cash management- Baumol's Model and Miller- Orr Model of managing cash.

## **TEXT BOOKS**

1. Richard A. Brealey, Stewart C. Myers and Franklin Allen, Principles of Corporate Finance, 3<sup>rd</sup> Edition (2019), McGraw-Hill Education.
2. Prasanna Chandra, Financial Management Theory and Practice, 10<sup>th</sup> Edition (2019), McGraw-Hill Education
3. Rajiv Srivastava, Anil Misra, Financial Management, 2<sup>nd</sup> Edition (2012), OUP India.

## **SUGGESTED READINGS**

1. I M Pandey, Financial Management, 12<sup>th</sup> Edition (2021), Pearson.
2. Aswath Damodaran, Applied Corporate Finance, 2013, 4<sup>th</sup> Edition, Wiley.

## Business Ethics & Values

Course Code: 21MBA 208	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: GC

### COURSE OBJECTIVES

1. To develop basic understanding about ethics and values in Business and professional rules of conduct
2. To acquaint the student about the progress and transformation as a mantra of success to the business
3. To develop a good understanding about the duties and responsibilities and tell them the role of wisdom in managing day to day work
4. To provide a background to ethics as a prelude to learn the skills of managing stress and role of karam yoga in our life

### COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic purpose of profession, professional ethics and various moral and social issues.
2. Manage real life situations by applying the concept of progress and transformation.
3. Serve organization with a pride by applying the concept of wisdom
4. Exhibit the capability to work effectively in a challenging situation by managing stress.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I

#### Introduction to Business ethics

Introduction: Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision-making process, relevance of ethics and values in business, Personal & Professional Ethics, Ethical Dilemmas, Life Skills, Emotional Intelligence, Thoughts of Ethics, Value Education, Dimensions of Ethic

## **Unit-II**

### **Progress, Success and professional practices by Business Gurus**

Understanding Progress, Results & Managing Transforming: Progress and Results definition, functions of progress, transformation, need for transformation, process & challenges of transformation. Understanding Success: Definitions of success, Principles for competitive success, pre-requisites to create blue print for success. Successful stories of business gurus. Professions and Norms of Professional Conduct, Norms of Professional Conduct vs. Profession; Responsibilities, Obligations and Moral Values in Professional Ethics, Professional codes of ethics

## **Unit-III**

### **Duties and responsibilities, Knowledge and Wisdom**

Ethics in changing domains of Research, work place politics, the emerging emphasis on understanding and fostering responsible conduct, responsible authorship, reviewing & editing, meaning of knowledge and wisdom, difference between knowledge and wisdom, knowledge worker versus wisdom worker, concept of knowledge management and wisdom management, wisdom-based management.

## **Unit IV**

### **Stress Management and karam Yog**

Stress Management: Meaning, sources and consequences of stress, stress management and detached involvement, Concept of Karam yoga, types of krama, Nishkaam Karma and Sakam Karma, Total quality management, Quality of life and quality of work life.

## **Text Books**

1. Tanu Shukla, Anupam Yadav & Gajendra Singh Chauhan (2017) 'Human Values and Professional Ethics' Cengage India Private Limited, New Delhi
2. Subramanian, R. (2015). Professional Ethics, Oxford University Press, 2015

## **Reference Books**

1. Chakraborty, S.K., (2004), Ethics in Management: A Vedantic Perspective, Oxford University Press
2. Kaur, Tripat, (2008), Values & Ethics in Management, Galgotia Publishers.
3. Manuel G.Velasquez, (2007), Business Ethics Concepts, Printice Hall of India.

		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code:</b> <b>21SS254</b>	<b>Course Name: PROFESSIONAL WRITING &amp; INTERPERSONAL SKILLS: STRATEGIES</b>	0	0	2	1
<b>Pre-requisite: None</b>					
<b>Co-requisite: None</b>	<b>Continuous Evaluation: 70 Marks</b>				
	<b>External Evaluation: 30 Marks</b>				

**Training Objectives (TO): -**

- TO1. To encourage student to learn and apply the effective writing skills.
- TO2. To make the students learn various types of business correspondence letters, cover letters & resume.
- TO3. To encourage student to learn as to how to talk and convince people in GD & interview.
- TO4. To make the student learn to build rapport for building positive relationships professionally at workplace.

**Training Learning Outcomes (TLO): -**

**After the completion of the training, the student will have ability:**

- TLO1. To understand the importance of professional writing required in workplace.
- TLO2. To explore different formats in resume, cover letters & other business related letters.
- TLO3. To develop knowledge, skills and understanding people in-group and individually.
- TLO4. To learn to apply communication strategies either in-group or one on one basis and will be confident to lead the discussion among them.

<b>Mapping Matrix of Training Objectives (TO) &amp; Training Learning Outcomes (TLO)</b>				
<b>Training Learning Outcomes (TLO) → Training Objectives(TO)↓</b>	<b>TLO1</b>	<b>TLO2</b>	<b>TLO3</b>	<b>TLO4</b>
TO1				
TO2				
TO3				
TO4.	-	-	-	

Unit	Course Contents	Student Engagement Activity
Unit-I	<b>Email Writing</b> <ul style="list-style-type: none"> <li>Importance of email communication skills</li> <li>Basic rules of effective email writing</li> <li>Structure of email – address, subject, message text, attachments, signature</li> </ul>	Email Practice Activity
Unit-II	<b>Resume Writing &amp; Cover Letter Writing</b> <ul style="list-style-type: none"> <li>Difference between Resume, CV &amp; Bio data</li> <li>Resume preparation of the student</li> <li>Types of cover letters</li> <li>Format &amp; content of the cover letter</li> </ul>	Resume Making & Cover Letter Activity
Unit-III	<b>Public &amp; Private Sector Communication</b> <ul style="list-style-type: none"> <li>Difference between Public &amp; Private Sector Communication</li> <li>Rules &amp; Regulations in Government Sector Communication</li> </ul>	Letter Writing Activity
Unit-IV	<b>Group Discussion (GD)</b> <ul style="list-style-type: none"> <li>Characteristics of GD &amp; subject knowledge</li> <li>Do's &amp; Don'ts in GD</li> <li>Strategies of GD</li> <li>Types of GD</li> </ul>	Group Discussion Practice Activity
Unit-V	<b>Interview Skills</b> <ul style="list-style-type: none"> <li>Preparation of the interview &amp; company details information</li> <li>Do's &amp; Don'ts in interview</li> <li>Types of Interviews</li> <li>Strategies of interview</li> </ul>	Mock Interview Practice Activity
Unit-VI	<b>Negotiation Skills</b> <ul style="list-style-type: none"> <li>Importance of negotiation skills</li> <li>Four phases of negotiation skills</li> <li>Barriers to negotiation &amp; overcoming it</li> <li>Win-win negotiation</li> </ul>	Win Win Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Suggested Reading	<i>Personality Development &amp; Communication Skills-1</i> by C B Gupta: Scholar Tech Press, 2019.



**Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Professional Writing Skills & Interpersonal Skills: Strategies**

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Email Writing	Written Assignment	10	Written Test	10
2	Resume Writing		10		
3	Cover Letter Writing		10		
4	Group Discussion	Group Discussion Activity	15	Viva	20
5	Interview Skills	Mock Interview Activity	15		
6	Negotiation Skills	Role Play	10		

# Semester 3

<b>Strategic Analysis &amp; Competitive Advantage</b>	
Course Code:21MBA 301	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Business strategy	Course Category: Core

### **COURSE OBJECTIVES**

1. To expose students to various perspectives and concepts in the field of strategic analysis
2. To develop skills for working in complex, dynamic and interconnected organizational settings.
3. To cultivate an understanding about the working of high performing companies and make them aware about various strategic framework and matrix to analysis the competitive position of the company
4. To help students develop skills for applying these concepts to the solution of business problems.

### **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts and principles of strategic management and how it is critical for the success of business organization.
2. Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.
3. Devise strategic approaches to managing high performing companies.
4. Develop their capacity to think and execute strategically.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Introducing Strategy: company's mission, vision and values, and the role they play in strategic management and why do some firms do better?

#### **Unit-II: The Strategic Position & Competitive Advantage**

What drives company performance? Examples of high-performance firms. Strategic advantage profile, Sustainable competitive advantage, Source of competitive advantage, which resources matter most? Competitive analysis, porter's five forces model, determine competitive strategy for organizations. Gaining a competitive advantage in IT sector. Tool Building-Competitive strategy/Competitive advantage-one industry.

### **Unit-III: Analyzing the Environment & Industry Profitability**

PESTEL framework, SWOT framework, five forces framework, Macro and Micro environmental analysis. ETOP analysis. PIMS model. Why are some industries more profitable than others? Industry analysis framework, 3C and 5C analysis, SWOT analysis, TOWS analysis for generating strategic analysis. Sustainable competitive advantage and porter's generic strategies.

### **Unit-IV: Internal resource Analysis**

The VARS framework – to analyse and develop business models, Strategy Fit and Internal analysis, Competitive Advantage Firm effects in performance Sources of Competitive Advantage Activities, Resources, Capabilities. Value chains analysis of Airlines Company. Why are some firms more profitable than others even within the same industry? Tool Building-Competitive strategy, Gaining competitive advantage.

### **Text Books**

- Gerry Johnson, Richard Whittington, Kewan Scholes, Duncan Angwin & Patrick Regner, Exploring Corporate Strategy: Text & cases, 11<sup>th</sup> Ed. (2019), Harlow: FT Prentice Hall.
- Richard Lynch, Corporate Strategy, 4th Edition (2006), Prentice Hall.

### **Suggested Readings**

- Kark Rajneesh, Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena 12<sup>th</sup> Ed. (2008), Penguin Books.
- Robert M. Grant, Contemporary Strategic Analysis, 10<sup>th</sup> Edition (2018), Wiley.

## **Entrepreneurship and New Venture Creation**

Course Code: 21MBA302	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture
2. To enable students to investigate, understand and internalize the process of setting up a business
3. To disseminate knowledge regarding new venture planning including franchising and Marketing research.
4. To explain about various sources from which a new venture can raise finance.
5. To provide clarity regarding various issues face by organizations related to Intellectual property rights and legal issues.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
2. Understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
3. Write effective business plans for establishing and managing any business venture.
4. Know how to raise finance while starting a new enterprise
5. Form a business entity in the light of the legal and regulatory framework in India.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process.

### **Unit-II: Entrepreneurship Development and Leadership**

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programs; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas;

### **Unit-III: Start-up Planning**

Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research;

### **Unit-IV: Financing Venture & Special Issues for Entrepreneurs**

Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs; Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

### **TEXT BOOKS**

1. Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization, 11<sup>th</sup> Edition, Pearson Publication,.
2. Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). Entrepreneurship. 9<sup>th</sup> Edition, McGraw-Hill Education.

### **SUGGESTED READINGS**

1. Galindo, C. R. (2018). The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business. CreateSpace Independent Publishing.
2. Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
3. Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.

## MANAGEMENT TECHNIQUES AND APPLICATIONS

Course Code: 21MBA309	Continuous Evaluation: 70 Marks
Credit: 1	End Semester Examination: 30 Marks
Prerequisite: NIL	Course Category: SEC

### COURSE OBJECTIVES (CO)

1. To deliver exposure to latest trends pertaining to marketing to students.
2. To ensure learning of various new concepts of strategy formulation to students.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand various new trends in marketing domain.
2. Understand new concepts applicable for strategy formulation.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)	
	CLO 1	CLO 2
CO 1		
CO 2		

### COURSE CONTENTS

#### Unit-I

**Marketing basics:** Digital Marketing, Inbound marketing, Lead nurturing, Flywheel, Buyer persona, Sales Enablement, Contextual marketing, Conversational marketing, Churn rate, Cost per lead, Customer lifetime value, Net promoter score.

#### Unit-II

**From Buzzword to Business Model and Strategies:** VARS Model, SWOT Framework, PESTEL Framework, Value Chain Framework, PIMS model, don't boil the ocean, Blue Ocean and Red Ocean strategy, Bottom of Pyramid.

#### Unit III

**Decision Tree and Game Theory:** Decision Tree Approach and its applications in Management

#### Unit IV

**Game Theory:** Introduction to Game theory, overview, uses and application of game theory

**Text Books**

1. Kotler, P., Keller, K L., Koshy, A.and Jha, M., "Marketing Management", 13th Edition, 2009, Pearson Education.
2. Mullins, J., Walker, O. and Harper, BJ. "Marketing Management: A Strategic Decision- Making", 7th Edition, 2009, McGraw-Hill.

**Suggested Readings**

1. Etzel, M.J., Walker, B.J., Stanton, WJ. and Pandit, A., "Marketing Concepts and Cases", 13th Edition, 2006, Tata McGraw-Hill
2. Kurtz, D. L. and Boone, L.E., "Principles of Marketing", 12th Edition, 2006, Thomson



<b>Course Code: 21SS353</b>	<b>Course Name: PRESENTATION &amp; SPEAKING SKILLS</b>				
<b>Pre-requisite : None</b>	<b>Continuous Evaluation: 70 Marks</b>				
<b>Co-requisite : None</b>	<b>End Term Evaluation : 30 Marks</b>				

**Training Objectives (TO):-**

- TO1. To develop the public speaking skills in the student.
- TO2. To make the students learn and adapt to the necessary etiquettes required to work and grow in corporate culture.
- TO3. To make the students learn to speak in a debate session by putting their arguments and making others accept their viewpoint convincingly.

**Training Learning Outcomes (TLO): -**

**After the completion of the training, the student will have ability:**

- TLO1. To be confident in presenting himself in front of audience.
- TLO2. To become professional in his approach towards work culture.
- TLO3. To enhance the level of communication skills while interacting with others.

<b>Mapping Matrix of Training Objectives (TO) &amp; Training Learning Outcomes (TLO)</b>			
Training Learning Outcomes (TLO)→ Training Objectives(TO)↓	TLO1	TLO2	TLO3
TO1			
TO2			
TO3			

Unit	Course Contents	Student Engagement Activity
Unit-I	<b>Presentation Skills</b> <ul style="list-style-type: none"> <li>Importance of presentation skills</li> <li>4 P's of presentation skills – plan, prepare, practice &amp; present</li> <li>Guidelines for effective presentation</li> </ul>	PPT Presentation Activity
Unit-II	<b>Story Telling Skills</b> <ul style="list-style-type: none"> <li>4 P's of story telling skills – people, place, plot &amp; purpose</li> <li>Types of story telling techniques</li> <li>Importance of story telling skills</li> </ul>	Start From Where I Stopped Activity
Unit-III	<b>Corporate Culture Etiquettes</b> <ul style="list-style-type: none"> <li>Importance of professional behaviour at work place</li> <li>Understand &amp; implementation of etiquettes at work place</li> <li>Importance of values &amp; ethics</li> <li>Types of professional / corporate etiquettes</li> </ul>	Etiquettes Role Play Activity
Unit-IV	<b>Debate / Extempore</b> <ul style="list-style-type: none"> <li>Difference between debate, extempore &amp; group discussion</li> <li>Learning argument /counter argument in debate</li> <li>Role of verbal &amp; non verbal communication in debate / extempore</li> <li>Importance of current affairs / general knowledge</li> </ul>	Current Affair Topic Speech Activity
Unit-V	<b>Art of Creating Impression</b> <ul style="list-style-type: none"> <li>Importance of creating first impression</li> <li>6 ways to master the art of creating impression</li> </ul>	Speech Activity

Learning Resources	
Text Book	<i>Communication Skills</i> by Sanjay Kumar & Pushp Lata: Oxford University Press, 2018.
Suggested Reading	<i>Personality Development &amp; Communication Skills-I</i> by C B Gupta: Scholar Tech Press,2019.(ISBN No. – 9382209131)

**Internal (Continuous Assessment & Evaluation) & End Term (Assessment & Evaluation) for Teamwork & Interpersonal Skills**

Unit No.	Unit Name	Internal Assessment Parameter	Internal Marks (70)	End Term Assessment Parameters	End Term Marks (30)
1	Presentation Skills	Presentation Activity	20	Written Test	10
2	Story Telling Skills	Speech Activity	15		
3	Corporate Culture Etiquettes	Assignment	10		
4	Debate/Extempore	Speech Activity	15	Viva	20
5	Art of Creating Impression		10		

<b>Summer Internship Project</b>	
Course Code: 21MBA310	Continuous Evaluation: 60 Marks
Credits: 6	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: SI

## Introduction

The Summer Internship is a mandatory project and is an important component of all MBA programs. This is a substantial, sustained and independent exercise conducted with industry with respect to any specific issue(s) or projects and produced by an individual student involving substantial data collection in the field and apply learnings of various foundation courses of management and also with the work presented as a written report.

## 2. Creation of Responsibility Centre for Summer Internship Project

- Dean/Associate Dean
- HOD/Co-ordinator
- Head Placement (Training and Placement)- Overall In-charge

## 13. Duration of Summer Internship Program (SIP):

- The duration of the summer internship will be 6-8 weeks.

## 14. SIP Objectives:

- To provide students an opportunity to apply the concepts learned in the class room to real life situations.
- To sensitize students towards the corporate culture by assigning time bound projects.
- To provide students a platform to a global network which will be useful to them in their career prospects.

## 15. SIP Learning Outcomes

Upon successful completion of SIP, the student will be able to:

- Acquire learning by applying the knowledge & skills they possess in unfamiliar real-life situations.
- Create value for themselves, internship organizations to the institute.
- Communicate and collaborate effectively and appropriately with different professionals in the work environment.
- Exhibit critical thinking and problem-solving skills by analyzing, formulating and drafting underlying issue/s.
- Demonstrate the ability to harness resources by analyzing challenges and considering opportunities.
- Recommend ideas to improve work effectiveness and efficiency by considering viable options.

- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders and exhibit professional ethics.

### Mapping Matrix of SIP Objectives and learning outcomes

Course	Course Outcomes	SIPLO1	SIPLO2	SIPLO3	SIPLO4	SIPLO5	SIPLO6	SIPLO7
<b>Summer Internship Project (SIP)</b>	SIPO1	✓		✓				
	SIPO2				✓	✓		✓
	SIPO3		✓			✓		✓

### 16. Project Identification

- Process of Identification of projects
  - (1) Projects to be undertaken by the students need to be identified by the industry person and the responsibility center in active collaboration with industry/concerned organisation.
  - (2) Projects need to be identified keeping in view the expectations of industry in terms of knowledge, skills and application of the student.
  - (3) Training division will initiate to get the projects. A group may be formed to identify projects.
  - (4) A data bank of projects should be identified by the department.

### 17. Project Allocation

- Allocation and supervision of projects
  - (5) Projects will be allocated to the students and internal faculty as well as industry mentors will jointly guide the students.
  - (6) During the internship students will be provided the guidance by a mentor from the organization who will act as a guide and provide guidelines to the intern regarding their roles and responsibilities and faculty will coordinate with industry mentor.

### 18. Monitoring Progress of the project :

- Weekly monitoring of the progress will be done by the faculty in consultation with industry mentor and the students.
- Students will be closely monitored by faculty supervisors
- Student will be encouraged to learn about the industry role and responsibilities.

### 19. Evaluation and Assessment:

- To bring out the holistic outcome, rigorous evaluation and assessment of project to be done.

## **20. Periodic Monitoring assessment:**

- The student will be monitored by the industry mentor and the faculty mentor. The industry mentor will submit the Mid-Term and End-Term Evaluation report. However, the faculty mentor will take periodic presentation to keep a check on the progress. Progress of the projects undertaken by the students need to be taken care of through digital technology.

## **21. DURATION**

- 6 to 8 Weeks (After 2nd Semester Examination)

## **22. EVALUATION PROCESS**

- Student will prepare the report on the work done during the project.
- Student will prepare the presentation on the learning outcomes.
- Student will give presentation about the learning achieved.
- EVALUATION:
  - (7) Formative/Continuous Evaluation : 60%
  - (8) End Semester Evaluation : 40 %
- EVALUATION PARAMETER FOR SUMMER INTERNSHIP PROJECT (SIP)
  - i) Evaluation Parameter for Formative Assessment (Summer Internship Project)
  - ii) Continuous Assessment will be performed by respective faculty & Industry coordinators within stipulated time period. The evaluation Parameter classified as follows:

<b>DURATION</b>	<b>6 to 8 Weeks (After 2<sup>nd</sup> Semester Examination)</b>
<b>EVALUATION PROCESS</b>	4. Student will prepare the report on the work done during the project. 5. Student will prepare the presentation on the learning outcomes. 6. Student will give presentation about the learning achieved.

<b>EVALUATION</b>	<b>Formative/Continuous Evaluation : 60 %</b> <b>End Semester Evaluation : 40 %</b>
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### **EVALUATION PARAMETER FOR SUMMER INTERNSHIP PROJECT (SIP)**

#### **Evaluation Parameter for Formative Assessment (Summer Internship Project)**

Continuous Assessment will be performed by respective faculty & Industry coordinators within stipulated time period. The evaluation Parameter classified as follows:

S. No.	Basis of Evaluation Parameter	Marks

1.	Presentation (After Weeks 1 <sup>st</sup> & 2 <sup>nd</sup> )	20
2.	Project relevance & linkage with functional area of the management (Week 3 <sup>rd</sup> )	15
3.	Survey of Literature (Week 4 <sup>th</sup> )/ Literature Review	10
4.	Research Methodology & Data collection(5 <sup>th</sup> Week to 6 <sup>th</sup> Week)	15
5.	Overall understanding of the area of study (6 <sup>th</sup> Week onwards)	10
	Total Marks	70

## 2. Evaluation Parameter for End term Assessment (Summer Internship Project)

S. No.	Basis of Evaluation Parameter	Marks
1.	Project report quality & Content Design	10
2.	Identification of Contemporary Issue	5
3.	Innovation in learning Process	5
4.	Project Presentation	10
	Total Marks	30

## 23. Learning for the faculty

- Good projects should be identified by the faculty through rigorous evaluation process.
- Identified good projects should be allocated to a group of faculties for analyzing in depth and preparing the learning outcomes of the respective projects
- Faculties group would be required to present the summary and learning outcome of each identified project in a faculty workshop organized by the department.
- Lessons/ learnings from real life experience of students would be noted and relevant learning may be utilized by faculty in teaching and delivery of lectures and course development.
- Relevant experiences, lessons and learning outcomes may be identified by the respective faculties of their courses and may be used for making the course delivery more effective by using real life experiences and illustrations of industry.
- One copy of the good identified project should be kept in library for students reference after the approval from Vice Chancellor.

## 13. GUIDELINES FOR SUMMER INTERNSHIP

- It is mandatory for students to be engaged in a summer internship with an organization for a period of 6-8 weeks.

- Students on joining the internship at the concerned Industry / Organization, submit the details of the mentor and organization to the allotted SRM Faculty.
- The student should be in constant touch with the allotted SRM faculty mentor.
- The student after discussing with mentor and SRM faculty mentor should work on the summer internship project.
- On completion of the internship students will submit training report at the organization as well as Faculty of Management (SRM University).
- Training Certificate to be obtained from industry.

#### 14. MAINTAINING DAILY DIARY

- Student should maintain a daily diary (Program report card) where they should record their every day's work and learnings

#### Do's and Don'ts during internship programme:

- Students should abide by the rules of the organization where they are doing their internship.
- In case a student wants to take an off they should take permission from their corporate guide and faculty mentor.
- No student should copy or use confidential information of the organization. All students are required to maintain strict confidentiality of any information.
- Keep a weekly report of your progress in the organization.

#### 15. SUMMER INTERNSHIP REPORT Basic Requirements:

- Students are required to prepare and submit a written project at the end of the internship.
- Students are required to make two hard bound copies of internship report in the recommended format.
- The report should include a certificate of completion of internship issued by the organization.
- The copies must be signed by the Head of Department and Faculty mentor.
- Detailed format and guidelines for writing the report are attached herewith for student's reference.

### Format for Summer Internship Project (SIP)

Each student should strictly follow the format given below for his/her SIP project.

#### Content Specifications

**Note: Pagination will be i, ii for serial number 3-5 only**

#### 1. Front Page



2. Certificate of completion(Company)

3. Student's Declaration

4. Acknowledgement

5. Summary

6. Table of Content

7. List of Tables

8. List of

Charts

10.Executive

summary

**Note:** Pagination will start from Chapter 1 to Conclusion

12. Industry Overview

a. Basic overview of industry

b. Major Players

13. Company Overview

a. History

b. Mission, visions etc.

c. Management

d. Products

e. Overview of different departments etc.

14. Review of Literature (8 to 10)
15. Introduction to topic
16. Research methodology
  - a. Introduction
  - b. Rational for the study
  - c. Statement of problem
  - d. Significance of the Problem
  - e. Research Objectives
  - f. Scope of the study
  - g. Research hypothesis (If any)
  - h. Research design (Research Type)
  - i. Data sources (Primary and secondary sources)
  - j. Data Collection Instrument (for e.g. Questionnaire)
  - k. Sampling Design
    - i. Sample Size
    - ii. Sampling Method
    - iii. Sampling Unit
  - l. Outline of analysis (a brief outline of tools and techniques to be used for analysis, statistical tools and tests to be used)
  - m. Limitations of the Project

9. Data Analysis and Interpretation
  - a. Tabular representation of data
  - b. Charts
  - c. Statistical tests
  - d. Analysis and Interpretation
10. Findings & Suggestions
11. Conclusion
12. Annexure
  - a. Annexure - Questionnaire
  - b. Annexure – Any other document
13. Bibliography
14. Glossary of terms

[Formatting Specifications](#)

- a. The page for project should be A4 size paper.
- b. Font Type – Times New Roman.
- c. Font size
  - i. For the Main heading: 16 (Bold Font, Capitalize Each Word)
  - ii. For the Sub heading: 14 (Bold Italics Font (Capitalize Each Word)
  - iii. For the text of project: 12 (Unbolded, non-italics)
- d. Line spacing should be 1.5
- e. Maintain Single inch Margin on all four sides of A4 size paper.
- f. Each page should have a Page number.
- g. All tables, charts, graphs, big equations should be numbered properly
- h. Below each table the source of data must be mentioned

- i. Content on each page should be justified and left aligned
- j. Report should be hardbound with black color, with Front Page Title as per the format.
- k. The front title page should be on the cover page.
- l. The student should ensure that there are no grammatical and spelling errors in the report.
- m. Follow American Psychological Association (APA) Guidelines for preparation of manuscript references. The format of the same is as under,
  - i. For books
    - 1. Name of author, last name first.
    - 2. Title indicated initialics.
  - n. Place, publisher, and date of publication.

Chandra Prassana, Financial Management: Theory and Practice, New Delhi, Tata Mcgraw Hill, 8 Edition, 2018.

oFor magazines, journals and newspapers

- 1. Name of the author, last name first.
- 2. Title of article, in quotation marks.
- 3. Name of periodical indicated in italics.
- 4. The date of the issue.
- 5. The pagination (Page number)

***Example***

Robert V. Roosa, "Coping with Short-term International Money Flows", *The Banker, London*, September, 1971, p. 995.

**NOTE:** Total length of report 20000-25000 words (80-100 A4 Size pages)

Indicative Formats to be used

(For Front Title page)

# Summer Internship Project

A study on...(Title)

Prepared by

(Student Name)

(Enrollment Number: XXXXXX )

MBA Batch 2019-20

**Under the guidance of**

(Name of the Faculty Guide)

ACADEMIC YEAR

20\_\_\_\_

**Submitted To**

Faculty of Management Studies  
SRM University, Delhi-NCR,  
Sonipat, Haryana

**(For Inner title page)**

A study on...(Title)

**Prepared by**

(Student Name)

(Enrollment Number: XXXXXX )

MBA Batch 2018-20

**Under the guidance of**

(Name of the Faculty Guide)

ACADEMIC YEAR

2018-19

**Submitted To**

Faculty of Management Studies

SRM University, Delhi-NCR,

Sonipat, Haryana

## **Certificate of completion (by Organization)**

### **Student's Declaration**

I undersigned\_\_\_\_\_a student of FMS, SRM University, Delhi- NCR, Sonipat, Haryana, MBA 3<sup>rd</sup> semester, declare that summer internship project titled “\_\_\_\_\_” is a result of my/our own work and my/our indebtedness to other work publications, references, if any, have been duly acknowledged. If I/we are found guilty of copying any other report or published information and showing as my/our original work, I understand that I/we shall be liable and punishable by University, which may include ‘Fail’ in examination, ‘Repeat study & re- submission of the report’ or any other punishment that University may decide.

Name of Student:

Enrollment Number:

Signature:

<b>Live Project</b>	
Course Code: 21MBA311	Continuous Evaluation: 60 Marks
Credits: 1	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: LP

### **COURSE OBJECTIVE (CO)**

1. It aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respect to time management.
2. Optimization of the allocated necessary inputs and their application to meeting the project's pre-defined objectives.
3. Confront with numerous compliance concerning to a particular rule, procedure, standard or policy.
4. Successfully develop and implement all project's procedures.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENT:**

The project sequence focuses on “Idea to marketplace” and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.



# Semester 4

<b>Strategic Management</b>	
Course Code: 21MBA401	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Course Category:	Core
Prerequisite:	Basic understanding of foundation courses of Management

### **COURSE OBJECTIVES (CO)**

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
2. To develop a holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision-making.
3. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.
4. To make them learn about the business practices and procedures to meet business objectives
5. To comprehend the students about the strategic considerations and its importance in a global competitive environment.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Describe major theories, background work, concepts and research output in the field of strategic management.
2. Develop a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
3. Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.
4. Demonstrate capability of making their own decisions in dynamic business environment
5. Design and implement an effective organization structures in global context.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)		Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5	
CO 1						
CO 2						
CO 3						

<b>CO 4</b>					
<b>CO 5</b>					

## **COURSE CONTENTS**

### **UNIT-I: Introduction**

Strategy, Levels of strategies: Corporate, Business and Operational level, Types of Strategies - Functional Strategies, Human Resource Strategy, Marketing Strategy, Financial Strategy, Operational Strategy. Nature of Strategic Management, Vision Mission, Goals and Objectives.

### **UNIT-II: Corporate Restructuring and Analysis**

Introduction to corporate Restructuring, Need for corporate restructuring and forms of corporate restructuring. Analyzing Companies Resource in Competitive Position, Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Evaluation of Strategic Alternatives, Types of Strategic Alternatives like Portfolio Analysis and its techniques, SWOT Analysis, Profit Impact of Market Strategy (PIMS).

### **Unit-III: Strategic analysis and Matrix**

BCG matrix, DPM matrix, G. E Nine cell matrix, Strategies for Foreign Direct Investment and International Trade in India. Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies, Emerging Strategies in Telecommunication Sector.

### **Unit -IV: Strategic Evaluation and Control**

Strategy Evaluation; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control. Corporate Governance Principles and Practices in India.; Strategy Implementation, Structural Considerations and Organizational Design; Leadership and Corporate Culture.

## **TEXT BOOK**

1. Gerry Johnson & Scholes, Exploring Corporate Strategy: Text & cases, 11<sup>th</sup> Edition, 2019, Pearson Publications.
2. Thomas L. Wheelan, J. David Hunger (2016). Strategic Management and Business Policy, 14/e, Pearson/Prentice Hall.
3. Arthur, A, Thomson and Strickland, A. J. (2014). Strategic Management – Concept and Cases. 19/e, Tata McGraw Hill, New Delhi.

## **SUGGESTED READINGS**

1. Kark Rajneesh (2016). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, 8<sup>th</sup> Edition, Penguin Books.
2. Fred David (2015) Strategic Management: Concepts and Cases, 12th Edition Prentice Hall of India

<b>E-Commerce</b>	
Course Code: 21MBA402	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of Computer	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To understand the concept and types of E-Commerce.
2. To expand knowledge on ISP, HTML and Infrastructure of Network System.
3. To practically perform the process of website building and identifying security threats in e-commerce.
4. To make understanding of business-to-business e-commerce and its functions.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concept and various types of E-Commerce.
2. Initiate collaborative learning of the technology related to ISP, HTML and Infrastructure of Network System in e-commerce.
3. Understand the techniques to build website and cope up with its related threats.
4. Learn business-to-business e-commerce and its benefit for industries.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction of E-Commerce**

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C.

#### **Unit-II: Technology in E-Commerce**

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies

### **Unit-III: Website Building and Security Threats in E-Commerce**

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value Web page design using HTML and CSS. Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams.

### **Unit IV: B2B E-Commerce**

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

#### **Text Books**

1. Dave Chaffey, E-Business & E-Commerce Management: Strategy, Implementation and Practice, 5<sup>th</sup> Edition, 2013, Pearson Education, India
2. Hanson & Kalyanam, Internet Marketing & e-commerce, 2<sup>nd</sup> Edition, 2007, Thomson Learning, Bombay.
3. Laudon, K. C., E-Commerce: business, technology, society.2017, Pearson Education, India.

#### **Suggested Readings**

1. Bharat Bhasker & Srikumar, Recommender Systems in E-Commerce, 2<sup>nd</sup> Edition, 2010, McGraw Hill Education.
2. David Kosiur, Understanding E-Commerce, 1st Edition, 1997, Microsoft Press.
3. P.T. Joseph, E-Commerce: An Indian Perspective, 6<sup>th</sup> Edition, 2019, PHI learning Pvt. Ltd.

<b>Corporate Governance and Social Responsibility</b>	
Course Code: 21MBA403	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Course Category:	Core
Prerequisite:	Basic understanding of Ethics and Values

### **COURSE OBJECTIVES (CO)**

1. To learn to identify common ethical issues in business
2. To analyse and understand how business people make ethical decisions and handle ethical issues.
3. To make them comprehend about corporate governance and its implications on society and legal system
4. To become familiar with how firms evaluate social responsibility activities.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand ethical issues in business and how it is critical for the success of business organizations.
2. Comprehend and create organizational and management strategies in facilitating ethical socially responsible decision making.
3. Confront with the concept of Corporate Governance and its legal framework and role and importance of stakeholders in a corporate.
4. Analyse and assess ethical situations prevailing in the society.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **UNIT-I: Overview of Business Ethics**

Definition & nature of Business ethics and CSR - Ethical and CSR problems in management in India, Causes of unethical behaviour & Ethical abuses; - Management of Ethics - Ethics analysis

## **UNIT-II: CSR issues and Social Responsibility of Business**

CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); Business organizations in developing business ethics and CSR, Response of Indian firms towards CSR, successful stories of Business Gurus, Gita in Management, Nishkam Karma and Sakam Karma, Gita in Management.

## **Unit-III: Corporate Governance**

Corporate Governance: Meaning, objectives, significance, Business ethics and corporate governance, good and bad governance, characteristics of corporate governance, mechanism of corporate governance.

## **Unit -IV: Ethics in Business & Sustainability**

Ethics in practice - professional ethics for functional managers; impact of ethics on competitive strategy - Cost-benefit analysis of corporate social responsibility and good corporate citizenship; Corporate Social Responsibility and Corporate Sustainability, Legal Framework, Conventions, Treaties on Environmental and Social Aspects.

## **TEXT BOOK**

1. C.S.V Murthy, "Business Ethics- Text and Cases", 6<sup>th</sup> Edition, 2012, Himalayan Publishing House.
2. Luura Hartman and Joe Des Jardins, Business Ethics, Mc Hill Education, 2013, 8<sup>th</sup> Edition, Mc Hill Education.
3. Sanjiv Agarwal, Corporate Governance: Concept & Dimensions; 2014, 7<sup>th</sup> Edition, Snow white Publications P. Ltd.

## **SUGGESTED READINGS**

1. Inderjit Dube, Corporate Governance; 2014, LexisNexis Butterworths Wadhwa Nagpur
2. B.N. Ghosh, Business ethics and corporate governance,
3. N Balasubramanian, Corporate Governance and Stewardship; 2012, 11<sup>th</sup> Edition, Tata McGraw Hill

<b>Live Project</b>	
Course Code: 21MBA410	Continuous Evaluation: 60 Marks
Credits: 2	End Semester Examination: 40 Marks
Prerequisite: NIL	Course Category: LP

### **COURSE OBJECTIVE (CO)**

1. Aims at developing pragmatic skills among the students as they face real situations related to the chosen domain with respective to time management.
2. To optimize allocated necessary inputs and their application to meet the project's pre-defined objectives
3. To accommodate with numerous compliance concerning to a particular rule, procedure, standard or policy.
4. To successfully develop and implement all project's procedures.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Create project plans that address real-world management challenges.
2. Nurture project by fulfilling various technical, quality and financial needs.
3. Implement standard mark approach to measure actual output with the standard one.
4. Deliver successful software projects that support organization's strategic goals

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENT:**

The project sequence focuses on “Idea to marketplace” and engages student teams in evaluating the commercial potential of business opportunities. Project ideas must be significant market opportunities in various sectors of industry, including sustainability and social enterprise innovations. Project sponsored by companies and research institute are often of interest to students and the institutions.



# Functional Electives (Finance & Accounting)

<b>Security Analysis and Portfolio Management</b>	
Course Code: 21MBA303 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic Understanding of Financial Management	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To provide the students an overview of the investment theory.
2. To expand knowledge of the students in the context of analysis of fixed income Securities.
3. This course aims to provide the students an overview of analysis of Equity.
4. To practically learn the working and management of Portfolio Analysis, Selection and Management.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the theory of investment.
2. Analyze and administer fixed income securities.
3. Evaluate and adequately utilize the equity and related securities.
4. Select, analyze and manage portfolios.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging; socially responsible investing; Ethical investing and other contemporary issues in investment management.

#### **Unit-II: Analysis of Fixed Income Securities**

Bond fundamentals; Types of bonds; innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield

relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, modified duration and their measurement; Bond portfolio management including immunized bond portfolio.

**Unit-III: Equity Analysis: Approaches to security valuation;** Fundamental Analysis- Economy, Industry, Company Analysis ( EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioral Finance- Prospect theory and behavioral biases such as Framing, Mental accounting, Regret avoidance.

#### **Unit-IV: Portfolio Analysis, Selection and Management**

The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; Optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management; Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

#### **TEXT BOOKS**

1. S. Kavin, Security Analysis & Portfolio Management, 2<sup>nd</sup> Edition, 2015, PHI learning
2. M Ranganathan & R Madhumati, Security Analysis and Portfolio Management, 2<sup>nd</sup> Edition, 2015, Pearson India.

#### **SUGGESTED READINGS**

1. Elton, Martin, Stephen & Goetzman, Modern Portfolio Theory and Investment Analysis. 9<sup>th</sup> Edition, 2014, John Wiley and Sons.
2. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, 2016, Pearson India.

## Corporate Tax Planning

Course Code: 21MBA304F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. To provide students with in-depth knowledge of basic concepts of taxation laws and the benefits & importance of taxation laws in today's scenario and to make students understand and able to determine residential status of an individual, firm and company and to compute taxable income.
2. To make students understand the provisions of head Capital Gains and Profit and Gains of Business or Profession and able to compute taxable income.
3. To make students understand the provisions of Minimum Alternate Tax u/s 115JB and able to compute taxable income under the head income from other sources.
4. To familiarize students with provisions relating to Returns of Income and Filing of return, Advance Payment of Tax, Deduction and Collection of Tax at Source (TDS) and apply them for tax planning in real life scenario.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts in the field of taxation laws and determine the residential status of an individual and company
2. Able to compute taxable income from Capital Gains and Profit and Gains of Business or Profession.
3. Able to compute taxable income from Other Sources and understanding of Minimum Alternate Tax
4. Able to compute Taxable income and Tax liability of a company and effectively use the taxation laws concepts that help in enhancing the organization in today's business.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

## **COURSE CONTENTS**

**Unit-I: Introduction** Definitions: Income, Person, Assesse, Assessment Year, Previous Year, Gross Total Income, and Total Income; Tax Planning, Tax Avoidance & Tax Evasion

Residential status and scope of total income on the basis of residential status, Agriculture Income, Company and its types

### **Unit-II: Taxation of companies under different heads-1**

Computation of Income under the head Capital Gains and Profit and Gains of Business or Profession

### **Unit-III: Taxation of companies under different heads-1**

Computation of Income under the head Other Sources, Set off and Carry forward of Losses, Deductions to be made in Computing Total Income, Minimum Alternate Tax u/s 115JB

### **Unit-IV Tax Planning and Tax Management**

Simple Problems on computation of Taxable Income and Tax Liability of companies, Returns of Income and Filing of return, Advance Payment of Tax, Deduction and Collection of Tax at Source (TDS)

## **TEXT BOOKS**

1. Dr. H.C. Mehrotra, Dr. S.P. Goyal, *Income Tax* including *Tax Planning & Management* AY 2022-23, Sahitya Bhawan publication
2. Dr. Girish Ahuja & Dr. Ravi Gupta, *Systematic Approach to Income Tax*. Allahabad, Bharat Law House. Latest Edition
3. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, *Tax Planning & Business Tax Procedures*, Taxmann's Publication

## **SUGGESTED READINGS**

1. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, *Student's Guide to Income Tax*, Taxmann's Publication (Latest)
2. Dr. Vinod K. Singhanian & Dr. Kapil Singhanian, *Direct Taxes: Law and Practices*. Delhi, Taxman.
3. Bhagwati Prasad, *Direct Taxes Law & Practice*, WishwaPrakashan.
4. Girish Ahuja & Ravi Gupta, *Corporate Tax Planning & Management*, Bharat Law House. Latest Edition

## **INTERNATIONAL FINANCIAL MANAGEMENT**

Course Code: 21MBA305 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. The course aims to acquaint students with complexities and issues pertaining to financial management of multinational firms.
2. The course aims to equip the students with analytical tools and techniques for sound financial decision making in a global setting.
3. The course aims to educate students about various financial functions and processes.
4. It equips the students dealing with exchange rate changes.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of multinational firms, environment of international financial management and foreign exchange market.
2. Understand cross border investment and international capital budgeting along with risks in financial decision making
3. Analyse issues relating to various finance functions and processes.
4. Understand translation, transaction, and economic exposure to exchange rate changes.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Globalization and the multinational firm; Complexities and issues in financial decisions of a multinational firm; Foreign investment decision; Exchange rate movement and decision to invest; Foreign Direct Investment theories and strategies; Greenfield investment Vs. cross border M&As; Foreign exchange market-spot and forward market, Participants in foreign exchange market; Arbitrage, Hedging and speculation, covered interest arbitrage; Contemporary issues in International Financial Management.

#### **Unit-II: International Capital Budgeting Decision**

Estimation of cash flows from cross border investment projects; Valuation techniques including Adjusted Present Value method; Risks in cross border investment decision- Currency risk, Political risk, Country risk, Inflation risk etc.; Techniques for incorporating risks in cross border investment decision.

### **Unit-III: Financing Decision, International working capital management**

Cash management, inventory management and receivables management; International capital structure and cost of capital; Determinants of capital structure of MNEs; Dividend policy of MNEs; Multinational transfer pricing and performance measurement.

### **Unit-IV: Currency Risk and Interest Rate Risk Management**

Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure; Management of currency risk using currency forwards, currency futures, currency options and currency swaps; Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

### **TEXT BOOKS**

1. P.G. Apte, Multinational Financial Management. 6<sup>th</sup> Edition, 2011, Tata McGraw-Hill, New Delhi, 6<sup>th</sup> Edition.
2. Bekaert, Greet & Hodrick, Robert J. (2014). International Financial Management, 2<sup>nd</sup> Edition, 2014, Prentice Hall.

### **SUGGESTED READINGS**

1. Eun, Cheol, & Resnick & Bruce, International Financial Management, 7<sup>th</sup> Edition, 2017, Tata McGrawHill
2. Jeff Madura, International Financial Management, 12<sup>th</sup> Edition, 2013, Cengage Learning.
3. Alan C. Shapiro, Multinational Financial Management, 10<sup>th</sup> Edition, 2010, John Wiley

<b>PROJECT PLANNING, ANALYSING AND MANAGEMENT</b>	
Course Code: 21MBA306 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Electives

### **Course Objectives (CO)**

1. To make students understand the basic principles of Project Planning, Analyzing and Management.
2. To impart the knowledge of functional areas of management like HR, finance and marketing.
3. To learn various aspects, tools and techniques of projects with reference to use and apply in business organizations.
4. To develop strengthening skills in research-based problem-solving and providing innovative solutions.

### **Course Learning Outcomes (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of project management and allied domains to the solutions of real-world complex business issues
2. Be an informed and engaged participant in discussions related to project planning and project analysing.
3. Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques in project management.
4. Comprehend and analyse organisational structure and issues managed by project manager.

### **MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				



<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **Unit-I: Introduction**

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.

### **Unit-II: Project Identification, Selection and Work Structure**

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point. Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

### **Unit-III: Organisational Structure and Organisational Issues**

Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management. PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

### **Unit-IV: Resources Considerations in Projects**

Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk

Analysis, Reducing Risks. Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering. Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS. Case Studies in Project Management.

### **TEXT BOOKS**

1. Gary L. Richardson & Brad M. Jackson, Project Management Theory and Practice, 3<sup>rd</sup> Edition, 2018, Taylor & Francis Ltd.
2. K Nagarajan, Textbook of Project Management, 8<sup>th</sup> Edition, 2017, New Age International Ltd. Publishers.

### **SUGGESTED READINGS**

1. Dennis Hock, Project Management Handbook, 9<sup>th</sup> Edition, 2016 PHI publication.
2. S. Choudhry, Project Management, 6<sup>th</sup> Edition, 2018, SAGE publication.
3. Goel B. B, (2014), Project Management: A Development Perspective, 2<sup>nd</sup> Edition, 2014 Deep & Deep Publications.

<b>Financial Modelling and Simulation</b>	
Course Code: 21MBA307 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category:

## **COURSE OBJECTIVES**

Financial modelling will focus on leveraging primary finance skills and Excel to build, interpret and communicate:-

1. Net present value models
2. Simple Excel model
3. Corporate finance model
4. Detailed discounted cash flow model

## **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the practical application of excel in finance.
2. Deal with the accounting and finance concepts.
3. Prepare the portfolio with the help of excel.
4. Understand the use of DCF techniques and their implication.

## **MAPPING COURSE OBJECTIVES & COURSE LEARNING OUTCOMES**

<b>CO / CLO</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>
<b>01</b>				
<b>02</b>				
<b>03</b>				
<b>04</b>				

### **Unit I**

#### **Understanding the basic features of excel:**

Introduction to Modelling, introduction to excel, understanding advanced features of excel database functions in excel, creating charts using forms and control toolbox, understanding finance functions present in excel, creating dynamic models.

### **Unit II**

**Sensitivity Analysis Using Excel:** Scenario manager, other sensitivity analysis features, simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation.

### **Unit III**

**Accounting Using Excel:** Preparing common size statements directly from trial balance,

forecasting financial statements using excel, analyzing financial statements by using spreadsheet model, excel in project appraisal, determining project viability. Risk analysis in project appraisal, simulation in project appraisal, excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation.

#### **Unit IV**

**Excel in Portfolio Theory:** Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel, excel in derivatives black and schools model in excel, Greeks in excel, real options valuation, building a mega model.

#### **Text Books:**

1. Proctor, Scott, Building financial models with Microsoft excel: A guide for business professionals, (1<sup>st</sup> Edition 2004, Revised 2010) Edition, Wiley.

#### **REFERENCE BOOKS:**

1. Sengupta Chandan, Financial Analysis and Modelling using Excel & VBA, 2<sup>nd</sup> Edition, (2011) Wiley.
2. Tija John, Building Financial Model, 2<sup>nd</sup> Edition (2011), McGraw Hill Professional.

<b>Financial Technology (Fintech)</b>	
Course Code: 21MBA404 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. The course aims to abreast the students with latest FinTech developments and their applications.
2. Analyse the role and Applications of various technologies in finance industry.
3. Students will learn about business ideation and real world problem-solving through use of Fintech.
4. The course shall help in not only improving the employability of the students but also kindle the spirit of entrepreneurship within the student community at large, in line with the Prime Minister's Start-Up India initiative

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Have a comprehensive overview of the FinTech space – technologies, the applications and the startup ecosystem
2. Appreciate the role of technology in financial services and how it can provide solutions to key corporate challenges.
3. Develop an understanding of how FinTech is reconfiguring financial services business models and how they are different from the traditional business models.
4. Distinguish between financial and industrial innovation and the regulatory framework, the pros and cons of financial innovation.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit I Introduction**

FinTech Transformation, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banks, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets, Collaboration between Financial Institutions and Startups, FinTech Typology, Emerging Economics: Opportunities and Challenges. Case Study on Revolut and Alibaba

#### **Unit II Payments, Cryptocurrencies-**

Individual Payments, Developing Countries and DFS: The Story of Mobile Money, Developing Countries and DFS: Regulation of Mobile Money, RTGS Systems, Cryptocurrencies, Legal and Regulatory Implications of Cryptocurrencies

Case Study on Aadhar and Credit Karma.

### **Unit III Blockchain**

Bitcoins or Genesis of BCT, Model of BCT Implementation, BCT in Education, BCT in Law, BCT in Financial Services-Banking, Insurance, Share Market and NBFC's, A case study on Digibank.

### **Unit IV FinTech Regulation and RegTech(Regulatory Technology)**

FinTech Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions, RegTech Ecosystem: Startups, RegTech Startups: Challenges, RegTech Ecosystem: Regulators, Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure, FinTech Big Trends - Looking Forward

### **TEXT BOOKS**

1. The FINTECH Book, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti, Janos Barberis, Wiley.
2. Fintech Future: The Digital Dna Of Finance, Sanjay Phadke, Sage Publishing House.

### **SUGGESTED READINGS**

1. 3F: Future FINTECH Framework, Kartik Swaminathan
2. Fintech & Covid-19 Pandemic, Anim Akhtar Ali Khan

<b>Behavioral Finance</b>	
Course Code: 21MBA405 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To acquaint students with the concept of the importance of behavioral finance.
2. To facilitate students in developing an understanding of the theories affecting investments.
3. To make the students understand about the investor's behavior and biasness.
4. To manage and administer series of the factors affecting corporate decisions.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Differentiate the behavioral finance from classical finance.
2. Apply the understanding of the concepts to help promote more efficient financial decisions for investors, professional traders and corporate.
3. Communicate with clarity the psychological factors influencing decision making.
4. Incorporate and analyze psychological and external factors in making systematic decisions.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO1</b>				
<b>CO2</b>				
<b>CO3</b>				
<b>CO4</b>				

#### **Unit I: Behavioral finance: Introduction**

Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

#### **Unit II: Theories of Behavioral Finance:**

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

### **Unit III: Behavioral Factors and Financial Markets:**

The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability – The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

### **Unit IV: Behavioral Corporate Finance:**

Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

### **TEXT BOOKS**

1. Prasanna Chandra, Behavioral Finance, 2020, 2<sup>nd</sup> Edition, McGraw Hill Publications
2. Williams Forbes, Behavioral Finance, 2014, 3<sup>rd</sup> Edition, John, Wiley & Sons Publications

### **SUGGESTED READINGS**

1. James Montier, Behavioral Finance: Insights into Irrational Minds and Markets, 2013, 3<sup>rd</sup> Edition, John, Wiley & Sons Publications
2. Burton and Shah, Behavioural Finance: Understanding the Social, Cognitive, and Economic Debates, 2013, Wiley Publication
3. Shefrin, Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, 2014, Oxford Scholarship Online



## Financial Markets and Instruments

Course Code: 21MBA406 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. To understand the basic concept of Indian Financial System and Markets.
2. To understand the structure and functions of banking institutions and regulatory authorities.
3. To provide students with an overview and mechanism of the derivatives.
4. To impart knowledge on trading strategies working with various models of options valuation.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Apply knowledge of Indian Financial System and Markets.
2. Understand structure and functions of banking institutions and statutory bodies.
3. To process the mechanism of the options market for expanding peer learnings.
4. To make better investment decisions by strategizing, implementing and valuing the derivatives.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I: Introduction of Indian Financial System and Financial Markets

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Primary market; Secondary Market and Money Market.

#### Unit-II: Banking Institutions and Regulatory Authorities

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms. Mutual Funds & Regulators in IFS, Reserve Bank of India, Securities and Exchange Board of India, NBFC.

### **Unit-III: Financial Instruments**

Exchange-traded markets, Over-the-counter markets, Forward, Futures and options Contracts. Types of Traders. Mechanism of futures market including hedging strategies using futures. Determination of futures and forward prices.

### **Unit-IV: Trading strategies and options Valuation**

Option trading strategies- Spreads, Straddles, Strips, Straps, Butterfly and Strangles. Binomial Model, Risk neutral Approach, Black–Scholes option pricing Model.

#### **TEXT BOOKS**

1. L. M. Bhole, Financial Institutes & Markets, 5th Edition, 2009, Tata McGraw Hill.
2. Hull, J.C. (2014). Options Futures and other Derivatives. 9th edition, Prentice Hall of India
3. Chance, D.M., & Brooks, R. (2015). Derivatives and Risk Management Basics. Cengage Learning India.

#### **SUGGESTED READINGS**

1. John C. Hull, Management and Financial Institutions”, 2nd Edition, 2009, Prentice Hall.
2. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, 4<sup>th</sup> Edition, 2009, Prentice Hall.
3. Jarrow, R. & Stuart, T. (2014). Derivative Securities. 3<sup>rd</sup> edition, South Western publication.
4. Neftci, S.N. (2013). An Introduction to the Mathematics of Financial Derivatives. 6<sup>th</sup> Edition, Academic Press.

## **INSURANCE AND BANKING**

Course Code: 21MBA407 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To disseminate knowledge among the students of theoretical structures about Insurance.
2. To train and equip the students with the skills of insurance types and schemes.
3. To examine latest trends and regulations in commercial banking arena.
4. To become proficient in management of various aspects of commercial banking.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop a clear understanding and knowledge about the functioning of an insurance.
2. Nurture their understanding and expertise in various matters relating to operations of insurance schemes.
3. Understand origin of banking system and structure of banks.
4. Apply and connect various activities of commercial banks and gain knowledge on recent development in banking system.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit-I: Introduction to Insurance**

Introduction to Insurance-Meaning, Definition of insurance- General principles of insurance- Types of insurance life, fire and marine-Difference between life and other types of insurance, Growth & Development of Indian insurance industry- Regulations of insurance business and the emerging scenario.

#### **Unit-II: Types of Insurance**

Life Insurance-Introduction to life insurance- Features of life insurance-Essentials of life insurance, Different types of life policies. Fire Insurance- Fire insurance contracts- Fire insurance coverage- Policies for stocks- Rate fixation in fire insurance- Settlement of claims. Marine Insurance- Functions- Marine perils- Types of marine policies- Clauses in general use- Warranties and conditions- Proximate cause- Subrogation and conciliation - Re-insurance- Double Insurance-Types of marine losses. Miscellaneous Insurance -Motor insurance - Employer's liability insurance- Personal accident and sickness insurance.

### **Unit-III: Introduction to Banking**

Introduction to Banking – Meaning, Origin, Scope – Indian Banking System- Types of Banks- Role and functions of Banks – Banking Structure – Branch Banking, Unit Banking, Group Banking and Chain Banking. Commercial Banks: Meaning, Role and Functions, Definition of Banking as per Banking Regulation Act 1949, Banking Systems – Branch Banking Vs Unit Banking and other Banking Systems, Deposit Banking Vs Commercial Banking.

### **Unit IV: Recent Developments in Indian Banking Sector**

RBI Act, 1934 – Role and Functions of RBI, Monetary Policy of RBI – Provisions of RBI Act 1935, Banking Regulation Act 1949 - Opening of new banks and branch licensing - Constitution of board of directors and their rights - Banks shareholders and their rights - CRR / SLR concepts, Recent developments in the Indian Banking System – Retail Banking - Wholesale Banking – Universal Banking – Narrow Banking – Investment banking - Electronic Banking - Core Banking, E-Banking etc.

### **TEXT BOOKS**

1. Benton E. Gup & James W. Kolari Commercial Banking, 2012, 6<sup>th</sup> Edition, Wiley India Pvt Ltd.
2. Padmalatha Suresh & Justin Paul Management of Banking and Financial Services, 2<sup>nd</sup> Edition, 2013, Pearson India.
3. Srivastava, R. M. and Divya Nigam. Management of Indian Financial Institutions, 8<sup>th</sup> edition, 2013, Himalaya Publishing House, New Delhi.

### **SUGGESTED READINGS**

1. Peter S. Rose & Milton H Marquis, Money & Capital Markets, 2014, McGraw-Hill International.
2. Reddy.P.N., Appannaiah.H.R.; Theory & Practice of Banking; 8<sup>th</sup> Edition, 2014, Himalaya Publishing House.
3. Machiraju.H.R.; Modern Commercial Banking; 6<sup>th</sup> Edition, 2015, Vikas Publishing House Pvt. Ltd.
4. D. Muraleedharan -Modern Banking, Theory and Practice, 2012, 8<sup>th</sup> Edition, PHI Publishers.
5. Chhabra.T.N.; Banking, Theory & Practice; 6<sup>th</sup> Edition, 2014, Dhanpat Rai & Co.
6. N.K. Sinha -Money, Banking and Finance, 2012, 3<sup>rd</sup> Edition, BSC Publishing House
7. IIBF -Basics of Banking, Know your Banking – I, April-June, 2020, The Journal of Indian institute of banking and finance, Bank Quest.
8. IIBF- Banking Products and Services, April 2020 report, Bank Quest.

<b>Mergers and Acquisitions</b>	
Course Code: 21MBA408 F	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To make student learn the preliminary conceptual drafting consisting of combination of theories and strategies.
2. To make student aware of financial evaluation when some company goes into mergers and acquisitions.
3. To impart knowledge to the students pertaining to analysing the output received after evaluation taken place.
4. To deeply study the forms and characteristic of mergers and acquisitions for formulating future policies.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand Mergers and Acquisitions with its different classifications, strategies, theories, synergy etc.
2. Conduct financial evaluation of Merger and Acquisition.
3. Analyse the results after evaluation.
4. Critically evaluate different types of mergers and acquisitions, takeover and anti-takeover strategies.

### **COURSE CONTENT**

#### **Unit I: Corporate Restructuring**

Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring. Mergers and Acquisitions: Concept, Classification of Mergers, Motives behind M & A, Process of M & A, Reasons for failure, Reverse Merger, Recent Examples of M & A in India, Concept of Acquisition and types of Acquisitions. Due Diligence: Concept, Types of Due Diligence. Cross Border Acquisition: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition.

#### **Unit II: Takeover**

Concept, Takeover Defense tactics, Benefits and disadvantages of Takeover. Divestiture: Concept, benefits, Types of Divestiture, Reasons for Divestiture Going Private and Leverage Buyout: Concept, Types of Leverage Buyouts Concept of Employee Stock Ownership (Only Theory) Funding options for M & A.

### **Unit III: Accounting for Mergers**

AS14, Methods of Accounting, Balance Sheet Treatments after M & A. Exchange Ratio and Synergy: Concept, ER based on EPS, MPS, PE, Combined EPS, Combined MPS, Combined PE, Minimum and Maximum Exchange Ratio based on MPS and EPS. Market value of merged firm, Cost and Benefits of a merger.

### **Unit IV: Different Approaches of Valuation of M & A**

Asset Based Valuation: Net Asset Method, Book Value basis, Market Value basis, Liquidation Value basis Income Based Valuation: Discounted Cash flow Method, Equity Valuation and Firm Valuation covering Stable growth and two stage growth model, Dividend Yield Method, Capitalization Method. Market Based Valuation: Comparable Company and Transaction Analysis Method Fair Value Method

Text Book:

1. Pradip Kumar Sinha, Mergers, Acquisitions and Corporate Restructuring 3<sup>rd</sup> (2016) Himalaya.
2. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings , 7<sup>th</sup> Edition (2017), Wiley

Suggested Readings:

1. Vinod Kumar, Priti Sharma, An Insight Into Mergers and Acquisitions A Growth Perspective, 1<sup>st</sup> Edition (2019), Springer Singapore.
2. E Y, Master Guide: To Mergers and Acquisitions in India-Tax and Regulatory, 5<sup>th</sup> Edition (2018), Wolters kluwer india Pvt Ltd.

# Functional Electives (Marketing)

## **CONSUMER BEHAVIOUR**

Course Code: 21MBA303 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Electives

### **COURSE OBJECTIVES (CO)**

1. The purpose of this course is to understand the conceptual foundations of consumer buying behavior
2. To create awareness of the theories of motivation and perception as applied in consumer behavior, and
3. To acquaint with the communication and consumer decision making
4. To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify the dynamics of human behavior and the basic factors that influence the Consumers decision process.
2. Explore and compare the core theories of consumer behavior in both consumer and organizational markets.
3. Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.
4. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit-I**



Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models. Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

### **Unit-II**

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-on-graphic.

### **Unit-III**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

### **Unit-IV**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

### **TEXT BOOKS**

1. Loudon & Della Bitta, consumer behaviour: concepts and applications, 8<sup>th</sup> Edition, 2007, Tata McGraw Hill. New Delhi.
2. Berkman & Gilson, consumer behaviour: Concepts and Strategies, 2<sup>nd</sup> Edition, 1986, Kent publishing company.

### **SUGGESTED READINGS**

1. Michael r. Solomon, consumer behaviour, 12<sup>th</sup> Edition, 2014, Phi learning Private limited, New Delhi.
2. Poornima Sharma, Consumer Behaviour, 1<sup>st</sup> Edition, 2016, Pointer Publishers, Jaipur

<b>DIGITAL MARKETING</b>	
Course Code: 21MBA304 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of Marketing	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. This course will provide students with the knowledge, skills, and foundations of Internet penetration and digital commerce. Also, all about the Internet Marketing in India.
2. Students will develop an understanding of the Digital marketing strategy. Students will gain both the theoretical and practical skills necessary for success of search engine optimization; paid advertising, search advertising, display advertising and learn about various factors bringing in changes in digital marketing as per market.
3. Students will understand the basics of online consumer behavior and consider how all of this applies to real world situations.
4. Students will be examining the process of Social Media analytics.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Enable students to appreciate the difference and similarities between non-digital and digital marketing.
2. Demonstrate understanding of consumer behaviour on digital media.
3. Gain clarity on the ways to develop digital strategy & offering it for implementation purpose.
4. Understand the concept and working of social media marketing & its relevance.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I Introduction**

Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

## **Unit-II Search Engine concepts**

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;

## **Unit-III Consumer Behaviour**

Online consumer behaviour: decision making process; problem recognition, information search, evaluation, choice and post purchase behaviour; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

## **Unit-IV Social Media**

Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

## **TEXT BOOKS**

1. Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice. 5<sup>th</sup> Edition, 2013, Pearson Education India.
2. Ian, Dodson (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, 2<sup>nd</sup> Edition, 2016, Wiley.

## **SUGGESTED READINGS**

1. Hemann & Burberry, Digital Marketing Analytics, 2<sup>nd</sup> Edition, 2019, Pearson India.
2. Tanvi Gupta, Smita Mishra & Khushi Katyal, 1<sup>st</sup> Edition, 2021, Puffins Publishers Pvt. Ltd.

<b>BRAND MANAGEMENT</b>	
Course Code: 21MBA305 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To make students aware about strategic brand management process and brand building concepts.
2. To provide knowledge to students about brand elements and designing marketing programs to build brand equity.
3. To make students understand integrated marketing communications and program to build brand equity.
4. To make students understand designing and implementing branding strategies

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand strategic brand management process and implications of brand building.
2. Utilize brand elements and design marketing programs to build brand equity.
3. Apply different forms of marketing communication to build brand.
4. Create and implement branding strategies.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I Introduction**

What is a Brand- Can anything be Branded-Strategic brand Management process, Brand elements (Criteria and option) - Building a strong brand and it's applications, Identifying and establishing brand positioning-positioning guidelines

#### **Unit-II Marketing programs to build brand equity**

Brand elements (Criteria and option), Designing marketing programs to build brand equity, Brand values-Internal branding-Co branding-- Corporate Branding- Brand Audit - Brand equity concepts

### **Unit-III Marketing communications and brand equity management**

Integrated marketing communications and program to build brand equity- Brand leveraging- Brand equity measurement and management system, Qualitative and Quantitative research techniques for measuring sources of brand equity

### **Unit-IV Designing and implementing branding strategies**

The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy, Brand Extensions, Reinforcing Brands, Revitalizing Brands, Adjustments to Brand port folios

### **TEXT BOOKS**

1. Kevin Lane Keller, Strategic Brand Management, 4<sup>th</sup> Edition, 2013, Pearson Education
2. Kevin Lane Keller, building measuring and managing Brand equity, 2<sup>nd</sup> Edition, 2009, Prentice Hall of India.

### **SUGGESTED READINGS**

1. David A. Aakar, Managing Brand Equity: Capitalizing on the Value of a Brand Name. First Edition, 1991, The Free Press New York.
2. Y. L. Moorthi, Brand Management: The Indian Context. 2<sup>nd</sup> Edition, 2009, Vikas Publishing House Pvt Limited.

## ADVERTISING AND SALES PROMOTION

Course Code: 21MBA306 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. This course will provide students with the knowledge, skills, and foundations of Advertisement in organizations.
2. To consider basics of advertising agencies and consider how all of this applies to real world situations.
3. The primary objective of this course is to provide understanding of advertisement, advertising budgets, and the exciting world of Indian advertising & structure of advertising agency.
4. To learn the process of setting advertising objectives.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand reasons behind choosing an advertising agency& apply the same knowledge in practical situations.
2. Gain clarity about Creative department, Media department, Client servicing department, marketing research department; Ancillary Services & various other processes associated with advertising agency.
3. Explore how to allocate the Marketing Communication Budget.
4. Understand The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness & Kinds of Advertising Objectives.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I Overview of Advertising Management

Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency

### **Unit-II Structure of an Advertising Agency**

Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Interfacing with Client's Organisation; Integration of Services

### **Unit-III Advertising Budgets**

Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

### **Unit-IV Setting Advertising objectives**

Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives; The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness; Kinds of Advertising Objectives; The Advertising Communication System, The communication process, The advertising exposure model; The Need for Clear Understanding of Objectives

### **TEXT BOOKS**

1. Pankhuri Bhagat, Advertising & Sales Promotion, Ist Edition, 2021, SBPD Publishing House.
2. Faris Yakob, Paid Attention: Innovative Advertising for a Digital World. 1<sup>st</sup> Edition, 2015, Kogan Page Publisher

### **SUGGESTED READINGS**

1. Saibal Roy, Advertising & Sales Promotion, 1<sup>st</sup> Edition, 2020, Sankalp Publication
2. V.S Padmanabhan & H.S Murthy, Advertising & Sales Promotion, First edition, 2011, ANE books.

## **Rural and Agribusiness Marketing**

Course Code: 21MBA307 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **Course Objectives (CO)**

1. To understand the concept of Rural Market & rural customer
2. To identify the process of Rural Marketing
3. To understand the marketing mix in rural markets
4. To understand the innovations being done for rural markets

### **Course Learning Outcomes (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Students will be able to recite problems in rural marketing and changing focus of corporate towards rural market.
2. Students will be able to solve the problems of cooperative sector in India.
3. Students will be able to recognize need of agricultural marketing in economic development and constraints of agricultural marketing.
4. Students will be able to evaluate role of government and financial institution in growth of rural and agricultural marketing.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **UNIT I: Introduction to Rural Markets**

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing.



## **Unit II: Marketing Mix in Rural Markets**

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

## **UNIT-III: Agricultural Marketing**

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

## **UNIT IV: Agribusiness in India**

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness 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 the industrial sector with specific reference to agro-industries.

### **TEXT BOOKS:**

1. S.S.Acharya & N.L.Agarwal (2021), Agricultural Marketing in India, 7<sup>th</sup> Edition, New Delhi Oxford and IBH Publishing
2. K.S.Habeeb - Ur - Rahman (2019) Rural Marketing in India, 1<sup>st</sup> Edition- Himalaya Publishing House
3. S.S.Chinna Agricultural Marketing in India - KALYANI publishers
4. Rama Bijapurkar (2007), We are Like That Only, Understanding the Logic of Consumer India, Penguin Random House India Pvt. Ltd

### **SUGGESTED READINGS:**

1. S.S.Acharya & N.L.Agarwal (2021), Agricultural Marketing in India, 7<sup>th</sup> Edition –New Delhi Oxford and IBH Publishing
2. Dr. Subhash Bhawe, Agribusiness Management in India –Text & Cases.
3. Arora, R C., (1979), Integrated Rural Development, S. Chand
4. Vasant Desai, Rural Development in India, Himalaya Publishing House

## MARKETING CHANNELS

Course Code: 21MBA404 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (CO)

1. To provide an understanding of the company's route to the market.
2. To enable the students to understand and manage the downstream part of the value chain.
3. To understand the product, price, place and distribution issue in channel.
4. To evaluate the international channel perspectives and channel members performance.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

5. Apply and connect the structure of marketing channels and understanding its movement of flow.
6. Demonstrate procedure for designing distribution channels.
7. Understand behavioral issues of marketing channels.
8. Apprehend other marketing mix elements on channels and evaluation of the performance of channel members.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I: Introduction of Marketing Channel

Marketing Channel: Structure and Function, need for intermediaries, Types of intermediaries, flows associated in marketing channels, Distribution strategies. Design of marketing channel. Selecting the marketing channel. Issues in designing distribution channels

#### Unit-II: Process in Marketing Channel

Behavioural process in marketing channel. Power and Conflict management, motivating the channel members.

### **Unit-III: Issues in Channel Management**

Product issues in Channel management. Pricing Issues in Channel management. Promotion through Channel management. Logistics and Channel management. Evaluating Channel member performance.

### **Unit-IV: Marketing Channels Services**

Marketing Channel for service. International Channel perspective. Strategic Alliances in marketing channel. Legal constraints on marketing channel policies

### **TEXT BOOKS**

1. Anderson, E., Stern, L.W., El-Ansary, A., Natarajan R.C., Coughlan, A., Marketing channel, 2019, 8<sup>th</sup> Edition, Pearson publication.
2. Rosenbloom, B., Marketing channel: A management view, 2012, 8thn Edition, Cengage Learning.
3. Venugopal, P., Marketing channel management: A customer centric approach. 2011, 1<sup>st</sup> Edition, New Delhi: Sage Publications.

### **SUGGESTED READINGS:**

1. Edwin Lee, The Handbook of Channel Marketing, 2011, Early adopters edition.
2. Kumar, D., Marketing Channels, 2012, Oxford University Press.
3. Link: <https://theinvestorsbook.com/marketing-channels.html>, November, 25, 2018.

<b>International Marketing</b>	
Course Code: 21MBA405 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To provide students with the knowledge, skills, and foundations of International marketing.
2. To develop an understanding of numerous aspects presented in marketing in an international context.
3. To synthesize functional aptitude of marketing variables.
4. To have hands-on-experience with strategy formulating and comparing for choosing best option among others.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Introduce the students to the concept of international markets, international marketing and the management of international business.
2. Describe the manifestations of international markets and analyse the various aspects in international marketing.
3. Explain and analyse the management functions of international marketing
4. Apply and compare the strategy issues and choices available for managers in international marketing.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **UNIT I: Concept of international marketing**

Introduction: Globalization, Concepts of international marketing, Theory of international trade, Internationalization of Indian forms, Process of international marketing

#### **UNIT-II: Emerging opportunities in international market**

Introduction: Background of international trade, Composition of world trade, Direction of world trade, an overview of Indian foreign trade, India's growth of exports in international markets

### **UNIT III: Entering international market & Pricing decision for international market**

Introduction: Concepts of international market, the modes of international market entry, Factors affecting the selection of entry mode, choosing the right international market entry mix, pricing decisions, pricing approaches for international markets, factors influencing pricing decision in international markets

### **UNIT IV: Building brand in international markets**

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

### **TEXT BOOKS**

1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2012, 10<sup>th</sup> Edition, McGraw Hill publication.
2. Rakesh Mohan Joshi, International Marketing, 2013, Oxford University Press; Pap/Cdr, edition.
3. Sak Onkvisit and John Shaw, International Marketing, 2013, 5<sup>th</sup> Edition, Books Era publication, India.

### **SUGGESTED READINGS**

1. Cateora, P.R., Gilly, M.C. & Graham, J.L., International Marketing, 15 Ed., Tata McGraw Hill Publication.
2. Paul, International Marketing- Text and cases, Tata McGraw Hill publication.
3. R. Srinivasan, International Marketing, 4<sup>th</sup> Edition, PHI learning publication

<b>Marketing of Services</b>	
Course Code: 21MBA406 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Functional Area Elective
Prerequisite:	Basic understanding of Marketing

### **COURSE OBJECTIVES (CO)**

1. To understand distinctive features of services and key elements in service marketing.
2. To communicate to the students about the new ways to improve service quality and understand consumer behaviour.
3. To be well-versed with marketing mix of services and its application in Indian Context.
4. To develop an understanding of the role of service marketing in service sector.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Comprehend and internalize the concepts covered in the course and be able to creatively apply them.
2. Demonstrate integrative knowledge of marketing issues associated with service quality and understanding of consumer behaviour.
3. Prepare, communicate and justify marketing mixes and information systems for service-based organizations.
4. Exhibit the capability to work effectively within a service team environment.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.

## **-II: Service Consumer Behaviour**

Understanding the Service Customer as a Decision Maker, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision-Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions.

## **Unit-III: Marketing Mix elements of services and Marketing Research**

Product- Promotion- Price - Distribution- role of people in services marketing, Physical evidence of a service, Marketing Research in service marketing.

## **Unit IV: Role of Service marketing in Service Sector**

Tourism and travel, Hotel Management and Catering, Hospitals, Educational institutions, financial consultancy, entertainment & Seminars and projects.

## **TEXT BOOKS**

1. Dave Kerpen (2015) Likeable Social Media: How to Delight Your Customers, Create Irresistible Brand and Be Generally Amazing on Facebook (and other social networks), 2nd Edition, New York, NY: McGraw-Hill Companies.
2. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler (2009), Services Marketing: Integrating Customer Focus across the Firm, Sixth Edition, New York, NY: McGraw-Hill Companies.

## **SUGGESTED READINGS**

1. Vaidya A Zeithaml, Ajay Pandit and others, Services Marketing, McGraw Hill Special Indian Edition, 2018, 4th Edition.
2. GovindApte, Services Marketing, 2014, Oxford Press.

## RETAILING MANAGEMENT

Course Code: 21MBA407 M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### COURSE OBJECTIVES (CO)

1. This course will bring clarity to students about basics of retail and its relevance.
2. To make the retailing structure and presence of retail in India clear to students.
3. To make concepts of retail location and merchandise management clear to students.
4. To provide knowledge to students regarding retail pricing, promotion and relationship management.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain knowledge of retailing and various essential features related to it
2. Understand structure of retailing and retail sector from Indian perspective.
3. Grasp knowledge of location and merchandise management concepts in respect to retailing.
4. Understand pricing, promotion techniques and how to build relation with customers in Retail sector.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I Introduction

Understand the issues - opportunities -and problems- characteristics of retailing, functions, categorizing retailers- category killers, structure and nature of retailing channels, Retailing role relevance and trends, Retail strategy, drivers of success in retail sector

#### Unit-II Retail organizations in India



Retail Organizations – changing structure of retailing, classification, merchandise mix, customer interaction, Retail in India- emergence of organized retail, retail in rural India, VMS in India, challenges

### **Unit-III: Retail location and merchandise management**

Retail location strategy – trading area, site selection analysis, merchandise turnover, Merchandising – merchandise mix management, merchandise acquisition, handling, control Product – product Assortment, retail brand, private labels- Retail space management, atmospherics, store space management, visual merchandising

### **Unit-IV: Retail pricing, promotion and relationship marketing**

Retail pricing- objectives, approaches and strategies, Retail Promotion strategy, advertising, media selection, sales promotion, personal selling, Relationship Marketing, CRM in organized and unorganized retailing, loyalty programs, Managing retail chains- challenges, operational decisions, franchising

### **TEXT BOOKS**

1. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, Retail Management, 2015, 6th edition, Oxford University Press.
2. Berman, B., & Evans, Jr. Retail management, 2016, 10th edition, New Delhi: Prentice Hall India.
3. Michael, L. M., Weitz, B. W., & Pandit, A., Retailing management, 2018, 6th Edition, New Delhi: Tata McGraw Hill.

### **SUGGESTED READING**

1. Newman, A. J., & Cullen, P, Retailing environment & operations. 2012, 6th Edition, London: Cengage Learning.
2. Kotler, P., Keller, K., Koshy, L., & Jha, M., Marketing management: a south Asian perspective, 2014, 13th Edition, New Delhi: Pearson.

<b>Sales and Distribution Management</b>	
Course Code: 21MBA 408M	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### **COURSE OBJECTIVES (CO)**

1. To understand the roles and responsibilities of sales function
2. To manage and enhance the sales force productivity and performance
3. To plan and implement an effective sales strategy for their organizations
4. To frame socially, legally and ethically acceptable policies and plans for marketing channels

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understanding of the various roles, responsibilities and policies of sales function
2. Overview the issues of power and conflict in the organization
3. Understanding to manage, motivate and lead sales force
4. Framing policies and plan for sales organization and channels

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **UNIT I:**

Nature, Scope and process of sales management, relevance integration with product management and integrated marketing communication, Recruiting, Selecting, Training and development of sales force and sales organization, evaluation of sales personnel.

#### **UNIT II:**

Comprehension and motivation of sales personnel, impact on the sales practices and sales achievements, Designing territories and allocating staff efforts, associated strategic advantages and disadvantages. Sales Budgeting, Sales forecasting and control, approaches, techniques.

**UNIT III:**

Importance of distribution management in competitive business environment, associated strategies and techniques, Marketing Channels – Roles, structures, functions and relationships with the elements of marketing mix.

**UNIT IV:**

Managing distribution channels, channel design and planning and associated models, strategies and the role of strategies in business enhancement and growth, Physical Distribution management – transportation and warehousing.

**TEXT BOOKS:**

1. Jeff, T., Earl, D.H. and Robert, C.E. “Sales Management” Prentice Hall, 2008.
2. Still, R.R., Cundiff, E.W. and Govoni, N.A.P., “Sales Management”, 5th Edition, Prentice Hall, 1988.

**SUGGESTED READINGS**

1. Kotler, P., Keller, K., Koshi, A. and Jha, M., “Marketing Management”, 13th Edition, Pearson, 2009.
2. Jobber, D., Lancaster, G., “Selling and Sales Management”, 5th Edition, Prentice Hall, 2000.

# Functional Electives (OB & HRM)

## Managing Training, Learning and Development

Course Code: 21MBA303 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Understanding of HRM and OB	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. To make students understand the concept, process and training needs of various categories of employees at different levels
2. To deliver students to understand about learning and other aspects in relation to development
3. To make the students understand how to prepare people to carry out predetermined tasks in well-defined job contexts
4. To provide students learn about a steady source of competent persons at different levels so as to meet the future requirements of the organisation.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain the key concepts of training, the training process and identify training needs of various categories of employees in a variety of organizational contexts
2. Describe the key concepts associated with Learning & Development
3. Examine and evaluate the impact of training on various organizational and HR aspects.
4. Develop an understanding to get ahead in the race especially in a complex, dynamic and ever-changing

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### Unit-I: Introduction to training, Process and TNA

Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training, Process of Training: Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.

## **Unit-II: Learning: Nature, Process, styles and types**

Learning: Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, learning styles, elements and Profile, Types of Learning, Adult Learning, Implementing Learning/HRD needs.

## **Unit-III: Training Plan, Methods and Types**

Designing and Implementation of Training Plan: Objectives of Designing Training Plan, Trainer and Trainee Identification, Designing and Conducting Specific Training and Development Program. Methods of Training, Competency based training, Online Training, E-Learning, New Employee Training, ROI of training

## **Unit-IV: Management Development**

Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD.

### **TEXT BOOKS**

1. Raymond Noe, Employee Training & Development, Sixth Edition, 2013, McGraw Hill.
2. B. Janakiram, Training & Development, Indian Text Edition, 2007, Dreamtech Press.

### **SUGGESTED READINGS**

1. Robert Craig, The ASTD Training and Development Handbook: A Guide to Human Resource Development, 4<sup>th</sup> edition, 1996, McGraw Hill.
2. Rebecca Page Tickell, Learning and Development: a practical Orientation, 2nd Edition, 2018, Kogan Page Ltd.

## MANAGEMENT OF INDUSTRIAL RELATIONS

<b>Course Code: 21MBA304HR</b>	Continuous Evaluation: 40 Marks
<b>Credits: 3</b>	End Semester Examination: 60 Marks
<b>Prerequisite: Nil</b>	Course Category: Functional Area Electives

### COURSE OBJECTIVES (CO)

1. Acquainting the students with the Basic concepts of Industrial Dispute and the Industrial Dispute Act, 1947 and putting concepts in their practical perspective.
2. Providing an elementary understanding of the penalties and offences under Industrial Dispute Act
3. Providing extensive knowledge regarding Powers and Duties of Authorities under Industrial Dispute Act.
4. To sensitise the students with the employee relations scenario in India.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Elaborate the concept of Industrial Relations and also able to elaborate Industrial Dispute settlement procedures
2. Illustrate the role of trade union in the industrial setup and can also outline the important causes & impact of industrial disputes.
3. Identify and realize the role of trade union in the industrial setup.
4. Summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

### MAPPING MATRIX OF COURSE OBJECTIVES (Cos) AND COURSE LEARNING OUTCOMES (CLOs)

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				

<b>CO 4</b>				
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## **COURSE CONTENTS**

### **Unit-I: Introduction**

Concept and scope of employee relations. Tripartite Scheme. Approaches to employee relations: a. Sociological Approach b. Psychological Approach c. Gandhian Approach d. Marxian Approach History of Industrial Relations in India-Pre independence and post-independence. Impact of Liberalization, Privatization and Globalization on Indian Industrial Relations.

### **Unit-II: Industrial Relations Acts**

The Factories Act, 1948-Interpretation of the Act and Important Definitions, Provisions relating to Health under the Factory Act, 1948; Penalties and Offences, The Trade Union Act, 1926- Definitions; Registration of Trade Union, The Apprentices Act, 1961- Apprentices and their Trainings; Authorities.

### **Unit-III: Collective Bargaining**

Concept. Essential Pre requisites for collective bargaining. Levels of Collective Bargaining Plant Level, Industry Level and National Level. The collective Bargaining Process-with special reference to Charter of Demands, Sticking point, Integrative and Distributive Bargaining, Attitudinal Structuring. Advantages and disadvantages of collective bargaining. Collective Bargaining in India.

### **Unit-IV: Industrial Disputes and Legislative Framework in India**

Industrial Disputes and Legislative Framework in India- Causes and types of Industrial disputes. Machinery for the prevention and settlement of Industrial Disputes.

## **TEXT BOOKS**

1. Rao, Rega Surya, Lectures on Labour and Industrial Laws, 8<sup>th</sup> Edition, 2017, Asia Law House
2. Thothadri, Vijayalakshmi M S., Industrial and Labour Laws, 7<sup>th</sup> Edition, 2018, Dreamtech Press.



3. Ahuja K K: Industrial Relations Theory and Practice, 4<sup>th</sup> edition (2019), Vikas Publishing House.

#### **SUGGESTED READINGS**

1. S.C. Srivastava, Industrial Relations and Labour Laws, 5<sup>th</sup> Edition, 2020, Vikas Publishing House.
2. S.N. Mishra, Labour and Industrial Laws, 4<sup>th</sup> Edition, 2018, Central Law Publications
3. Jerome Joseph, Strategic Industrial Relations Management, 5<sup>th</sup> Edition, Global Business Press.

## **Compensation and Reward Management**

Course Code: 21MBA305 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To gain insights on various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. To determine the performance based compensation system for business excellence and solve various cases.
3. To designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. To understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand components and basic structures of compensation.
2. Define and relate functioning with the importance of internal alignment and conducting job evaluation for an appropriate compensation designing.
3. Gain knowledge on external competitiveness and benefits management.
4. Apply and connect with performance based compensation system and incentives.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **Unit I: Introduction to Compensation**

Definition of Compensation, Basic concepts of Compensation: components; Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.\

#### **Unit II: Internal Alignment and Job Evaluation**

Definition of Internal Alignment, Internal Pay Structures, Definition of Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

### **Unit III: Determining External Competitiveness and Benefits Management**

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

### **Unit IV: Performance Based Compensation System and Incentives**

Employee Contributions: Pay For Performance (PFP): Designing PFP Plans, Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers, Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. Incentive plans for white collar worker: straight salary, straight commission, combination plans

### **TEXT BOOKS**

1. BD Singh, Compensation & Reward Management, 2012, 2<sup>nd</sup> Edition, Excel books.
2. Milkovich & Newman, Compensation, 2017, 9th edition, Irwin/McGraw-Hill.
3. Bashker D. Biswas, Compensation and Benefit Design, 2012, FT Press

### **SUGGESTED READINGS**

1. Steven Balsam, an Introduction to Executive Compensation, 2002, Academic Press.
2. Joseph J. Martocchio, Strategic Compensation, 2014, 14th Edition, Prentice Hall.
3. Richard I. Anderson, Compensation Management in Knowledge based world, 2012, 10th edition, Pearson Education.
4. Er Soni Shyam Singh, Compensation Management, 2012, Excel Books.

## **Organizational Change & Development**

Course Code: 21MBA306 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To provide students with the knowledge, skills, and foundations of change concept.
2. To develop an understanding the acceptance of change and adapting it to be a natural phenomenon.
3. To be self-initiated that ensures their advancements in the organizations.
4. To have hands-on-experience with evaluation of intervention while emphasizing on its technological component.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the concept of change by investigating into its preliminary details.
2. Demonstrate understanding of model and processes of change
3. Gain clarity on organizational development interventions with their advanced conceptualizations.
4. Apprehend technology binding with organizational development along with issues important to tackle within that aspect.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### **COURSE CONTENTS**

#### **UNIT I: Introduction to organizational change**

Introduction to organizational change: Nature of change, forces of change, organizational routines and mental models, content of change, types and styles of change, building capability for change, providing leadership to change, types of change, cultural change, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change

## **UNIT-II: Introduction to organizational development**

Organizational development– An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

## **UNIT III: Interventions**

Designing Interventions: OD Interventions, Characteristics of OD Interventions, Conceptual Framework of OD, OCTAPACE model– Managing OD Process, Classification of OD Interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.

## **UNIT IV: Technology and Evaluation of interventions**

Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD–Issues Faced in OD: Introduction, Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions.

## **TEXT BOOKS**

1. Thomas G. Cummings, Theory of organization Development & Change, 12<sup>th</sup> Edition, 2015, Cengage.
2. Thomas & Christopher, Organization Development & Change, 8<sup>th</sup> Edition, 2004, Cengage.

## **SUGGESTED READINGS**

1. Julie Hodges, Consultancy, Organizational Development and Change: a practical guide to delivering values, 1<sup>st</sup> edition, 2020, Kogan Page Ltd.
2. Brenda B. Jones & Michael Brazzel, The NTL handbook of Organisational Development & change, 2<sup>nd</sup> Edition, 2014, Wiley.

<b>Team Dynamics at Work</b>	
Course Code: 21MBA307 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. Analyze and describe the core attributes of effective team design.
2. Identify the factors of ethical and power based leadership of teams
3. Amalgamate the dynamic of global practical team work.
4. Practically applying team dynamics at the workplace.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the importance of team work and ways to execute it.
2. Exercise ethical approach of managing and executing team assignments.
3. Gain clarity on dynamics of teams as team size, norms, social loafing.
4. Execute team settings and allocation of teams for the official task.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **UNIT I**

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation.

#### **UNIT II**

Team Conflict and Leadership. Conflict in Teams: Leveraging differences to Create Opportunity– Leadership in the team setting; energizing team efforts, Empowerment– Team decision making: Pitfalls and Solutions.

#### **UNIT III**

Discovering the interpersonal orientation through FIRO–B, Experiential learning methodologies–T– group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari window.

#### **UNIT IV**

Communication skills– Negotiation skills and strategies for team building–team morale, Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration

#### **TEXT BOOKS**

- Group Dynamics for Teams 3rd Edition by Daniel J. Levi

#### **SUGGESTED READINGS**

1. Team Roles at Work Paperback – 26 Jan 2010 by R Meredith Belbin
2. The Five Dysfunctions of a Team Hardcover – 9 Jan 2006 by Patrick Lencioni

## Strategic Human Resource Management

Course Code: 21MBA404 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. To establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive advantage.
2. To understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioural perspective and cybernetic systems.
3. To identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance
4. To analyse the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive advantage.
2. Understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioural perspective and cybernetic systems.
3. Identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance
4. Synthesize and apply knowledge in human resource management to contemporary organizations.

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				



## **COURSE CONTENTS**

### **Unit I: Introduction to Strategic Human Resource Management**

Definition, need, importance of Strategic Human resource management, a shift from Traditional HRM to Strategic HRM, Linking HR strategy with business strategy, Challenges of Strategic HRM

### **Unit II: Human Resource Environment**

Cross Cultural Management, Workforce Diversity, Change in Employment Relationship: Temporary and Contract Labour, Nepotism, Headhunting, Assessment Centre, Role of an HR in CSR

### **Unit III: Competency and Potential Development**

What are competencies? Competency mapping, Potential Development, The concept and Importance of Talent management, Attracting and retaining Talent, Career Planning – Organizational centered career planning, individual centered career planning, Succession planning, Elements of succession planning, Challenges of Succession planning

### **Unit IV: Strategic Human resource management issues and global dimension**

Employee engagement, Investment in Training and Development, Learning organization, Skill based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of Outsourcing, Understanding retrenchment and redundancy, Global competitive advantage, , Employer branding and Employee Value proposition, Benchmarking and Balanced scorecard, HR audit, Global ethical environment, Cases related to Strategic HRM

## **TEXT BOOKS**

- Tanuja Agarwala, Strategic Human Resource Management, 2012, Oxford University Press.
- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.

## **SUGGESTED READINGS**

- Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy, Managing Human Resources, 2012, PHI publication house.
- Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, 2012, 8<sup>th</sup> edition, Thomson South-Western
- S.K. Bhatia, Strategic Human Resource Management: Winning through People, 2011, 6<sup>th</sup> edition, Deep and Deep publications.

<b>Performance Management</b>	
Course Code: 21MBA405 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To impart the understanding about the concept of performance management.
2. To provide understanding of system and strategies adopted by the organizations to manage employees' performance.
3. To practically implement performance management process and chalking out its necessities.
4. To acquaint students with the issues in performance management.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Outline and understand the core objectives of performance management.
2. Understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.
3. Apply and connect the organizations performance management process.
4. Bring in collaborative learning by identifying and removing key issues with performance management.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

**Unit-I: Conceptual Framework of Performance Management:** Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**Unit-II: Components of Performance Management System:** Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counselling, identifying potential for development; Linking pay with performance.

**Unit-III: Implementation of Performance Management:** Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit;

**Unit-IV: Issues in Performance Management:** Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations.

### **TEXT BOOKS**

1. Armstrong, M. & Baron, A., Performance management and development. 2012, 4<sup>th</sup> Edition, Mumbai: Jaico Publishing House.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, 2016, London: Kogan Page.

### **SUGGESTED READINGS**

1. Bhattacharyya, D. K., Performance management systems and strategies, 2011, 6<sup>th</sup> Edition, India: Pearson Education.
2. Rao, T.V., Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, 2012, 11<sup>th</sup> Edition, Response Books: A division of Sage Publications.
3. Soumendra, Narain Bagchi, Performance Management. 11<sup>th</sup> Edition, 2013, Delhi: Cengage Learning India Pvt. Ltd.

<b>Leadership, Power and Politics in Organizations</b>	
Course Code: 21MBA406 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. The purpose of this course is to introduce students with the concepts that are useful for understanding, analysing, and navigating power dynamics in organizations.
2. Diagnosing power and politics in organizations, building coalitions and networks, managing conflict, speaking up for yourself and others you care about, responding to status loss and low expectations, and leading change (e.g., issue selling, change management and downsizing).
3. This course is designed for students aiming to develop their leadership, general management and career skills through a better understanding of power and politics.
4. This course highlights how your relationships with organizational stakeholders and an understanding of the organizational context are crucial to successfully navigating the political terrain of organizations.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate an understanding of the types of power in organizations.
2. Understanding the formation of formal structures and apply different strategies of influence to their own problems in organizations.
3. Gain knowledge on informal structures and analysing strengths and weaknesses of individual influence.
4. Implement cultural change and understanding the ways by which one overcome the barriers to power and influence

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

### **Unit I: Leadership and Roles**

Leadership and gender; Roles of personal traits; Leadership emergence; Leadership and Cross Cultural Management; Charismatic and transformational Leadership

### **Unit II: Introduction to power and informal structures**

Introduction to power and evolution; Organization power: meaning and functions; power and dependence, managing resources and relationships, Introduction to formal structures; building formal structures; uses and limits of formal structure, Introduction to informal structures; informal structures and dependence

### **Unit III: Implementation of cultural change**

Persuasion and manipulation; Power and culture; managing meaning and symbols; Internal networks, Implementing cultural change, overcoming barriers to power and influence, Social Exchange and Reciprocity

### **Unit IV: Ethical issues on organizational Politics**

Politics and organizational change; Empowerment and making difference; Sexism, Sexual Harassment and Gender Issues in the Workplace; Ethical Issues in Organizational Politics

### **TEXT BOOKS**

- Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge: How to make extraordinary things happen in organizations. Hoboken, New Jersey: John Wiley & Sons, Inc.
- David A. Buchanan and Richard J. Badham, Power, Politics and Organizational change, 2018, 2<sup>nd</sup> Edition, SAGE Publication

### **SUGGESTED READINGS:**

1. Mayo, A. J., & Nohria, N. (2017). In their time: The greatest business leaders of the twentieth century. Boston, Mass: Harvard Business School Press
2. Influence, Power & Politics In The Organization, Report by Roy E. Belen, 2017-2018, Access at Microsoft Word - PDF\_OBDReport\_brochure.docx (roybelen.com)
3. Lesson 30; access at POWER AND ORGANIZATIONAL POLITICS (managementconsultingcourses.com)
4. Managing power and politics in organizations- resistance, empowerment, ethics, Chapter 5, 2014, pg. 151, Managing Organizations.
5. Power and politics, Chapter 13, Organizational Behaviour, Pressbooks, Chapter 13: Power and Politics – Organizational Behavior (pressbooks.pub)

<b>International Human Resource Management</b>	
Course Code: 21MBA407 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To acquaint the students with the concepts and strategies of international human resource management through introduction.
2. To make students clear about staffing and training from expatriate perspective.
3. To make students aware about performance and compensation management from international perspective.
4. To provide clarity to students regarding repatriation and industrial relations.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Know HRM issues in international contexts; issues related to host, home and third country nationals.
2. Become aware about staffing and training strategies essential from international point of view.
3. Understand the performance and compensation management especially from expatriate's perspective.
4. Apprehend repatriation and industrial relations from international point of view.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I Introduction**

International Human Resource Management – Concept, Nature, Scope – Difference between IHRM & Domestic HRM – Developing IHRM strategies – Globalization & HRM – Stages in Internationalization of Business– Cross Cultural Implications – Culture and Organization Performance–HRM in cross border mergers and acquisitions -Case Studies

## **II Staffing and training**

Staffing of Multi Nationals – Planning, Recruitment & Selection– Trends in International Staffing – Training & Development – Training Strategies – Expatriate Training – Cross Cultural Training – Trends in Training for Competitive Advantage –Case Studies -International Business Structure – Types of Multi-national Structure-Case Studies

## **Unit-III Performance and Compensation management**

Performance Management in International Organizations – Variables influences performance of expatriate– International Compensation management – Variables influences Compensation – issues in compensation –Case Studies

## **Unit-IV Repatriation and Industrial relations**

Repatriation – Concept – Benefits from Returns – Challenges of Re-entry – Repatriation, Process – Managing Repatriation – International Industrial Relations – Nature & Approach – Future of IHRM--Case Studies

## **Text Books**

1. K. Aswathappa & Sadhna Dash, International HRM, 2<sup>nd</sup> Edition, 2013, Tata McGraw Hill.
2. Dowling, Peter J., Festing M. & Engle, A.D. (2013). International Human Resource Management, 6<sup>th</sup> Edition, (2013), Cengage Learning.

## **Suggested Readings**

1. Fey, C. F. & Furu, Top management incentive compensation and knowledge sharing in multinational corporations. Strategic Management Journal, 12<sup>th</sup> Edition, 2008,
2. Peter J. Dowling & Denice E. Welch, International Human Resource Management, 4<sup>th</sup> Edition, 2004, Cengage Learning.

## Human Resource Metrics & Analytics

Course Code: 21MBA408 HR	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### COURSE OBJECTIVES (CO)

1. Relate the importance of using data-based reasoning to support HR decisions.
2. Formulate decisions about human resource initiatives using data-based reasoning and analysis.
3. Identify the quantitative analyses suitable for the analysis of employee data.
4. Interpret statistical output involving HR data.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Formulate decisions for developing logical reasoning related to HR procedures.
2. Exercise analysis related to impacts of decisions
3. Synthesis and process employee data for further decision making
4. Interpret and decode the output so received by applying metrics and analytics tools

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### UNIT I Human Resource Metrics and Analytics

Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field – HR Analytics Defined –HR's Value Proposition

#### UNIT II An Overview of HR Regulations and Reporting Requirements

HR Policies, Procedures, and Guidelines– Key Regulations and Reporting Requirements–



Metrics, Benchmarks, and Other Indicators– Connecting Missions or Goals to HR Benchmarks and Metrics Analytics Tools and Techniques for HR Professionals

### **UNIT III Key Systems of Record for HR Data**

Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices,

### **UNIT IV Using the Analytics Process Model**

The Analytics Process Model and Its Phases– Applying the Analytics Process Model, Effectively Presenting HR Data– Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations.

### **TEXT BOOKS**

- HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya

### **SUGGESTED READINGS**

1. HR Analytics: The What, Why and How. by Tracey Smith 2013
2. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz–Enz John R. Mattox I

# Functional Electives (International Business)

<b>Cross Cultural Management and Management of MNC's</b>	
Course Code: 21MBA 303IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective Course

### **COURSE OBJECTIVES (CO)**

1. While focusing on business and management, this course provides an intellectual and experiential forum for developing the interpersonal-intercultural communication and interaction skills necessary for international managers.
2. While learning to identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations.
3. Students will acquire detailed expertise in dealing with a wide variety of cultural situations, challenges and paradigms, thus learning practical skills that will be useful for their own personal and professional development on an international level in and around MNC's.
4. To understand the implications of the globalization of business for effective management. Exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Acquire a sharper understand of their own culture and how it impacts their behaviour in a multicultural setting
2. Interpret behaviour, attitudes and communication styles of people from different cultures correctly
3. Understand the roles of, and challenges facing, MNC subsidiaries and headquarters
4. Deal with ambiguity in an ever-changing and unpredictable context that results from the globalization of business and people

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				

<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **Unit I: Introduction to cross-cultural management and dimensions of culture**

Introduction to cross-cultural management; The globalization of business and people in the 21st century; Understanding culture and cultural differences around the globe; dimensions of culture, A look at cross-border business agreements; Components of cultural intelligence; Key cultural values and concepts; How culture affects behaviour; Switching off cultural cruise control; Class Discussion: Examining our cultures, norms and behaviours; Cultural differences between Latin America and other countries

### **Unit II: The cross-cultural communication process**

The cross-cultural communication process; Verbal language, codes and conventions; Non-verbal communication; negotiating styles in Europe, Latin America and Asia; Focus: Cultural characteristics of Latin American countries; Cultural characteristics of Brazil

### **Unit III: Strategy and MNC's**

Marketing management in MNC's, Human resource management in MNC's, Operations Management in MNC's, Financial Management in MNC's.

### **Unit IV: Strategic Issues with MNC's**

Modes of entry and strategic alliance, organizational structures of MNC's, control and coordination in MNC's, Challenges of globalization, strategic issues for Indian MNC's

## **Text Books**

1. David Thomas and Kerr Inkson, Cultural Intelligence: Living and Working Globally", 2<sup>nd</sup> edition, 2009, Berrett-Koehler Publishers.
2. Dean Tjosvold, Cross Cultural Management, 2<sup>nd</sup> Edition, 2017, Taylor and Francis.

## **Suggested Readings**

1. Sobhana Madhavan, Cross Cultural Management, Second Edition, 2011, Oxford University Press.
2. "Five Global Leadership Forces", by Marshall Goldsmith, Bloomberg Business Week, 10/2016

<b>INTERNATIONAL BUSINESS</b>	
Course Code: 21MBA304 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60Marks
Prerequisite: NIL	Course Category: Functional Area Electives

### **COURSE OBJECTIVES**

1. To guide the students upon identifying right structure and understanding the set of key differences between domestic business and international business.
2. To enable students to learn and identify various methods for getting involved in international business.
3. To highlight the components of the international business environment.
4. To make students understand various measures of economic progress and development and describe the position of the United States in International trade.

### **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn the fundamental theories, purposes and practices of international business, and better understand why companies engage in it;
2. Recognize and appreciate the complexity of entering an international market;
3. Understand the relationship between government (foreign and domestic) and international business;
4. Better understand the impact of physical, cultural, political, legal and financial forces on international business;

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: An Overview of International Business**

Background for International Business - the definition international business - the rise of globalization – India's position in international trade. Theories of International Trade & Investment - the advantages of specialization - the concept of comparative advantage.

#### **Unit-II: Monetary system and financial markets**

The International Monetary System - the role of the International Monetary Fund (IMF) - fixed and floating exchange rates - the impact of European currency (EURO) and US Dollar. International Financial Markets - how a foreign exchange market function.

### **Unit-III: Integration and Trade Policies**

Economic Integration among Countries - the levels of economic integration - the various arguments of economic integration. Trade and Investment Policies - the role of foreign aid in international trade and investment - the goals and function of WTO.

### **Unit-IV: International Operations & Logistics**

Starting International Operations - various entry strategies used by firms to initiate international business activity - indirect exporting and importing - advantages and disadvantages of licensing. International Logistics - international logistics - the usefulness of free trade zones.

### **TEXT BOOKS**

1. Han, Jerry C. Y., Wild, John J., Wild, Kenneth L., International Business: The Challenges of Globalization, 4<sup>th</sup> Edition, 2009, Prentice Hall.
2. Thomas G. Cummings & Christopher, Organizational Development & Change, Second Edition, 2015. Sage Publication.

### **SUGGESTED READINGS**

1. Charles W. Hill, International Business: Competing in the Global Marketplace, 11th Edition, 2018, McGraw-Hill Custom Publishing, North Ryde.
2. George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, Global Transnational Business, Strategy and Management, 2<sup>nd</sup> Edition, 1986, Wiley.

INDIA'S FOREIGN TRADE AND POLICY	
Course Code: 21MBA305IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Electives

## COURSE OBJECTIVES

1. To acquaint the students with structure of India's foreign trade and explore India's trade policy.
2. To create awareness about the various schemes initiated for EXIM.
3. To provide understanding about role of Indian government in promoting India's foreign trade.
4. To understand the regulatory framework of bodies handling foreign exchange facilities.

## COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Equip the students to critically evaluate the India's foreign trade policy and it's economic relations.
2. Analyse the importance of various measures and schemes adopted for EXIM.
3. Understand the meaning importance of role of Indian government in promoting India's foreign trade.
4. Develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

## MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO1				
CO2				
CO3				
CO4				

**Unit I- Introduction to India's Foreign Trade and Policy :** History and introduction to foreign trade, India's Foreign Trade Recent Trends, objective of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items, Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings.

**Unit II- Export Promotion Measures and Schemes:** Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorization scheme (DFIA), deemed exports.

**Unit III- Indian Government Role:** Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India's foreign trade policy.

**Unit IV- Foreign Exchange facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

### **TEXT BOOKS**

1. James P. Neelankavil and Anoop Rai, International Business, 3<sup>rd</sup> Edition, 2015, Taylor and Francis.
2. V.K. Bhalla, International Business Environment and Management, 2010, Thirteen Revised Edition, Anmol Publications.

### **SUGGESTED READINGS**

1. Vyuptakesh Sharan, International Business: concept, environment and strategy, 3<sup>rd</sup> Edition, 2010, Pearson Education, India.
2. Prashant Salwan, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, 15<sup>th</sup> Edition, 2016, Pearson.



<b>International Business Strategy</b>	
Course Code: 21MBA306 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of strategic Management	Course Category: Functional Area Elective

### **COURSE OBJECTIVES**

1. To understand the basics of international business strategy and understand its nature in competitive situation.
2. To make them familiar about the unique characteristics of emerging economies.
3. To learn about international practices and procedures to meet objectives.
4. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.

### **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand international perspective of this course and how it is critical for the success of multinational companies.
2. Apply knowledge to understand the market volatility and growth and investment potential in emerging economies.
3. From learning to understanding of industry competition at international level and the choices companies make to compete.
4. Demonstrate capability of making their own decisions in dynamic business environment.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction**

Strategic Management in an International Context, Business policy, Vision and Mission, Purpose, Objectives, Goals and strategy.

#### **Unit-II: Competitive advantage and Industry attractiveness in International Context**

Competitive Advantage: resource-based and capability-based models of building competencies in international business. Analysing industry attractiveness in an international context. Competitor's analysis.

### **Unit-III: Resource Capability analysis and Matrix in International Context**

Value chain analysis in international context, Strategic advantage profile in international context, BCG matrix, DPM Matrix and GE Nine cell Matrix, Strategic Alliances and Networks: strategic motivations, learning and conflict within alliances. Competitive Dynamics: Competition and cooperation.

### **Unit-IV: Organization Structure in MNCs and Social Responsibility**

Implementing International strategy: Organisational structure in MNC's; relationship between strategy and structure in international context; strategizing with social responsibility.

### **TEXT BOOK**

1. William H. A. Johnson, Global Strategy: Developing an effective strategy in global business, 2020, Routledge.
2. Alain Verbeke, International Business Strategy, 2<sup>nd</sup> Edition, 2013, Cambridge University Press.

### **SUGGESTED READINGDS**

1. David A. Aaker, John Wiley, Developing Business strategies, 6<sup>th</sup> Edition, 2001, John Wiley & Sons Inc.
2. S. Raghunath, International Business Strategy: Perspectives on implementation in Emerging markets, First edition, 2017, Palgrave Macmillan.

<b>International Regulatory Environment</b>	
Course Code: 21MBA307 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: Basic understanding of strategic Management	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To focus on the role of International Trade Institutions in promoting international Trade.
2. To focus on rapidly expanding legal system of the World Trade Organization (WTO).
3. To provide a basic insight into the institutional and substantive law of the WTO.
4. To understand barriers and attempts to remove them.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Utilize competency in lieu of promoting international trade.
2. Synthesis World Trade Organization policies and measures.
3. Understanding and implementing laws of WTO.
4. Understand barriers to international trade

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO1</b>				
<b>CO2</b>				
<b>CO3</b>				
<b>CO4</b>				

### **COURSE CONTENT**

#### **UNIT I: Role of International Institutions in International Trade**

World Bank, IMF, WTO, UNCTAD, International Trade Centre (ITC), Geneva, USTR (United State Trade Representative), CBI (Centre for Promotion of Imports from Developing Countries)

#### **UNIT II Origin of WTO**

Evolution of GATT, From GATT to WTO, Multilateral and Plurilateral Agreements, Principles of GATT, Exceptions to WTO Commitment

#### **UNIT III Regulatory Frame work of WTO**

Sanitary and Phytosanitary Measures, Technical Barriers to Trade, Safeguards, Rules of Origin, Agreement on Agriculture, Agreement on Textile and Clothing, Subsidies and Countervailing Measures, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS)

#### **UNIT IV General Agreements on Trade and Services**

Objective and Need for GATS. Services covered under GATS, Obligations, Commitment and Schedules under GATS, Special and Differential Treatment under GATS, Dispute Settlement Mechanism, Stages in Dispute Settlement Mechanism, Procedure for Appeal, Implementing, and Recommendations of DSB

#### **TEXT BOOKS**

- Rao, M B & Guru Manjula, WTO and International Trade, Vikas Publication, 2001

#### **SUGGESTED READINGS**

1. Mattoo Aaditya, Stern Robert Mitchell, India and the WTO, Oxford, University Press, (2003),
2. Qureshi Asif Hasan, Interpreting WTO agreements: Problems and Perspectives, Cambridge University Press (2012)
3. Ezeani Elimma C., (2011), The WTO and its development obligation: prospects for global trade, Anthem Press,
4. Das Bhagirath Lal, WTO: The Doha Agenda : The new negotiations on world trade, Zed Books, (2003)
5. Bhaumik T. K., The WTO: a discordant orchestra, Sage Publications, (2006)

<b>Overseas Buying Behavior</b>	
Course Code: 21MBA404 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. To acquaint the students with the basic understanding of the concepts and theories of consumer and industrial buyer behavior
2. To enable students understand the internal determinants of buying behavior and their application to business cases.
3. To enable students understand the external determinants of buying behavior and their application to business cases
4. To understand the socio-cultural trends and their implications in overseas marketing.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain consumer behavior as a field of study, analyze and differentiate the various Consumer behavior models, Organization buying models.
2. Emphasize on the various psychological factors influencing buying behaviour across the various cultures.
3. Discuss the external determinants contributing towards changing buying behaviour.
4. Identify the various changes in the consumer behaviour field and discuss the trends in various cultures.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO1</b>				
<b>CO2</b>				
<b>CO3</b>				
<b>CO4</b>				

### **COURSE CONTENT**

#### **Unit I- Consumer Behavior**

Theory and its application to marketing strategy; Interdisciplinary nature of consumer behavior; Consumer buying process; Levels of decision making. Market Segmentation: Bases

of segmentation-Geographic, Demographic, Psychographic, lifestyle, behavioristic, Market positioning, Market Targeting, Market Positioning.

## **Unit II- Internal Determinants of Buying Behavior**

Market segmentation; Needs, motivation; consumer perception; Learning; Attitudes; Personality and psychographics (values and life style analysis); Consumer emotions and moods.

## **Unit III- External Determinants of Buying Behavior**

Family and household influence; Reference groups and social class and Mobility; Culture and subcultures; Interpersonal Communication and influence; Opinion leadership.

## **Unit IV- Trends in Overseas Consumer and Industrial Buying Behavior**

Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and its implications for international marketing; Consumer behavior in Service market and product market.

### **TEXT BOOKS**

1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. Consumer Behavior. 2014, 12<sup>th</sup> edition, New Delhi: Cengage Learning.
2. Schiffman, L. G., & Kanuk, L. L. Consumer Behaviour, 2016, 6<sup>th</sup> Edition, Prentice Hall.

### **SUGGESTED READINGS**

1. Michael R. Solomon. Consumer Behaviour. 2018, 11<sup>th</sup> Edition, New Delhi: PHI Learning Private Limited.
2. Paul, P. J., & Olson, J. C. Consumer Behaviour and Marketing Strategy, 2017, 8<sup>th</sup> Edition, McGraw Hill publication.

<b>International Relations and Management</b>	
Course Code: 21MBA405 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Course Category:	Functional Area Elective
Prerequisite:	Basic understanding of International Business

### **COURSE OBJECTIVES (CO)**

1. To understand the basics of International Relations and understand its nature in competitive situation.
2. To make them familiar about the unique characteristics of emerging economies.
3. To learn about international practices and events in world affairs.
4. To acquaint the students to handle critical situations in business world through practical application of knowledge and skills of the subject.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand international perspective of this course and the way power is acquired and used globally and how states and non-states actors interact.
2. Apply knowledge to understand the market volatility and growth and investment potential in emerging economies.
3. Become familiar with contemporary theories of international relations to use as lenses to differently explain outcomes and events in world affairs
4. Become conversant in current international events through a close reading of the news and interpretation of events through international relations theories and concepts.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction to International Relations**

Nature of International Relations, scope of the discipline, Scientific approaches in International Relations, State, Sovereignty; Power/Hegemony, National interest; Security, Anarchy Civil Society; Citizenship, Globalisation, Poststructuralism and Green Politics.

#### **Unit-II: Globalization Concepts**

Globalization and information revolution, Basic trends in international relations, Constructivism, An Alternative to Materialism and India's Security in its Areas of Strategic Interest

### **Unit-III: Problems of International Relations**

Conflict and peace-making, Comparative foreign policy, Human rights, International Law, Global ethics and political environment.

### **Unit-IV: Disaster Management & Business Security**

Natural Disaster, Operational Disaster, stages of disaster management, Disaster Management cycle, Global security and business.

### **TEXT BOOKS**

1. Vivienne Jabri, "Reflections on the Study of International Relations," in Trevor C. Salmon, ed., Issues in International Relations, London: Routledge, 1999.
2. Scott Burchill, "Introduction" in Scott Burchill and Andrew Linklater, eds., Theories of International Relations, New York: St Martin Press.
3. Hans Morgenthau, Politics among Nations (New Delhi: Kalyani, 1997) .

### **SUGGESTED READINGS**

1. E.H. Carr, The Twenty Years Crisis: 1919-1939, 2016, London: Macmillan
2. Hans J. Morgenthau, Balance of Power, in Phil Williams, Donald M. Goldstein and Jay M. Shafritz, 2012, 7<sup>th</sup> edition.,
3. Classic Readings of International Relations, 2013, 6<sup>th</sup> Edition, Belmont. Wadsworth Publishing Co.



<b>Export Import Procedures</b>	
Course Code: 21MBA406 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Area Elective

### **COURSE OBJECTIVES (CO)**

1. This course enables a student to appreciate the role of documentation in international trade.
2. This course will help the students to assess the importance of terms of contract from an international perspective.
3. The students will learn to apply the concepts learned in terms of delivery and international trade pricing to actual transactions.
4. Students would be able to evaluate the different methods of payments used in international trade.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn basic terminologies and concept related to international trade
2. Understand documentation related to export and import decision.
3. Synthesize procedural movements' related to exporting and importing of goods.
4. Comprehend with institutional framework for exports and imports.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit I: Preliminaries for Exports and Imports:**

Meaning and Definition of Export, Classification, Strategy and Preparation for Export Marketing, Export Marketing Organizations, Registration Formalities, IEC, RCMC, Export Licensing, Selection of Export Product, Identification of Markets, Methods of Exporting, Pricing Quotations, Payment Terms, Letter of Credit, Liberalization of Imports, Negative List for Imports, Categories of Importers, Special Schemes for Importers.

## **Unit 2: Export Import Documentation**

Aligned Documentation System, Commercial Invoice, Shipping Bill, Certificate of Origin, Consular Invoice, Mate's Receipt, Bill of Lading, GR Form, ISO 9000, Procedure for obtaining ISO 9000, BIS 14000 Certification, Types of Marine Insurance Policies, Import Documents, Transport Documents, Bill to Entry, Certificate of Inspection, Certificate of Measurements, Freight Declaration.

## **Unit 3: Export-Import Procedure**

Steps in Export Procedure, Export Contract, Forward Cover, Export Finance, Institutional framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection, Marine Insurance, Role of Clearing and Forwarding Agents, Shipping and Customs Formalities, Customs EDI System, Negotiation of Documents, Realization of Exports Proceeds, Pre-Import Procedure, Steps in Import Procedure, Legal Dimensions of Import Procedure, Customs Formalities for Imports, Warehousing of Imported goods, Exchange Control Provisions for Imports, Retirement of Export Documents.

## **Unit 4: Policy and Institutional Framework for Exports and Imports**

Foreign Trade Policy, Highlights, Special Focus Initiatives, Duty Drawback, Deemed Exports, ASIDE, MAI & MDA, Star Export Houses, Town of Export Excellence, EPCG Scheme, Incentives for Exporters, Export Promotion Councils, Commodity Boards, FIEO, IIFT, EOUs, SEZs, ITPO, ECGC, EXIM Bank.

## **TEXT BOOKS**

1. Export Management, D.C. Kapoor, 2013, 6<sup>th</sup> Edition, Vikas Publishing House
2. Reddy, P.V. & Mamatha, P. Export Made Easy. 2015, 6<sup>th</sup> Edition, Commercial Law Publishers (India) Pvt. Ltd.
3. Khurana, P. K. Export Management. 2013, 5<sup>th</sup> Edition, Galgotia Publishing Co.

## **SUGGESTED READINGS**

1. Handbook of Import-Export Procedures – Ministry of Commerce, Government of India, New Delhi.
2. Paras Ram, Export: What, Where and How, 2013, 6<sup>th</sup> Edition, Anupam Publishers, Delhi.
3. Mahajan M.I., Exports – Do it Yourself, 2011, 4<sup>th</sup> Edition, Snow White Publications, New Delhi
4. TAS Balagopal, Export Marketing, 2013, 8<sup>th</sup> Edition, Himalaya Publishing House.
5. Export Documentation and Procedures, 2014, 6<sup>th</sup> Edition, Nabhi Publications, New Delhi
6. R.L. Varshney, International Marketing Management, 2016, 13<sup>th</sup> Edition, Sultan Chand

<b>INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT</b>	
Course Code: 21MBA407 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (CO)**

1. To impart knowledge of international advertising concept, issues and decisions.
2. To develop knowledge of advertisement campaign, planning and communication internationally.
3. To understand the international brand concept and decision-making ability of creation.
4. To acquire knowledge of international brand positioning and services.

### **COURSE LEARNING OUTCOMES (CLO)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Acquire Knowledge of international advertising objectives, importance and DAGMAR approach concept.
2. Develop knowledge of advertisement Headline, body copy, logo, illustration and layout internationally.
3. Understand international brand personality, image, identity, equity and loyalty etc.
4. Acquire knowledge of international brand building in Different Sectors along with extension and services.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

### **COURSE CONTENTS**

#### **Unit-I: Introduction of International Advertising**

International Advertising: Its importance and nature; International Communication model; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

#### **Unit-II: Developments in International Advertising**

Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet. International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

### **Unit-III: Introduction of Branding**

Basics of Branding: Importance of branding; Basic branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions. Brand Creation and Development: Identifying and selecting brand name; Building brand personality.

### **Unit IV: Development of International Brands**

International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet. Brand Building in Different Sectors- Customers, industrial, retail and service brands. Developing International Brands: Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

### **TEXT BOOKS**

1. Aaker, David A. and Alexander L. Biel, Brand Equity and Advertising: Advertising's Role in Building Strong Brands, 2016, 11<sup>th</sup> Edition, Psychology Press.
2. Mooij, Marieke de, Global Marketing and Advertising: Understanding Cultural Paradoxes, 2015, 6<sup>th</sup> Edition, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, 2014, 7<sup>th</sup> Edition, Prentice Hall of India.

### **SUGGESTED READINGS**

1. Belch. George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 2018, 8<sup>th</sup> Edition, McGraw Hill Education.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, 2011, NTC Business Books, Illinois.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing, 2012, 5<sup>th</sup> Edition, Dryden Press.
4. Arnold, David, The Handbook of Brand Management, 2016, 4<sup>th</sup> Edition, Addison-Wesley
5. Kapferer, Jean Noel, Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity, 2014, 6<sup>th</sup> Edition, Simon and Schuster.
6. Moorthi, Y.L.R., Brand Management – The Indian Context, 2017, 3<sup>rd</sup> Edition, Vikas Publishing House.
7. SenguptaSubroto, Brand Positioning: Strategies for Competitive Advantage, 2014, 5<sup>th</sup> Edition, Tata McGraw Hill Education
8. Upsaw; Lynn B., Building Brand identity: A Strategy for Success in a Hostile Market place, 2014, 6<sup>th</sup> Edition, Wiley.

Information Systems for Global Business	
Course Code: 21MBA408 IB	Continuous Evaluation: 40 Marks
Credits: 3	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (CO)

1. To understand the linkage of information system in Global Business.
2. To comprehend with the emerging technologies that would help business at international front.
3. To comply with the strategies that gives success in the global market.
4. To understand the outsourcing mechanism and utilizing its merits for the betterment of the business.

### COURSE LEARNING OUTCOMES (CLO)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Amend the integration of the information system with the business.
2. Practically apply the advantages of using emerging technologies as Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.
3. Apply strategies to combat competition in the global markets.
4. Generate competency in developing rationality on outsourcing ways for conducting a global business

### MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES

Course Objectives (COs)	Course Learning Outcomes (CLOs)			
	CLO 1	CLO 2	CLO 3	CLO 4
CO 1				
CO 2				
CO 3				
CO 4				

### COURSE CONTENTS

#### UNIT I

Information Systems in Global Business today, importance, Global IT workforce vs Domestic Workforce; Global e- business and collaboration; obstacles in rollout, challenges in Multi-site projects; tools and techniques to increase productivity; implications of poor global information systems management.

#### UNIT II

Moore's Law; Law of Mass Storage; Implications of laws in reducing costs and improving performance; Cloud in multinational enterprise, Information Technology, Corporate Strategy,

and Competitive Advantage (Interlinked Value Chains); Basic Communications Technology and Concepts, Local Area Networks, Wide Area Networks (Packet Networks), Network Protocols (ISO OSI); Emerging technologies: Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.

### **UNIT III**

Key business drivers and challenges in the global environment; strategies for success in the global market; “connectivity” as a driver for global information system; software be designed to fit the business requirements Vs. business requirements be modified to fit existing software.

### **UNIT IV**

Micro-sourcing; Outsourcing from Service Provider Viewpoint; Producer/Consumer Perspective in Outsourcing; Need to outsource; challenges and risks, advantages and disadvantages associated with outsourcing an organization’s IT function; different kinds of outsourcing currently in use in today’s global economy.

### **TEXT BOOKS**

1. Dorothy E Leidner and Tim Kayworth (2008), Global Information Systems: The Implications of Culture for IS Management, A Butterworth-Heinemann Title
2. Jawadekar. (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited
3. Yi chen Lan. (2006), Global Information Society: Operating Information Systems in Dynamic Global Business Environment, Idea Group Publication.

### **SUGGESTED READINGS**

1. Arshdeep Bahga and Vijay Madisetti. (2014), Cloud Computing: A Hands-on Approach, Orient Blackswan Pvt Ltd, India.
2. Thorsten Blecker. (2007), Mass Customization Information Systems in Business, IGI Global.
3. Emily Nagle Green (2010), Anywhere: How Global Connectivity is Revolutionizing the Way We Do Business, McGraw Hill Education (India) Private Limited.
4. Mary C. Lacity, Leslie P. Willcocks, Mary Cecelia Lacity, and Leslie Willcocks (2000), Global Information Technology Outsourcing: In Search of Business Advantage, John Wiley & Sons.
5. Erran Carmel and Paul Tjia (2005), Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce, Cambridge University Press.