

SYLLABUS (2024-26)**MBA SEMESTER 1****MANAGERIAL PRESENTATION SKILLS & TRAINING-MBA24511**

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| Name of Program | MBA | Semester I | Year I |
| Name of Course | MANAGERIAL PRESENTATION SKILLS & TRAINING | | |
| Course Code | MBA24511 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1. | Basic Computer Literacy | | |
| 2. | Basic Microsoft Office Knowledge | | |
| 3 | Communication Skills | | |
| Course Outcomes: | | | |
| 1. | Develop the ability to create engaging and effective presentations tailored to specific audiences. | | |
| 2. | Develop advanced skills in using Microsoft Office applications, including Word, Excel, PowerPoint, and possibly Access. | | |
| 3. | Acquire skills in designing and delivering effective training sessions using MS Office applications. | | |
| 4. | Learn how to leverage MS Office applications to enhance managerial functions such as communication, decision-making, and project management. | | |
| 5. | Understand how to use MS Office tools to analyze data, create reports, and present findings to support managerial decision-making processes. | | |
| Description of Contents in Brief: | | | |
| 1. | Unit-1: What makes a good presentation? Psychology behind communication I. Examples of different types of presentations: Status report, product demonstration, sales pitch, team presentations Also in interviews, meetings, networking events, speaking with clients II. Define your goal: Business audience--inform, persuade, or sell What are your goals/desired outcomes? III. Know your audience: What do they already know? How to prepare for audience Q and A Adjusting your tone | | |
| 2. | Unit-2: Presenting your message Science of Communication I. Your core message: Preparing your core message and supporting points II Organizing a presentation, choosing a method of communication Write an outline II. Plan visuals Less text, more visuals How to use effective visuals—show examples, why do/don't they work? Visual representation of data—how to and why is it important? | | |
| 3. | Unit-3: Presenting yourself I. Practice presentation: Practice speaking, prepare effectively, Receive feedback II. Making it interactive and engaging: Importance of activating schemata, Concept check questions, Active listening tasks III. Non-verbal communication: Body language, eye contact | | |
| 4. | Unit-4: Power Point Presentation skills through MS office: Introduction to PowerPoint, Formatting and Editing Slides, Working with Multimedia, Slide Master and Templates and Collaboration and Presentation | | |

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| 5. | Unit-5: MS-Excel: Introduction to Excel, Working with Formulas and Functions, Data Analysis Tools, Charts and Graphs, Data Management and Collaboration |
| List of Text Books: | |
| 1. | he Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience" by Carmine Gallo |
| 2. | Slide:ology: The Art and Science of Creating Great Presentations" by Nancy Duarte |
| 3. | Speak Like Churchill, Stand Like Lincoln: 21 Powerful Secrets of History's Greatest Speakers" by James C. Humes |
| 4 | Microsoft Office 365 for Dummies" by Rosemarie Withee, Ken Withee, and Jennifer Reed |
| 5 | Excel 2019 Bible" by Michael Alexander and Richard Kusleika |
| 6 | PowerPoint 2019 For Dummies" by Doug Lowe |

BASICS OF STATISTICS- MBA24512

| Name of Program | MBA | Semester-I | Year I |
|-----------------------------------|---|------------|--------|
| Name of Course | BASICS OF STATISTICS | | |
| Course Code | MBA24512 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Proficiency insecondary education level(10+2) arithmetic. | | |
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| 2 | Self study habit. | | |
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| Course Outcomes: | | | |
| 1 | Students will be able to understand theapplications of statistics in decision making. | | |
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| 2 | Students will be able to understating the various typesdata used in business decisions and their analysis and interpretations. | | |
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| 3 | Students will be able to understating the basis of data collection for business decisions. | | |
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| 4 | Students will be able to understating basics of research model development and testing. | | |
| 5 | Students will be able to understating some of the data analysis techniques and writing the interpretation to help the business decisions. | | |
| Description of Contents in Brief: | | | |
| 1 | Introduction to business statistics. | | |
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| 2 | Concepts of probability and various theories ofprobability, probabilitydistribution. | | |

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| 3 | Basics of sampling methods and sampling distribution. |
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| 4 | Various theories of estimation, Hypothesis development and hypothesis testing. |
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| 5 | Time Series, Statistical decision theory, Non Parametric tests, panel data analysis |
| . | |
| List of Text Books: | |
| 1 | Statistics for Management, 7th Edtn by Richard I Levin & David S Rubin, Prentice Hall Pvt Ltd, New Delhi (2007). |
| . | |
| 2 | Statistical Methods, 28 th edition by S.P Gupta, Sultan Chand and Sons, New Delhi (2001) |
| . | |
| List of Reference Books: | |
| 1 | Business Statistics : For Contemporary Decision Making by Ken Black, Wiley publication. |
| . | |
| 2 | Business Statistics (Barron's Business Review Series). Clark, Jeff Clark, Paperback: Barron's Educational Series publication |
| . | |
| URLs: | |
| 1 | https://www.statisticshowto.datasciencecentral.com/business-statistics/ |
| . | |
| 2 | http://www.ddegjust.ac.in/studymaterial/mcom/mc-106.pdf |
| . | |

ORGANIZATIONAL BEHAVIOR - MBA24513

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|-----------------------------------|---|------------|---------|
| Name of Program | MBA | Semester-I | Year -I |
| Name of Course | ORGANIZATIONAL BEHAVIOR | | |
| Course Code | MBA24513 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | There are no prerequisites for this course, however some knowledge of psychology or management is recommended. | | |
| Course Outcomes: | | | |
| 1 | This course wish to develop a reasoned and analytical understanding of human behavior in organization | | |
| 2 | Awareness of the problems and opportunities in managing human resource in organizations and the ability to lead the people to achieve more effectively toward increased organizational performance. | | |
| Description of Contents in Brief: | | | |

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| 1 | Focus and Purpose - OB Definition & Meaning, Need, OB Model, Roles of Manager in OB, Challenges and Opportunities for -Contributing disciplines and area. |
| 2 | Individual Behaviour - Personality – Learning, Attitudes, Values, Perceptions, Motivation, |
| 3 | Group Behaviour - Group Dynamics, Group Cohesiveness & Group Decision Making, Decision making models, Team Building. |
| 4 | Leadership and Power- Trait , Theories of leadership, Managerial Grid, Transactional Vs Transformational Leadership, paradigm shift |
| 5 | Dynamics of Organizational Behaviour - Communication, Power and Authority, Organization Theory, culture and climate, Job satisfaction, Stress and Balancing work and Life |
| 6 | Management of Change & conflict management- Organizational change, conflict Management, Negotiations, OD interventions, Decentralisation |
| 7 | INTERNATIONAL OB- Global Perspectives and Domestic & International Corporations |
| List of Text Books: | |
| 1 | Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education |
| 2 | Fred Luthans, Organisational Behavior, McGraw Hill |
| List of Reference Books: | |
| 1 | Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, |
| 2 | Udai Pareek, Understanding Organisational Behaviour, Oxford Higher Education, |
| 3 | Mc Shane & Von Glinov, Organisational Behaviour, Tata Mc Graw Hill, 2017. |
| URLs: | |
| 1 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill/viewinsidehtml/39781159997132 |
| 2 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill/viewinsidehtml/500025923258076 |
| 3 | https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610 |

HUMAN RESOURCE MANAGEMENT- MBA24514

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|-----------------------------------|---|------------|--------|
| Name of Program | MBA | Semester I | Year I |
| Name of Course | HUMAN RESOURCE MANAGEMENT | | |
| Course Code | MBA24514 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Basic knowledge of Management concept, principles, objectives and functions. | | |
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| Course Outcomes: | | | |
| 1 | Understand the key concepts involved in day-to-day HR management. | | |
| . | | | |
| 2 | Analyze scenarios and apply theoretical and practical approaches to address various HR issues. | | |
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| 3 | Articulate the goals of compensation in the workplace. | | |
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| Description of Contents in Brief: | | | |
| 1 | Human Resources Management (HRM, HRM functions and objectives, HRM environment Strategic Human Resource Management | | |
| . | | | |
| 2 | Nature of Strategies and Strategic Management and Strategic Management Process, Human Resources planning | | |
| . | | | |
| 3 | Human Resources Information system: Job Analysis: Job Description, Job Specification. Recruitment, Selection | | |
| . | | | |
| 4 | Training and Development: Performance Appraisal, Compensation Administration, Promotion, Transfer and Separation, dismissal, retrenchment | | |
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| 5 | Voluntary Retirement Scheme, Golden Handshake. | | |
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| List of Text Books: | |
| 1 | Fundamentals of Human Resource Management- Dessler Gary, Pearson Education. |
| 2 | Human Resource Management- K. Ashwathappa- McGraw Hill Education. |
| List of Reference Books: | |
| 1 | Human Resource Management - Iain Henderson, Cipd Publications |
| 2 | Human Resource Management – Dr S S Khanka, S Chand Publications |

ACCOUNTING FOR MANAGERS MBA24515

| Name of Program | | MBA | Semester I | Year I |
|-----------------------------------|---|-------------------------|------------|--------|
| Name of Course | | ACCOUNTING FOR MANAGERS | | |
| Course Code | | MBA24515 | | |
| Core/Elective/Other | | CORE | | |
| Prerequisite: | | | | |
| 1 | Basic Mathematics, | | | |
| 2 | Familiarity with Accounting | | | |
| 3 | Basic concepts and standards underlying financial accounting systems | | | |
| Course Outcomes: | | | | |
| 1 | Understanding how accounting decisions affect real company practices. | | | |
| 2 | Understand the concepts of Deprecation, Inventory valuation and the methods employed by Indian Companies. | | | |
| 3 | Strengthening the foundations of the analytical approach to Managerial decision-making. | | | |
| 4 | To enable the students to prepare, analysis and interpret financial statements. | | | |
| 5 | To enable the students to take decisions using management accounting tools. | | | |
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| Description of Contents in Brief: | | | | |
| 1 | Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger, and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts. | | | |
| 2 | Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods, Policies of Indian Companies. | | | |
| 3 | Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) – uses and limitations – Cash Flow Analysis (simple problems) – uses and limitations – Difference between funds flow and cash flow analysis. | | | |
| 4 | Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study) | | | |
| 5 | Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only | | | |
| List of Text Books: | | | | |
| 1 | N. Vinayakam& B. Charumathi: Financial Accounting, S. Chand | | | |

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| 2 | S.N. Maheswari: Management Accounting, Sultan Chand |
| 3 | Financial Accounting for Management- Mukherjee, McGraw Hill |
| 4 | Financial Accounting and Analysis- Narender L. Ahuja, Varun Dawar ,Taxmann |
| List of Reference Books: | |
| 1 | Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand |
| 2 | R.N. Anthony: Management Accounting – Text and cases, Irwin |
| 3 | B.K. Bhar: Cost Accounting, Academic Publishers |
| 4 | 4H.G. Guthman: Analysis of Financial Statements, Prentice Hall |
| URLs: | |
| 1 | www.accountingformanagement.com |
| 2 | http://www.business.com/directory/accounting/software/ |
| 3 | www.icaai.org |
| 4 | www.icsi.edu |
| 5 | www.icwai.org |

FUNDAMENTALS OF MARKETING MANAGEMENT- MBA24516

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| Name of Program | MBA | Semester – I | Year-I |
| Name of Course | FUNDAMENTALS OF MARKETING MANAGEMENT | | |
| Course Code | MBA24516 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Basic understanding of business principles and familiarity with consumer behavior concepts. | | |
| 2 | Knowledge of customers, company and competitions, proficiency in data analysis. | | |
| Course Objectives: | | | |
| 1 | To equip students with the skills to develop effective marketing strategies and plans. | | |
| 2 | To equip students with the skills to develop effective marketing strategies and plans. | | |
| 3 | To enable students to analyze consumer and business markets and connect with customers. | | |
| 4 | To teach segmentation, targeting, and positioning strategies for effective brand management. | | |
| 5 | To explore techniques for creating brand equity, addressing competition, and driving growth. | | |
| Course Outcomes: | | | |
| 1 | Students will be able to define marketing and its value in contemporary business environments. | | |
| 2 | Students will develop marketing strategies and plans that align with corporate objectives. | | |
| 3 | Students will analyze consumer and business markets to create compelling value propositions. | | |
| 4 | Students will demonstrate proficiency in segmentation, targeting, and positioning strategies for brand management. | | |
| 5 | Student will develop strategies for managing marketing crises effectively, maintaining brand reputation, and driving growth amidst challenges. | | |
| Description of Contents in Brief: | | | |
| 1 | Understanding fundamentals of Marketing: marketing for the new realities, value of marketing, scope of marketing, core marketing concepts, new marketing realities, understanding the 4 As of marketing, marketing and customer value, corporate and division strategic planning, business unit strategic planning, marketing plan, building customer value, satisfaction, and loyalty, customer lifetime value, customer relationship management. | | |
| 2 | Capturing Marketing Insights: Collecting information and forecasting demand; components of modern marketing information system, analyzing macro environment, the green marketing revolution, forecasting and demand measurement, Conducting marketing research; the scope of marketing research, the marketing research process, measuring marketing productivity. | | |

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| 3 | Connecting with customers: Analyzing consumer markets; factors influences consumer behavior, the buying decision process-the five stage model. Analyzing business markets; organization buying, developing compelling customer value propositions, developing effective business-to-business marketing programs, Tapping into global markets. |
| 4 | Segmentation, Targeting and Positioning: Identifying market segments and targets; bases for segmenting consumer markets, market targeting, effective segmentation criteria. Crafting the brand positioning; developing brand positioning, choosing a competitive frame of reference, and establishing brand positioning, alternative approaches to positioning, positioning and branding for a small business. |
| 5 | Creating Brand Equity: Defining brand equity, brand bubble trouble, building brand equity, the brand value chain, brand worth, managing brand equity, devising a branding strategy, customer equity. Addressing competition and driving growth; competitive strategies for market leaders, the costs and benefits of fast fashion, product life-cycle marketing strategies, understanding double jeopardy, managing a marketing crisis. |
| Assignments: | |
| 1 | Conduct a market research project to analyze consumer behavior and forecast demand for a chosen product. |
| 2 | Develop a comprehensive marketing plan for a small business, including segmentation, targeting, and positioning strategies. |
| 3 | Create a presentation on global market expansion opportunities for a given product or service. |
| 4 | Write a critical analysis of a marketing crisis management case study, examining strategies employed and lessons learned. |
| List of Text Books: | |
| 1 | Kotler, P., & Armstrong, G. (13e). Principles of Marketing. Pearson Publisher. |
| 2 | William Perrault.JR,Joseph Cannon, E. SeromeMaccarthy, Basic Marketing- McGraw HillEducation. |
| List of Reference Books: | |
| 1 | Solomon, M. R., Marshall, G. W., & Stuart, E. W. (Year). Marketing: Real People, Real Choices. Publisher. |
| URLs: | |
| 1 | https://nptel.ac.in/courses/107/108/107108011/ |

MICRO ECONOMICS- MBA24517

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| Name of Program | | MBA | Semester I | Year I |
| Name of Course | | MICRO ECONOMICS | | |
| Course Code | | MBA24517 | | |
| Core/Elective/Other | | CORE | | |
| Prerequisite: | | | | |
| 1 | Reasonably proficient in English | | | |
| 2 | Proficiency in arithmetic of secondary education stage | | | |
| 3 | Self study habit | | | |
| Course Outcomes: | | | | |
| 1 | Appreciation of time value of decision and money | | | |
| 2 | Appreciation of interplay of demand, price, cost and production functions | | | |

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| 3 | Ability to distinguish competitiveness of product market |
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| Description of Contents in Brief: | |
| 1 | Basic Economics Concepts, Law of Demand, Elasticity of Demand, Law of Supply, Price Elasticity of Supply, Market Equilibrium |
| 2 | Consumer Surplus, Producer Surplus and Market Efficiency, Consumer Behavior, Utility Approach, Cardinal Approach |
| 3 | Income Effect, Price Effect and Substitution Effect, Function, Isoquant Analysis and Isoquant Curves |
| 4 | Cost Concepts, Economies and Diseconomies of Scale, Concept of Revenue |
| 5 | Theory of Firm, Market Structure, Theory of Marginal Productivity, Wages. |
| . | |
| List of Text Books: | |
| 1 | Principle of Economics by Deviga Vengedasalam and Karunakaran Madhavan, Oxford University. |
| 2 | Principles of Microeconomics: Dominic Salvatore, Oxford University Press. |
| 3 | Microeconomics: Theory and Applications, D N Dwivedi Vikas Publishing. |
| . | |
| List of Reference Books: | |
| 1 | Microeconomics for Management Students, Ravindra H. Dholakia, A. N. Oza, Oxford University Press. |
| 2 | Managerial Economics, <i>William F. Samuelson</i> and <i>Stephen G. Marks</i> , Wiley Blackwell |
| . | |
| URLs: | |
| 1 | https://www.indiabudget.gov.in/economicsurvey/ |
| 2 | http://www.mospi.gov.in/download-reports?main_cat=NzIy&cat=All&sub_category=All |
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BUSINESS AND CORPORATE LAWS- MBA24518

| Name of Program | MBA | Semester I | Year I |
|---------------------|--|------------|--------|
| Name of Course | BUSINESS AND CORPORATE LAWS | | |
| Course Code | MBA24518 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Have a basic understanding of business law . | | |
| 2 | To help them make better decisions throughout a business' existence, it can do most things that a person can do, | | |
| 3 | Need to know laws to control the various activities. | | |
| Course Outcomes: | | | |
| 1 | Will help in studying the interaction of law and business . | | |
| 2 | Help in anticipating the legal needs of the companies | | |
| 3 | Comprehending how laws and regulations can impact businesses in both positive and negative ways | | |

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| Description of Contents in Brief: | |
| 1 | Basic Principles of Indian Constitution – fundamental rights and Indian Constitution, Contract Act 1872- essential elements of contracts ,offer ,acceptance ,consideration ,free consent,void agreements,quasi contract,contingent contract,discharge of contractremedies and breach of contract |
| 2 | Companies Act, 2013-meaning of company,characteristics,classification of companies,formation of companies,memorandum of associate,on,article of association,,shares,winding up |
| 3 | Partnership Act, 1932-essential elements of partnership,difference between partnership and company,formation of partnership,whocan not become partner,rights and duties of partners,dissolution of partnership, |
| 4 | Negotiable Instrument Act, 1881- types of negotiable instruments,parties to a negotiable instruments,presentment of a negotiable instrument,dishonor of a negotiable instrument,Hundis |
| 5 | Consumer Protection Act, 1986-Objects,applicability,rights of consumers,consumer protection councils,nature and scope of remedies available to consumers, Sale of Good Act-1930-formation of the contract of sale,goods and its classification,price,conditions and warranties,transfer of property in goods,transfer of title by non-owners,performance of sale,unpaid seller and his rights,sale by auction. |
| List of Text Books: | |
| 1 | Mercantile Law -N D Kapoor,SultanChand |
| List of Reference Books: | |
| 1 | Introduction to Constitution of India – D D Basu, Lexis Nexis LawBooks |
| 2 | Business Law Principles For Todays Commercial Environment 4th Edition by Twomey D P , Cengage Learning |
| | URL: |
| 1 | www.classcentral.com |

MANAGEMENT INFORMATION SYSTEMS- MBA24519

| Name of Program | MBA | Semester-I | Year I |
|---------------------|---|------------|--------|
| Name of Course | MANAGEMENT INFORMATION SYSTEMS | | |
| Course Code | MBA24519 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Basic understanding of concept of management and their functional areas. | | |
| 2 | Basic understanding of contemporary technologies. | | |
| Course Outcomes: | | | |
| 1 | Students will be able to understand the basics of management information system. | | |
| 2 | Students will be able to understand the Applications information system in various functional areas | | |

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| | of a firm. |
| 3 | Students will be able to understand the implementation process of MIS for operational excellence within the organization. |
| 4 | Students will be able to understand the State of art IT Infrastructure required for various types of business firms. |
| 5 | Students will be able to understand basics of Digital transformation process of Goods and services with their changes value proposition to firm and buyers. |
| Description of Contents in Brief: | |
| 1 | Concept of MIS and various types of MIS (TPS, OAS, KWS MMIS, ESS) |
| 2 | Decision, Programmed and Non- Programmed decisions, DSS, GDSS. |
| 3 | Enterprises information systems, financial Information system, marketing information system, HR information system. |
| 4 | IT infrastructure, contemporary technologies, cloud computing, grid computing etc. |
| 5 | IT ecosystem. Achieving Operational Excellence and Customer Intimacy: Enterprise Applications E-Commerce, Digital Markets, digital Goods and services. |
| List of Text Books: | |
| 1 | MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education publications. |
| 2 | Management Information system by R. Kelly Rainer, Brad Prince, Hugh J. Watson, Wiley publications. |
| List of Reference Books: | |
| 1 | Management Information Systems by James A. O'Brien, George Marakas, McGraw-Hill Education; (10 edition) Publication. |
| 2 | Management Information System, W.S Jawadekar, Tata McGraw Hill Publication. |
| URLs: | |
| 1 | https://eller.arizona.edu/departments-research/schools-departments/mis/what-is-mis |
| 2 | http://www.edx.org/course/introduction-to-management-information-systems-mis |

E-BUSINESS- MBA24520

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| Name of Program | MBA | Semester -I | Year I |
| Name of Course | E-BUSINESS | | |
| Course Code | MBA24520 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Basic understanding of concept of Information management. | | |
| 2 | Basic understanding of concepts of marketing, supply chain and strategy. | | |

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| Course Outcomes: | |
| 1 | Able to distinguish between e-commerce and e- business. |
| 2 | Able to understand the evolution of Internet based business models and their linkage. |
| 3 | Ability to transform brick and mortar organizations to click based organizations. |
| Description of Contents in Brief: | |
| 1 | Concept of e-Commerce and e business . |
| 2 | Porter's framework, Electronic Data Interchange, Internet based business, internet based firms, B2B, B2C, C2C, C2B, G2B. |
| 3 | Various E- Business Models Brokerage Advertising, Merchant Manufacturer (Direct) Affiliate Community Subscription, Utility models. |
| 4 | Marketplaces e-Leaning, e-Government, e-Tourism etc. Internet marketing Technologies, |
| 5 | Interface, Blog, twitter, videos websites, social networking content management, Cyber crimes, Security related issues in internet business, Govt. regulations for e business. |
| List of Text Books: | |
| 1 | Introduction to e-commerce” by Jeffrey F. Rayport & Bernard J. Jaworski; TATA Mcgraw Hill Publications. |
| 2 | Creating a Winning E – Business” by Napier Rivers, Wagner & Napier, Cengage Learning Publications. |
| List of Reference Books: | |
| 1 | E-Business & E-Commerce for Managers by Harvey Deitel Paul Deitel, printice hall publication |
| 2 | Realizing Ebusiness with Components by Paul Allen, Addison-Wesley Professional Publication. |
| URLs: | |
| 1 | https://www.ionos.com/digitalguide/online-marketing/online-sales/what-is-e-business/ |
| 2 | https://www.springer.com/journal/10257 |

MBA SEMESTER II

BUSINESS MODELING LAB- MBA24521

| Name of Program | | MBA | Semester II | Year I |
|-------------------------|--|-----------------------|-------------|--------|
| Name of Course | | BUSINESS MODELING LAB | | |
| Course Code | | MBA24521 | | |
| Core/Elective/Other | | Core | | |
| Pre-requisite knowledge | | | | |
| 1 | Proficiency in fundamental arithmetic operations, including addition, subtraction, multiplication, and division. | | | |
| 2 | Grasp of statistical fundamentals like mean, median, standard deviation, and correlation. | | | |
| 3 | Familiarity with essential statistical principles akin to those utilized in Stata, SEM, and econometrics. | | | |
| Course Outcomes: | | | | |
| 1 | Students will be able to proficiently use Excel for data entry, manipulation, and analysis. | | | |

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| 2 | Students will gain proficiency in data management tasks such as importing, cleaning, and merging datasets in Stata. |
| 3 | Students will develop a solid understanding of the SPSS interface, data entry, and variable properties. |
| 4 | Students will understand the principles and applications of structural equation modeling (SEM) using Amos. |
| 5 | Students will develop skills in time-series data analysis and forecasting using EViews. |
| 6 | Students will understand the fundamentals of structural equation modeling (SEM) and its applications in SmartPLS. |
| Description of Contents in Brief: | |
| 1 | <p>Unit 1: Introduction to Financial Modeling and Excel Basics</p> <p>Introduction to Financial Modeling: Overview of financial modeling, its importance, and applications in finance.</p> <p>Excel Basics: Review of essential Excel functions, formulas, data manipulation techniques, and formatting for financial modeling purposes.</p> <p>Hands-on Practice: Building simple financial models in Excel to understand basic modeling concepts such as time value of money and forecasting.</p> |
| 2 | <p>Unit 2: Stata for Financial Modeling</p> <p>Stata Functions: Introduction to advanced Excel functions relevant for financial modeling, Functions, and array formulas.</p> <p>Data Analysis Tools: Exploring Stata's data analysis tools for financial modeling, including regression analysis, data tables, and scenario analysis.</p> <p>Modeling Best Practices: Learning best practices for structuring and organizing financial models efficiently.</p> |
| 3 | <p>Unit 3: Statistical Analysis with SPSS</p> <p>Introduction to SPSS: Overview of SPSS (Statistical Package for the Social Sciences) and its applications in statistical analysis.</p> <p>Data Preparation: Importing and preparing financial data for analysis in SPSS.</p> <p>Statistical Analysis: Conducting basic statistical analysis including descriptive statistics, correlation analysis, and regression analysis using SPSS.</p> <p>Interpreting Results: Interpreting statistical outputs and applying findings to financial decision-making.</p> |
| 4 | <p>Unit 4: Structural Equation Modeling (SEM) with AMOS and EViews</p> <p>Introduction to Structural Equation Modeling (SEM): Understanding the concept of SEM and its relevance in finance.</p> <p>AMOS Interface: Familiarization with the AMOS software interface for building and analyzing SEM models.</p> <p>Model Specification: Building and specifying SEM models for financial data analysis.</p> <p>Model Evaluation: Evaluating SEM models for fit, reliability, and validity.</p> <p>Interpreting Results: Interpreting SEM results and drawing conclusions for financial decision-making.</p> |
| 5 | <p>Unit 5: Advanced Financial Modeling with SmartPLS</p> <p>Introduction to SmartPLS: Overview of SmartPLS software and its advantages for advanced financial modeling.</p> <p>Model Building: Building complex financial models using SmartPLS, including path modeling and mediation analysis.</p> <p>Assessment and Validation: Assessing model validity, reliability, and predictive power using SmartPLS.</p> <p>Real-world Applications: Applying SmartPLS to real-world financial datasets and case studies.</p> <p>Project Presentation: Students present their SmartPLS models and findings, demonstrating proficiency in advanced financial modeling techniques.</p> |

| Text Book | |
|-----------|--|
| 1 | Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity Author: Paul Pignataro Publisher: Wiley Year: 2013 |
| 2 | Excel Basics to Blackbelt: An Accelerated Guide to Decision Support Designs Authors: Elliot Bendoly, G. Keong Leong, and Jeffrey H. Moore Publisher: Cambridge University Press Year: 2008 |
| 3 | Discovering Statistics Using IBM SPSS Statistics Author: Andy Field Publisher: SAGE Publications Ltd Year: 2013 |
| 4 | Structural Equation Modeling: Applications Using Mplus Authors: Jichuan Wang and Xiaoqian Wang Publisher: John Wiley & Sons Year: 2019 |
| 5 | Using Partial Least Squares Structural Equation Modeling (PLS-SEM) in Marketing Research: Basic Concepts and Advanced Insights Authors: Christian M. Ringle, Christian M. Sarstedt, and Sven Wende Publisher: Springer Year: 2015 |
| 6 | Brooks, C. (2008). Introductory Econometrics for Finance. Cambridge. |
| 7 | Pindyck, R.S &Rubinfeld, D.L. (2016). Econometric Models and Econometric Forecasts. McGraw-Hill. |

FINANCIAL MANAGEMENT- MBA24522

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|-----------------------------------|---|----------------------|-------------|--------|
| Name of Program | | MBA | Semester II | Year I |
| Name of Course | | FINANCIAL MANAGEMENT | | |
| Course Code | | MBA24522 | | |
| Core/Elective/Other | | CORE | | |
| Prerequisite: | | | | |
| 1 | Fundamental Knowledge of Accounting | | | |
| 2 | Familiarity with Costing Term | | | |
| 3 | Basic concepts and standards underlying financial systems | | | |
| Course Outcomes: | | | | |
| 1 | Synthesize Basic concepts of financial management and contemporary theory and policy to master the concepts, theories, and technique of financial management | | | |
| 2 | The management and evaluation of portfolios and firm valuation techniques. | | | |
| 3 | Develop cognizance how to incorporate risk and uncertainty into investment decisions and understand how companies make financing and investment decisions | | | |
| 4 | Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure | | | |
| 5 | To know the various concept and sources of finance. | | | |
| Description of Contents in Brief: | | | | |
| 1 | FINANCIAL MANAGEMENT: Importance of Finance; Meaning of Business Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management, Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organization of the Finance Function; Importance of Financial Management. | | | |
| 2 | FINANCIAL PLANNING: Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security Financing; Convertible Debentures; Internal Financing; Loan Financing; Public | | | |

| | |
|--------------------------|---|
| | Deposits; Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical Problems |
| 3 | CAPITAL STRUCTURE: Capital Structure Theories, Determination of Capital Structure; Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Dividend theories and Practical Problems. |
| 4 | WORKING CAPITAL MANAGEMENT: Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Projection of Working Capital, Conservative Asset Policy, Aggressive Asset Policy, Management of Inventory, Tools of Inventory Management, ABC Analysis, VED Analysis, EOQ Analysis, Financial Break Even Point and EPS Analysis |
| 5 | CAPITAL BUDGETING Concept of Capital Budgeting, Importance of Capital Budgeting, Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions; Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis; Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, |
| List of Text Books: | |
| 1 | Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti. |
| 2 | Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi. |
| 3 | Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi. |
| 4 | Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi. |
| 5 | Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi. |
| List of Reference Books: | |
| 1 | Abdelsamad, M.: A GUIDE TO CAPITAL EXPENDITURE ANALYSIS, New York, American Management Association, 1973 |
| 2 | Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968. |
| 3 | Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin co., 1976. |
| 4 | Heifert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967. |
| URLs: | |
| 1 | www.reoptiunction.ocm |
| 2 | www.investorindia.com |
| 3 | www.fms.org |
| 4 | www.fmsfindia.org |
| 5 | www.financialmanagement.in |

MACROECONOMICS- MBA24524

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|---------------------|-------------------------------|-------------|--------|
| Name of Program | MBA | Semester-II | Year-I |
| Name of Course | MACROECONOMICS | | |
| Course Code | MBA24524 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Proficiency in Microeconomics | | |
| : | | | |

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|-----------------------------------|---|
| 2 | Reasonably proficient in English |
| 3 | Proficiency in arithmetic of secondary education stage |
| Course Outcomes: | |
| 1 | Develop ability to interpret macroeconomic trends |
| 2 | Develop ability to anticipate macroeconomic trends and take informed decisions |
| 3 | Inculcate initial grounding of risk taker as well as conservative decision maker |
| Description of Contents in Brief: | |
| 1 | Macroeconomics Goals, Components of Macroeconomics, Aggregate Demand and Aggregate Supply |
| 2 | National Income, Measuring National Income, Real Income, Per Capita Income and Growth Rate |
| 3 | Economic Functions of Government, Budget, Revenue, Expenditure, Public Debt and Unemployment |
| 4 | Money Demand, Money Market, Price Index, International Trade, Balance of Payments. |
| List of Text Books: | |
| 1 | Macroeconomics by Dornbusch Rudiger, Fischer Stanley, Richard Startz, Mcgraw Hill Education (India) Private Limited . |
| 2 | Principle of Economics by Deviga Vengedasalam and karunagaran Madhavan, Oxford University |
| 3 | Economies - Paul A. Samuelson, Sudip Chaudhuri, William D. Nordhaus, Anindya Sen, McGraw Hill |
| List of Reference Books: | |
| 1 | An Encyclopedia of Macroeconomics- Edward Elgar Publishing. |
| 2 | Macroeconomics : An Integrated Approach by Alan J. Auerbach and Laurence J. Kotlikoff, MIT Press. |
| URLs: | |
| 1 | https://www.indiabudget.gov.in/economicsurvey/ |
| 2 | http://www.mospi.gov.in/download-reports?main_cat=NzIy&cat=All&sub_category=All |

BUSINESS ETHICS & CORPORATE GOVERNANCE- MBA24525

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|---------------------|--|-------------|--------|
| Name of Program | MBA | Semester-II | Year-I |
| Name of Course | BUSINESS ETHICS & CORPORATE GOVERNANCE | | |
| Course Code | MBA24525 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Proficiency in Accounting Concepts, Human resource Management and Strategic Management | | |
| 2 | Attuned and sensitive to requirements of societal needs from Business | | |

| | |
|-----------------------------------|--|
| 3 | Proficiency in Business & Corporate Laws |
| . | |
| Course Outcomes: | |
| 1 | Develop ability to understand balance of corporate and society needs |
| . | |
| 2 | Develop ability to anticipate societal trends and take informed decisions |
| . | |
| 3 | Inculcate initial grounding of ethical decision maker. Help in improving knowledge to drive business growth. |
| 4 | In understanding governance practices that promote transparency, accountability, and ethical behavior to ensure long-term success and stakeholder confidence. |
| . | |
| 5 | Knowledge of implementation of best practices in governance. |
| . | |
| Description of Contents in Brief: | |
| 1 | Ethics, Morals and Values in Business, Ethical issues related to Stakeholders of Business |
| . | |
| 2 | Conflicts & its resolution in decision making from ethical point of view. Maintenance of Integrity. Ethical Issues in managing public limited firms. Ensuring sustainable development. |
| . | |
| 3 | Global and National Perspectives – Global Corporate Governance models. Claims of Various Stakeholders, Cadbury Report, Changes over the last few decades, OECD Committee Recommendations – SOX Act (of USA). |
| . | |
| 4 | Internal Corporate Governance Mechanism: Board of Directors, Functional Committees of Board; Code of conduct, whistle blowers. External Corporate Governance Mechanism: Regulators, Institutional Investors, Corporate raiders. |
| . | |
| 5 | Corporate Governance in India. CII, Kumaramangalam, Narayanamoorthy, Naresh Chandra, J J Irani Committee reports – Legal and Regulatory Changes – introduction and modification of Clause 49, Corporate governance in practice in India and cases. |
| . | |
| List of Text Books: | |
| 1 | Manuel Velasquez – Business Ethics: Cases & Concepts (Orient International). |
| . | |
| 2 | Stephaine Bainbridge – The New Corporate Governance in Theory and Practice (Oxford University Press). |
| . | |
| 3 | Subash Chandra- Corporate Governance in India: An Evaluation (Prentice Hall of India). |
| . | |
| List of Reference Books: | |
| 1 | Walther C. Zimmerli, Klaus Richter, Markus Holzinger, Corporate Ethics and Corporate Governance, Springer Science & Business Media. |
| . | |
| 2 | Alexander Brink (Ed.), Corporate Governance and Business Ethics, Springer. |
| . | |
| URLs: | |
| 1 | http://www.mca.gov.in/MinistryV2/homepage.htm |
| . | |
| 2 | https://www.sebi.gov.in/sebiweb/home/HomeAction.do?doListingAll=yes&search=Corporate%20Governance . |
| . | |

OPERATIONS RESEARCH- MBA24526

| | | | |
|------------------------|------------|--------------------|---------------|
| Name of Program | MBA | Semester-II | Year I |
|------------------------|------------|--------------------|---------------|

| | |
|-----------------------------------|--|
| Name of Course | OPERATIONS RESEARCH |
| Course Code | MBA24526 |
| Core/Elective/Other | CORE |
| Prerequisite: | |
| 1 | Basic understanding of concept of Business process and activities. |
| 2 | Basic understanding of mathematics and algebra.. |
| Course Outcomes: | |
| 1 | Students will be able to understand the basics decision making process in business . |
| 2 | Students will be able to understand the fundamentals of resource optimization process in business. |
| 3 | Students will be able understandto various types of Optimization Models in business. |
| 4 | Students will be able to understand the functional area specific applications of optimization techniques.. |
| 5 | Students will be able to understand various contemporary softwares used in business process optimization and evaluation. |
| Description of Contents in Brief: | |
| 1 | Scope and Applications of operation research in business Decision-making, Linear programming Linear programming model, Simplex method etc. |
| 2 | Basics of Transportation Problems, mathematical models and solutions of transportation problems, Assignment Problems for resource optimization Shipment models and Problems |
| 3 | Basic Understanding of competitive strategies of business, its mathematical models, Game Theory for Monopoly, oligopoly and duopoly situation in business , Sequencing Problem. |
| 4 | Fundamentals of Project /Task optimization, WBS, Linear responsibility chart etc. |
| 5 | Hand on practice to various software application used for business process optimization i.ePromavera(ORACLE),MS Project, CAPSTONE, etc |
| List of Text Books: | |
| 1 | TahaHamdy - Operations Research - An Introduction, Prentice-Hall. |
| 2 | Hillier and Lieberman, Introduction to Operations Research, McGraw-Hill |
| List of Reference Books: | |
| 1 | Gupta PK,Elements of Operations Research :Quantitative Techniques for Decision Making, Sultan Chand & Sons, |
| 2 | Said Salhi, John Boylan(Editors)The Palgrave Handbook of Operations Research. |
| URLs: | |

| | |
|---|---|
| 1 | https://www.or.ncsu.edu/about/what-is-operations-research/ |
| 2 | https://link.springer.com/journal/12351 |

BUSINESS RESEARCH METHODOLOGY- MBA24527

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|-----------------------------------|---|-------------|--------|
| Name of Program | MBA | Semester-II | Year I |
| Name of Course | BUSINESS RESEARCH METHODOLOGY | | |
| Course Code | MBA24527 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Basics of arithmetic, and inclination towards research. | | |
| 2 | Self-study habit. | | |
| Course Outcomes: | | | |
| 1 | Students will be able to understand the need and importance of research in business.. | | |
| 2 | Students will be able to understating the reasons of abnormal results in business. | | |
| 3 | Students will be able to understating the various approaches to develop the rationale of business solutions through research. | | |
| 4 | Students will be able to understating different methods and procedures of business decisions with sound data support. | | |
| 5 | Students will be able to understating some of the contemporary data analysis tools | | |
| Description of Contents in Brief: | | | |
| 1 | Basics and Types of research, Identification, selection and formulation of the research problem, . | | |
| 2 | Review of literature, style of referencing, Research Approach Development, Conceptual/theoretical . research models, Hypothesis development. | | |
| 3 | Determining the types of data required, primary data and secondary data, | | |
| 4 | Research Design: Sample Design: population, sample size, sampling frame, sampling procedure, development of instrument,Measurement scales, testing of instrument(Validity and reliability of research instrument). | | |
| 5 | Data Collection, Processing ,Data Analysis and Interpretation, Reference Writing, Structuring the report. Introduction to some basic data analysis tools(i.e.SPSS). | | |
| List of Text Books: | | | |
| 1 | Statistics for Management, 7th Edtn by Richard I Levin & David S Rubin, Prentice Hall Pvt Ltd, New Delhi (2007). | | |

| | |
|--------------------------|---|
| 2 | Statistical Methods, 28 th edition by S.P Gupta , Sultan Chand and Sons, New Delhi (2001) |
| . | |
| List of Reference Books: | |
| 1 | Business Statistics : For Contemporary Decision Making by Ken Black, Wiley publication. |
| . | |
| 2 | Business Statistics (Barron's Business Review Series). Clark, Jeff Clark, Paperback: Barron's Educational Series publication |
| . | |
| URLs: | |
| 1 | https://www.statisticshowto.datasciencecentral.com/business-statistics/ |
| . | |
| 2 | http://www.ddegjust.ac.in/studymaterial/mcom/mc-106.pdf |
| . | |

ADVANCED MARKETING MANAGEMENT-MBA24528

| | | | |
|-----------------------------------|---|---------------|---------|
| Name of Program | MBA | Semester – II | Year- I |
| Name of Course | ADVANCED MARKETING MANAGEMENT | | |
| Course Code | MBA24528 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Basic idea of consumer behavior, demand, and marketing process etc. | | |
| . | | | |
| 2 | Knowledge of marketing environment, STP and customer satisfaction etc. | | |
| . | | | |
| Course Objectives: | | | |
| 1 | To equip students with advanced knowledge and skills in designing and managing product, pricing, communications, marketing channels, and marketing growth strategies. | | |
| 2 | To provide a comprehensive understanding of the strategic aspects of marketing management. | | |
| 3 | To enhance students' decision-making skills in complex marketing scenarios. | | |
| 4 | To prepare students for real-world challenges and opportunities in marketing leadership roles. | | |
| Course Outcomes: | | | |
| 1 | Students will be able to formulate and implement effective product strategies tailored to specific market segments. | | |
| 2 | Students will demonstrate proficiency in developing pricing strategies that maximize value and profitability. | | |
| 3 | Students will acquire skills in crafting integrated marketing communications plans across traditional and digital channels. | | |
| 4 | Students will understand the importance of efficient marketing channel design and management for enhancing market reach and customer satisfaction. | | |
| 5 | Students will master sustainable and socially responsible marketing strategies, ensuring long-term organizational growth and readiness for the future of marketing. | | |
| Description of Contents in Brief: | | | |
| 1 | Designing and managing product: Setting product strategy; product characteristics and classifications, differentiation, design, product and brand relationships, product bundle pricing considerations, packaging, labelling, warranties and guarantees, Designing and managing services, | | |

| | |
|--------------------------|--|
| | Introducing new market offerings; new-product options, challenges in new-product development, organizational arrangements, managing the development process -ideas, concept of strategy, managing the development process – development of commercialization, the consumer-adoption process. |
| 2 | Designing and managing pricing: Developing pricing strategies and programs; understanding pricing, setting the price, how to cut costs, stealth price increase, adapting the price, initiating and responding to price, green pricing. |
| 3 | Designing and managing communications: Role of marketing communications, marketing communication mix, how to do marketing communications work, developing effective communications, communications process. Managing mass communications: advertising, sales promotions, events and experiences, and public relations; managing digital communications; online marketing, social media, word of mouth, mobile marketing. Managing personnel communications: direct and database marketing and personal selling; designing the sales force, managing the sales force, principles of personal selling. |
| 4 | Designing and managing marketing channels: Marketing channels and value networks, the role of marketing channels, channel-design decisions, channel-management decisions, channel integration and systems, e-commerce marketing practices, conflict, cooperation, and competition, Managing retailing, wholesaling and logistics; types of retailers, innovative retail organizations, the modern retail marketing environment, the growth of shopper marketing, private labels, wholesaling, manufacturer's response to the private-label threat, trends in wholesaling, marketing logistics. |
| 5 | Managing marketing Growth: Managing a holistic marketing organization for the long run; socially responsible marketing, the rise of organic, socially responsible business models, cause-related marketing, social marketing, marketing implementation and control, the future of marketing, green marketing. |
| Assignments: | |
| 1 | Analyze a company's product strategy, identifying areas for differentiation and proposing innovative product bundle pricing considerations. |
| 2 | Develop a comprehensive pricing strategy for a new market entry, considering both traditional and green pricing approaches. |
| 3 | Design an integrated marketing communications campaign for a product launch, incorporating various channels and measuring effectiveness. |
| 4 | Evaluate the distribution channels of a retail organization, recommending strategies for channel integration and improvement in logistics efficiency. |
| List of Text Books: | |
| 1 | Kotler, P., & Keller, K. L. (2020). Marketing Management (15th ed.). Pearson. |
| 2 | Armstrong, G., & Cunningham, M. (2019). Principles of Marketing (18th ed.). Pearson. |
| List of Reference Books: | |
| 1 | Competitive Strategy Techniques for Analyzing Industries and Competitors- Michael porter, FreePress. |
| 2 | Marketing Strategy - O.C. Ferrell and Michael D. Hartline, South-Western. |
| URLs: | |
| 1 | https://nptel.ac.in/courses/110/104/110104070/ |

OPERATIONS MANAGEMENT- MBA24529

| | | | |
|---------------------|-----------------------|-------------|---------|
| Name of Program | MBA | Semester-II | Year -I |
| Name of Course | OPERATIONS MANAGEMENT | | |
| Course Code | MBA24529 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |

| | |
|-----------------------------------|--|
| 1 | Basic understanding of business operations and management principles and Familiarity with quantitative analysis and decision-making techniques. |
| 2 | Proficiency in utilizing computer applications for data analysis. |
| Course Objectives: | |
| 1 | To introduce students to the fundamental concepts and principles of operations management. |
| 2 | To equip students with decision-making skills necessary for effective operations management and analyze real-world case studies and trends in operations management. |
| 3 | To develop students' ability to apply quantitative methods in forecasting, capacity planning, and quality management. |
| 4 | To enhance students' understanding of inventory management, scheduling, and lean operations strategies. |
| Course Outcomes: | |
| 1 | Students will demonstrate an understanding of the scope, historical evolution, and contemporary trends in operations management. |
| 2 | Students will apply decision-making frameworks to solve operations management problems and analyze product and service design strategies and evaluate their impact on competitiveness. |
| 3 | Students will utilize techniques for capacity planning, process selection, and facility layout design. |
| 4 | Students will be able to demonstrate an understanding of the principles of Total Quality Management (TQM) and apply quality tools for process improvement and quality control in organizational settings. |
| 5 | Students will be proficient in analyzing inventory systems, applying techniques such as Economic Order Quantity, and implementing scheduling strategies like Just-in-Time (JIT) and Lean Operations to optimize resource utilization and minimize inventory costs in various organizational contexts. |
| Description of Contents in Brief: | |
| 1 | Introduction to Operations Management: Scope of Operations Management, Operations Management & Decision Making, The historical Evolutions of Operations Management, Trends in Business, Competitiveness, Strategy and Productivity, Forecasting, Steps in the forecasting process, Choosing a Forecasting Technique. |
| 2 | System Design& Strategic Capacity Planning for Products and services, Product and Service Design:Value Analysis, Issues in Product & Service Design, Phases in Product Design & Development, Designing for Manufacturing, Quality function Deployment, The Kano Model, Service Design, Defining and Measuring Capacity, Determinants of Effective capacity, Forecasting Capacity Requirements, Challenges of Planning service Capacity, Make or Buy, Developing Capacity Alternatives, Evaluating Alternatives |
| 3 | Process Selection, Facility Layout, Design of Work Systems & Location Planning: Process Selection, Facilities Layout, Designing Product Layouts, Designing Process Layouts, Design of Work Systems & Location Planning and Analysis: Job Design, Work Measurement, Location Decisions, Service & Retail Locations, Global Locations |
| 4 | Management of Quality & Quality Control: The Foundations of Modern Quality Management, Quality Awards, Quality Certification, Total Quality Management, Process Improvement, Quality Tools, Quality Control |
| 5 | Inventory Management & Scheduling, Aggregate Planning, MRP & ERP, JIT and Lean Operations: The nature and Importance of Inventories, Requirement for Effective Inventory Management, Economic Order Quantity, Aggregate Planning , Master Scheduling, MRP & ERP, MRP II, JIT and Lean Operations, Scheduling |
| Assignments: | |

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|--------------------------|---|
| 1 | Analyze a company's product or service design process and propose improvements based on value analysis principles. |
| 2 | Develop a capacity planning strategy for a manufacturing or service organization considering forecasted demand and growth projections. |
| 3 | Conduct a quality management audit for a selected organization, identifying areas for improvement and proposing corrective actions. |
| List of Text Books: | |
| 1 | Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019). Operations Management for Competitive Advantage. McGraw-Hill Education. |
| 2 | Operations Management By William J. Stevenson. Eighth Edition, Irwin / McGraw-Hill. |
| 3 | Heizer, J., & Render, B. (2017). Operations Management: Sustainability and Supply Chain Management. Pearson. |
| List of Reference Books: | |
| 1 | Operations Management: Policy, Practice and Performance Improvement by Steve Brown, Kate Blackmon, Paul Cousins and Harvey Maylor, Butterworth-Heinemann Linacre House, Jordan Hill, Oxford. |
| 2 | Operations Management: Process and Supply Chains, by Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Pearson. |
| URLs: | |
| 1 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill/viewinsidehtml/501275251736851 |
| 2 | https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610 |

DESIGN THINKING- MBA24523

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|-----------------------------------|---|-------------|--------|
| Name of Program | MBA | Semester-II | Year I |
| Name of Course | DESIGN THINKING | | |
| Course Code | MBA24523 | | |
| Core/Elective/Other | Elective | | |
| Prerequisite: | | | |
| 1 | Basic understanding of management fundamentals. | | |
| 2 | Basic understanding of Creativity and idea generation. | | |
| Course Outcomes: | | | |
| CO1 | To expose the student with state of the art perspectives, ideas, concepts, and solutions related to the design of Products and services. | | |
| CO2 | To prepare the mindset and discipline of systemic inspiration driven by a desire to identify new sources of ideas, and new models especially outside their regular working atmosphere. | | |
| CO3 | To propose a concrete, feasible, viable and relevant innovation project/challenge. | | |
| CO4 | To expose the students with various tools, methods, models and maps of design thinking. | | |
| CO5 | To expose the students with Integration Process of Idea and Innovation for Business. | | |
| Description of Contents in Brief: | | | |
| 1 | About Design thinking, Design Thinking Skills Principles of Design Thinking, The Basis for Design Thinking, The Design Thinking Team, Design Thinking Workshops and Meetings – Exercises and case based discussions | | |

| | |
|--------------------------|---|
| 2 | Listening and Empathizing Techniques – observation – structured open ended approach - , Design Thinking Frameworks, |
| 3 | Ideation tools – brainstorming, innovation heuristics, behavior models, overcoming cognitive fixedness – Exercises and case based discussions. |
| 4 | Use of Diagrams and Maps in Design Thinking – Empathy map. Affinity diagram, mind map, journey map, |
| 5 | Combining ideas into complex innovation concepts. |
| List of Text Books: | |
| 1 | Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press , 2009. |
| 2 | Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013. |
| List of Reference Books: | |
| 1 | Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve– Apply", Springer, 2011. |
| 2 | Jeanne Liedtka , Andrew King, Kevin Bennett , “Book - Solving Problems with Design Thinking - Ten Stories of What Works” (Columbia Business School Publishing), 2013. |
| URLs: | |
| 1 | https://www.hss.iitb.ac.in/en/hs-438-intellectual-property-rights-technology-development-and-management |
| 2 | https://ocw.mit.edu/courses/15-628j-patents-copyrights-and-the-law-of-intellectual-property-spring-2013/pages/syllabus/ |

INTELLECTUAL PROPERTY ASSET MANAGEMENT- MBA24530

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|-----------------------------------|---|-------------|--------|
| Name of Program | MBA | Semester-II | Year I |
| Name of Course | INTELLECTUAL PROPERTY ASSET MANAGEMENT | | |
| Course Code | MBA24530 | | |
| Core/Elective/Other | Elective | | |
| Prerequisite: | | | |
| 1 | Proficiency in Marketing Management | | |
| 2 | Proficiency in Financial Management | | |
| 3 | Ability to appreciate intellectual efforts and their ownership | | |
| Course Outcomes: | | | |
| 1 | Develop ability for valuation of IP Assets | | |
| 2 | Ability to integrate concept of product life cycle with IP assets | | |
| 3 | Evolution to a higher plane of Product Management supplemented with IP Asset Management | | |
| Description of Contents in Brief: | | | |
| 1 | Patent Laws, Patent-process (Global & Indian), patents Macro economic impact of the patent system | | |

| | |
|--------------------------|--|
| 2 | Copy rights, (The Berne Convention; TRIPS Agreement and the WIPO), Geographical indications, Digital water marking, and industrial design laws |
| 3 | Laws of trademarks, trade secrets. Licensing, unfair competition laws, Plant breeder rights, IP strategy |
| 4 | Indian IP systems (legal protection and enforcement of IP rights) |
| 5 | IP auditing, IP governance, Patent mining, and other contemporary issues and case studies. |
| List of Text Books: | |
| 1 | Managing intellectual capital : organizational, strategic and policy dimensions; Teece, David J, Oxford University Press. |
| 2 | Agriculture and intellectual property rights : economic, Santaniello, V. (ed.) et.al, CABI Publishing |
| 3 | INTELLECTUAL PROPERTY RIGHTS by Prabhudu Ganguli, Mcgraw Hill. |
| List of Reference Books: | |
| 1 | Integrated Intellectual Asset Management: A Guide to Exploiting and Protecting your Organization's Intellectual Assets, by Steve Manton, CRC Press (Taylor and Francis). |
| 2 | Harvesting Intangible Assets: Uncover Hidden Revenue in Your Company's Intellectual Property Andrew Sherman, AMACOM Publishing. |
| URLs: | |
| 1 | https://www.wipo.int/portal/en/index.html |
| 2 | https://www.wto.org/english/thewto_e/whatis_e/tif_e/agrm1_e.htm |

TECHNOLOGY & INNOVATION MANAGEMENT- MBA24531

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| Name of Program | MBA | Semester-II | Year I |
| Name of Course | TECHNOLOGY & INNOVATION MANAGEMENT | | |
| Course Code | MBA24531 | | |
| Core/Elective/Other | ELECTIVE | | |
| Prerequisite: | | | |
| 1 | Basic understanding of concept of management. | | |
| 2 | Basic understanding of Creativity and idea generation. | | |
| Course Outcomes: | | | |
| CO1 | Students will be able to understand basics of Technology management its critical parameters | | |
| CO2 | Students will be able to understand evolution and process of Technology management. | | |
| CO3 | Students will be able to understand fundamentals of Innovation management | | |
| CO4 | Students will be able to understand various dimensions of Research and development | | |
| CO5 | Students will be able to understand legal frame work for protections of Intellectual capital. | | |

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| Description of Contents in Brief: | |
| 1 | Concept & Classification of Technology and its management, Critical Parameters in managing Technology. Condition for idea generation and innovation fertilization. |
| 2 | Technology life cycle, innovation & Technology, Process of Technological & Non Technological Innovation, types of innovation. |
| 3 | Product Market Strategy and Innovation type |
| 4 | Research & development (R&D), Management Innovation and firm capability, |
| 5 | Technology Transfer & Legal frame/IPR/ Patents/copy rights/cyber law etc. Competitiveness of Firm/ industry, a Nation Technology |
| List of Text Books: | |
| 1 | Lifelong Creativity An Unending Quest- Pradip N Khandwalla, McGraw Hill(2003) |
| 2 | Management of Technology The Key to Competitiveness and Wealth Creation -McGraw Hill |
| List of Reference Books: | |
| 1 | Strategic Management of Technological Innovation (Irwin Management) McGraw-Hill Education; 5 edition (2016) |
| 2 | Innovation Management: Effective strategy and implementation, Keith Goffin Springer; 3rd ed. (2017) |
| URLs: | |
| 1 | https://www.lead-innovation.com/english-blog/definition-innovation-management |
| 2 | https://engineering.nyu.edu/academics/departments/technology-management-and-innovation |

MBA SEMESTER III

MANAGING STARTUPS- MBA24611

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| Name of Program | MBA | Semester III | Year -II |
| Name of Course | MANAGING STARTUPS | | |
| Course Code | MBA24611 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Basic knowledge about Startups, Entrepreneur and Entrepreneurship | | |
| 2 | Planning skills, Conversational skills, Managing and leading Group Discussion | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |
| 1 | How to Open a Start Ups, Pit-falls and Success Areas. | | |
| 2 | Strategize Management, Marketing and Entrepreneurial Skills. | | |
| 3 | Understand New and Emerging Areas of Startups. | | |
| 4 | Understand role of Creativity and innovation in Entrepreneurial start-ups, Techniques for generating ideas, Impediments to creativity, context of social innovation and social entrepreneurship and issues. | | |
| Description of Contents in Brief: | | | |

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|--------------------------|---|
| 1 | Introduction: The evolution of the concept of entrepreneurship and Start Ups. Recent Trends in Entrepreneurship, Factors affecting Entrepreneurial Growth. Opportunity Recognition, Types of startups, New and Emerging Startup areas, Startups in Indian Scenario. Ideation, Stimulating Creativity; Organizational actions that enhance/hinder creativity, Managerial responsibilities; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity, Team Formation. |
| 2 | StartUps by IITs, IIMs and others: Key differences, Why Startups by premier institution's alumni are more successful than others? Case studies and group discussions. Unit Economics and Use Cases, Fundamentals of Unit Economics, Unit Cost, Economy of One Unit, Case studies, Venture Introduction, Venture Capital Financing Concept and Features, Need-Relevance and Development of Venture Capital Funds. Digital Marketing; Research for Marketing Decisions; Brand Management; Entrepreneurship in Action; Personal Values, Goals and Career Options; Strategic Thinking and Decision Making. |
| 3 | Intellectual Property Protection- Patents, Trademarks and Copyrights – Importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges. Role of Accelerators and Incubators in nurturing and guiding Startups, Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company. |
| 4 | The Venture Capital pitch: Strategies, delivery, How to Pitch your ideas, Pitching Platforms, Linguistic skills, Minimum Viable Plan: Concept and design. MVP Planning, Financial & Human Resources, The Business Model and Business Model Innovation, design techniques, Uses and advantages, Business Plan Preparations: Feasibility study and writing a business plan. Contents of a business plan. Cases of preparing business plan, Online platforms to find investors for Start ups |
| 5 | Entrepreneurship: Social impact and venture success: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context, Marketing Strategy, Green Startups, Need and Challenges, Startup India: Sustainable Finance Scheme of the Government of India, PPPs and Regulation; Current Economic Scenario; Post-Pandemic Business Scenario: Challenges and Opportunities for Startups in Post-Pandemic Business Scenario: Position, Bounce back plan and identification of change. |
| List of Text Books: | |
| 1 | Introduction to Project Finance-Machiraju, H.R., Vikas Publishing House |
| 2 | Project Preparation Appraisal Budgeting and Implementation, Prasanna Chandra, Tata McGraw. |
| 3 | Entrepreneurship: Successfully Launching New Ventures- Barringer, B. R., and Ireland, R. D., Pearson Education, India |
| List of Reference Books: | |
| 1 | Innovation and entrepreneurship: Practice and principles- Drucker, P. F., Elsevier |
| 2 | Corporate creativity- Khandwalla, Tata Mc. Graw Hill. |
| 3 | Social entrepreneurship new models of sustainable social change-Nicholls, A., Oxford University Press. |
| 4 | Launching New Ventures: An Entrepreneurial Approach, Allen, K.R., Cengage Learning. |
| 5 | Fortune at the bottom of the pyramid, eradicating poverty through profits, Prahalad, C. K., Wharton School Publishing. |
| 6 | Entrepreneurship: Starting, Developing and Managing a New Enterprise, Hishrich., Peters, Irwin. |
| URLs: | |

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|---|---|
| 1 | https://assets.strategyzer.com/assets/resources/business-model-generation-book-preview-010.pdf |
| 2 | https://www.startupindia.gov.in/content/sih/en/government-schemes/sustainable-finance-scheme.html |
| 3 | https://hbr.org/2020/04/preparing-your-business-for-a-post-pandemic-world |
| 4 | https://www.bms.co.in/a-note-on-institutional-finance-to-entrepreneur/ |

STRATEGIC MANAGEMENT- MBA24612

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|-----------------------------------|---|----------------|----------|
| Name of Program | MBA | Semester – III | Year- II |
| Name of Course | STRATEGIC MANAGEMENT | | |
| Course Code | MBA24612 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Understanding of basic business concepts and terminology. Familiarity with organizational structures and functions and proficiency in analytical thinking and problem-solving skills. | | |
| 2 | Ability to discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership. | | |
| Course Objectives: | | | |
| 1 | To provide students with a comprehensive understanding of the fundamental concepts and models of strategic management. | | |
| 2 | To equip students with the skills necessary to conduct environmental scanning, organizational analysis, and industry analysis. | | |
| 3 | To enable students to formulate effective strategies at various levels of analysis (business, corporate, and functional). | | |
| 4 | To develop students' abilities to implement, evaluate, and control strategic plans. | | |
| 5 | To explore and analyze contemporary strategic issues such as technology management, innovation, globalization, and strategic management for nonprofit organizations. | | |
| Course Outcomes: | | | |
| 1 | students will be able to critically analyze the challenges posed by globalization and environmental sustainability to strategic management practices, evaluate theories of organizational adaptation in dynamic environments, and demonstrate an understanding of the ethical considerations and social responsibilities inherent in strategic decision-making processes. | | |
| 2 | Students will be able to analyze and evaluate the strategic environment of organizations. | | |
| 3 | Students will develop strategic thinking skills and the ability to formulate coherent strategies. | | |
| 4 | Students will demonstrate proficiency in implementing and evaluating strategic plans. | | |
| 5 | Students will apply strategic management principles to real-world situations effectively. | | |
| Description of Contents in Brief: | | | |
| 1 | Introduction to Strategic Management: Basic concepts of Strategic Management, Globalization & Environment Sustainability Challenges to Strategic Management, Theories of Organizational Adaptation, Basic Model of Strategic Management, Initiation of Strategy, Strategic Decision Making, The strategic audit, Corporate Governance, Role of Board of Directors, Responsibilities of the Board, The role of Top Management, Responsibility of Top Management, Social Responsibility & Ethics in Strategic Management, Social responsibility of strategic Decision Maker | | |
| 2 | Environmental Scanning & Industry analysis: Environmental Scanning, Industry Analysis, Competitive Intelligence, Internal scanning: Organizational analysis, Business Models, Value | | |

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| | chain analysis, Scanning Functional resources & Capabilities |
| 3 | Strategy Formulation: Situation analysis, Review of Mission & Objective, Generating alternatives Strategies by using TOWS Matrix, Business strategy, Business Strategy, Corporate strategy, Directional Strategy, Growth Strategy, Portfolio Analysis, Corporate Parenting, Functional Strategy & Strategic Choices, Marketing strategy, financial strategy, Research & Development Strategy, Operations Strategy, Purchasing strategy, Logistics strategy, HRM strategy, Information Technology strategy |
| 4 | Strategy Implementation, Evaluation & Control: How is strategy to be implemented? Organizing for action, International issues in strategic Implementation, Staffing & Directing, Selection & Management Development, and Leading, Measuring Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for proper control |
| 5 | Strategic Issues in Managing Technology & Innovation, Strategic Issues in Entrepreneurial Ventures & Small Businesses, Importance of small Business & Entrepreneurial Ventures, Use of strategic planning & Strategic Management, Issues in corporate Governance, Issues in Environmental scanning & strategy formulation, Issues in strategy Implementation, Issues in evaluation & Control. Strategic Issues in Not –for-Profit Organizations |
| Assignments: | |
| 1 | Conduct an environmental scan of a chosen industry, identify key trends, and propose strategic responses. |
| 2 | Analyze a company's organizational structure and culture, and recommend strategic changes for improved performance. |
| 3 | Develop a comprehensive business strategy for a startup venture, considering industry dynamics and competitive positioning. |
| 4 | Evaluate the strategic management practices of a nonprofit organization and suggest improvements for long-term sustainability. |
| List of Text Books: | |
| 1 | - Wheelen, Hunger and Rangarajan (14e). Concepts in Strategic Management and Business Policy, Pearson Education. |
| 2 | Barney, J. B., & Hesterly, W. S. Strategic Management and Competitive Advantage: Concepts and Cases. Pearson. |
| List of Reference Books: | |
| 1 | Porter, M. E. (2008). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. |
| 2 | Johnson, G., Whittington, R., & Scholes, K. (2019). Exploring Strategy: Text and Cases. Pearson Education Limited. |
| 3 | Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. Simon and Schuster. |
| URLs: | |
| 1 | https://nptel.ac.in/courses/110/108/110108047/ |

STATISTICS FOR BUSINESS DECISIONS- MBA24614

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | STATISTICS FOR BUSINESS DECISIONS | | |
| Course Code | MBA24614 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Basic concepts of Statistics | | |
| 2 | Basic concepts of Matrices, Algebra and Arithmetic | | |

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| 3 | Computer proficiency |
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| Course Outcomes: | |
| 1 | Ability to perform statistical analysis to derive insights from data and answer specific business questions. |
| 2 | Ability to build predictive and segmentation models |
| 3 | Make informed decisions based on business data. |
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| Description of Contents in Brief: | |
| 1 | Regression Analysis, Logit Analysis. |
| 2 | Probit Model, Discriminant Analysis. |
| 3 | Logistic Regression, Factor Analysis. |
| 4 | Cluster Analysis, Multidimensional Scaling |
| 5 | Conjoint Analysis |
| . | |
| List of Text Books: | |
| 1 | Statistics Theory Methods and Applications- D C Sancheti and V K Kapoor, Sultan Chand and sons. |
| 2 | Business Statistics-Naval Bajpai, Pearson. |
| 3 | Marketing Research, <u>Naresh K. Malhotra</u> , <u>Satyabhushan Dash</u> ,7/e 7th Edition, Kindle Edition |
| . | |
| List of Reference Books: | |
| 1 | Richard L Levin, David S Rubin, Statistics for Management, Seventh Edition, Prentice Halls of India Pvt. Ltd., Edition 2008 |
| 2 | Damodar N Gujarati, Basic Econometrics, fifth Edition, 2009 |
| . | |
| URLs: | |
| 1 | http://www.mospi.gov.in/nsso |
| 2 | https://www.indiabudget.gov.in/economicsurvey/ |
| . | |

Business Modelling Lab-II- MBA24615

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|-------------------------|--|---------------------------|--------------|---------|
| Name of Program | | MBA | Semester III | Year II |
| Name of Course | | Business Modelling Lab-II | | |
| Course Code | | MBA24615 | | |
| Core/Elective/Other | | Core | | |
| Pre-requisite knowledge | | | | |
| 1 | Completion of Business Modeling Lab I or equivalent course. | | | |
| 2 | Basic understanding of statistical concepts such as descriptive statistics,hypothesis testing,and regression analysis. | | | |
| 3 | Familiarity with software tools for data analysis,such as SPSS or equivalent. | | | |
| Course Outcomes: | | | | |

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| 1 | Utilize E Views and Stata software to perform advanced statistical analyses, including panel data analysis, time-series analysis, and nonlinear regression modeling. |
| 2 | Develop econometric models using appropriate techniques and methodologies in E Views and Stata, and assess model validity and fit. |
| 3 | Analyze time-series data, identify trends and patterns, and make accurate forecasts using ARIMA models and other forecasting techniques. |
| 4 | Interpret the results of statistical and econometric analyses, and use insights gained to inform business decision-making processes. |
| 5 | Apply business modeling techniques to address real-world business challenges, integrating statistical and econometric models to generate actionable insights and recommendations. |
| Description of Contents in Brief: | |
| 1 | Unit 1: Advanced Statistical Analysis with EViews Panel data analysis. VAR and VECM models. Nonlinear regression models. |
| 2 | Unit 2: Time-Series Analysis and Forecasting Time-series data handling and manipulation. ARIMA models for time-series forecasting. Forecast evaluation and model selection criteria. |
| 3 | Unit 3: Introduction to Stata Stata interface and basic functionalities. Data management and manipulation techniques. |
| 4 | Unit 4: Econometric Modeling with Stata Introduction to linear and nonlinear regression models in Stata. Instrumental variable estimation. Limited dependent variable models (Probit, Logit). |
| 5 | Unit 5: Business Forecasting and Decision Making Integrating statistical and econometric models for business forecasting. Scenario analysis and sensitivity testing. Risk assessment and mitigation strategies. |
| Text Book | |
| 1 | Wooldridge, J.M. (2015). Introductory Econometrics: A Modern Approach. |
| 2 | Gujarati, D.N., & Porter, D.C. (2009). Basic Econometrics. |
| 3 | Greene, W.H. (2017). Econometric Analysis. |
| 4 | Stock, J.H., & Watson, M.W. (2015). Introduction to Econometrics. |
| 5 | Davidson, R., & MacKinnon, J. G. (2004). Econometric Theory and Methods. |

INTEGRATED MARKETING COMMUNICATION- MBA24651

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|---------------------|--|--------------|---------|
| Name of Program | MBA | Semester III | Year II |
| Name of Course | INTEGRATED MARKETING COMMUNICATION | | |
| Course Code | MBA24651 | | |
| Core/Elective/Other | ELECTIVE- MARKETING | | |
| Prerequisite: | | | |
| 1 | Effective marketing and communication skills in a strategic and creative way | | |
| 2 | Better knowledge of various medias to reach effectively to the customers | | |

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| Course Outcomes: | |
| 1 | Understanding of integrated marketing communications mix. |
| 2 | Helps in way of thinking ,focusing on understanding consumers to build brands thereby helping in preparing for the future |
| 3 | Provides an insight into various promotional tools for targeting the customers. |
| 4 | Identification of significance of the various IMC elements . |
| 5 | Significance of IMC in designing the events and marketing programmes. |
| Description of Contents in Brief: | |
| 1 | Basic Concept of IMC ,Process of (IMC), various Elements of IMC |
| 2 | Advertising-classification of advertising ,types , Ad Agency and its types ,criteria for selection of ad agency ,ad campaigns |
| 3 | Sales Promotion- different types of sales promotion, relationship between sales promotion and advertising,Publicity- types of publicity,relation between publicity and advertising |
| 4 | Personal Selling, Direct marketing, Public Relations |
| 5 | Event Management, E- Commerce , IMC Message Design-AIDA model, Media Management, Evaluating Marketing Communication Programs |
| List of Text Books: | |
| 1 | Integrated Marketing Communications - Kenneth Clown& Donald Bach,Pearson |
| 2 | Advertising Management - Rajeev Batra, John G.Myers& David A Aaker-PHI. |
| 3 | Advertising management-Norris,Prentice Hall of India |
| List of Reference Books: | |
| 1 | S.N.Murthy & U Bhojanna ,Advertising an IMC perspective, , Excel Books. |
| 2 | Belch and Belch ,Advertising and Promotions IMC Perspectives, Tata McGraw Hill |
| URL: | |
| 1 | www.managementstudyguide.com |
| 2 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill |
| 3 | https://study.com/learn/lesson/integrated-marketing-communications-concept-plans-developments.html#quiz-course-links |

PRODUCT AND BRAND MANAGEMENT- MBA24652

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| Name of Program | MBA | Semester-III | Year II |
| Name of Course | PRODUCT AND BRAND MANAGEMENT | | |
| Course Code | MBA24652 | | |
| Core/Elective/Other | ELECTIVE- MARKETING | | |
| Prerequisite: | | | |
| 1 | Students should have knowledge about Marketing Management & strategic Management subjects | | |
| Course Outcomes: | | | |
| 1 | The aim of this course is to understand Product Management, New Product Development and Innovation point of view and the competition at product level as well as brand level. | | |
| 2 | make students understand principles of Branding, role of brands, elements and components of brands, brand equity | | |
| | Conduct business analyses for new products and brands | | |
| Description of Contents in Brief: | | | |
| UNIT - 1 | INTRODUCTION TO PRODUCT & BRAND MANAGEMENT- Product Strategy, Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis BRAND- Strategic Brand Management Process Concept of Brand Equity Brand Identity | | |

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| | & Positioning |
| UNIT - 2 | COMPETITION & PRODUCT STRATEGY- product in theory & in practice, New product strategy, commercialization, managing Growth, Managing the mature, Case studies |
| UNIT - 3 | NEW PRODUCT DEVELOPMENT- Process of Strategic Product Creation and Innovation, Incremental and radical innovation, New Product Ideation, Product Testing, New Product Forecasting, New Product Adoption, Product Strategy over Life Cycle, Linking Strategy to Product Portfolio |
| UNIT - 4 | BRANDING & BRAND MANAGEMENT- concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations |
| UNIT - 5 | DESIGNING & IMPLEMENTING BRAND MARKETING PROGRAMS & STRATEGIES- Brand Extension Brand Architecture and Multi Brand Portfolios Designing Branding Strategy Brand Turnaround and Rejuvenation |
| UNIT - 6 | BRAND EQUITY MEASUREMENT AND MANAGEMENT- Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches. |
| List of Text Books: | |
| 1 | Cooper, G. Robert, Edgett, J.Scott and Kleinschmidt, J.Elko , Portfolio Management For New Products: Latest Edition |
| 2 | Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education |
| List of Reference Books: | |
| 1 | Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH |
| 2 | Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson |
| 3 | Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications |
| URLs: | |
| 1 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill/viewinsidehtml/5708504157206 |
| 2 | https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610 |

CONSUMER BEHAVIOUR- MBA24653

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|-----------------------------------|--|--------------|---------|
| Name of Program | MBA | Semester-III | Year II |
| Name of Course | CONSUMER BEHAVIOUR | | |
| Course Code | MBA24653 | | |
| Core/Elective/Other | ELECTIVE- MARKETING | | |
| Prerequisite: | | | |
| 1 | Student have knowledge and studied Organization Behaviour | | |
| 2 | Prior Knowledge of Marketing management | | |
| Course Outcomes: | | | |
| 1 | understanding about the many aspects of consumer behaviour and its applications in marketing | | |
| 2 | Helps research in consumer behavior with special focus on social psychology | | |
| 3 | Analyze the meaning and influences guiding the decisions and behaviors of culturally-driven phenomenon. | | |
| Description of Contents in Brief: | | | |
| 1 | Consumer Behaviour And Consumer Research- Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process | | |
| 2 | Marketing Segmentation And Positioning: Bases for Segmentation, Psychographics and Lifestyle, Product Positioning models of CB | | |

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| 3 | Psychological Influences On Consumer Decision Making – Motivation and their applications, Perceptual process dynamics, Learning theories and their applications, Attitudes and Attitude Change, Self Concept, Evaluative criteria and decision rule. |
| 4 | Social Class And Group Influences On Consumer Behaviour- Cultural Influence, Social Class Categories, Applications of Reference Group Influences, Family Life Cycle Stages, Consumer Socialization, word-of-Mouth Communications within Groups, opinion Leadership |
| 5 | Consumer Decision-Making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Outlet Selection, Purchase and Post Purchase Behaviour Organizational Buying Behaviour Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles |
| 6 | Diffusion Of Innovation- Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion |
| List of Text Books: | |
| 1 | Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, |
| 2 | Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, |
| List of Reference Books: | |
| 1 | Hoyer, Wayne D., Debra MacInnis, and Rik Pieters (2016), Consumer Behavior (7th edition), Boston, MA: Cengage Learning |
| 2 | Solomon, M. R. (2009). Consumer Behavior: Buying, Having. and Being (8th ed.). Upper Saddle River, New Jersey: Pearson Education, Inc. |
| URLs: | |
| 1 | https://wdn2.ipublishcentral.com//tata_mcgraw_hill/viewinsidehtml/501246264184003 |
| 2 | https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610 |

DIGITAL MARKETING- MBA24654

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| Name of Program | MBA | Semester-III | Year II |
| Name of Course | DIGITAL MARKETING | | |
| Course Code | MBA24654 | | |
| Core/Elective/Other | ELECTIVE- MARKETING | | |
| Prerequisite: | | | |
| 1. | Basic understanding of marketing principles and concepts. | | |
| 2. | Familiarity with digital technologies and online platforms. | | |
| 3 | Proficiency in analytical thinking and data interpretation. | | |
| Objective: | | | |
| 1 | Comprehensive understanding of digital marketing strategies, tools, and techniques. | | |
| 2 | Development of skills for planning, implementing, and analyzing digital marketing campaigns. | | |
| 3 | Integration of theoretical knowledge, case studies, and practical exercises to prepare students for success in modern business environments. | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |

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| 1. | Understand the various concepts of Organisation Development. |
| 2. | Familiarize the role of various bodies involved in Change Management |
| 3. | Articulate the goals of change management in the workplace |
| 4. | Develop Skills in Organizational Diagnosis and Intervention Design |
| 5. | Enhance Leadership Capabilities for Change Management |
| Description of Contents in Brief: | |
| 1. | Unit I: Foundations of Digital Marketing Introduction to Digital Marketing, Digital Marketing vs. Traditional Marketing, Digital Consumer Behavior, Website Design Principles, Digital Advertising market in India, Display marketing (Paid and non-paid), Challenges of Display marketing. |
| 2. | Unit II: Search Engine Marketing (SEM) Search Engine Optimization (SEO), on-page & off-Page optimization, Ad placement, Ad Ranking, Pay-Per-Click (PPC) Advertising, Google Ads and Bing Ads Keyword Research and Analysis, Trends in Search Engine, |
| 3. | Unit III: Social Media Marketing (SMM) Social Media Platforms and Strategies, Content Creation and Distribution, Paid Advertising on social media, Influencer Marketing, Facebook LinkedIn, Twitter Marketing, Mobile Marketing, Emerging Platforms (YouTube, short videos, Reels) |
| 4. | Unit IV: Content Strategy and Email Marketing Content Planning and Strategy, Content Distribution Channels, Email List Building and Segmentation, Email Campaign Creation and Automation |
| 5. | Unit V: Analytics and Emerging Trends Web Analytics Tools and Metrics, Data-Driven Decision Making, Emerging Trends in Digital Marketing (AI, Voice Search, etc.), Future Directions in Digital Marketing |
| Assigmnets: | |
| 1 | Evaluate display marketing strategies of an Indian company, addressing challenges and recommendations. |
| 2 | Develop a SEM campaign with SEO and PPC strategies, emphasizing keyword research and ad placement. |

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| 3 | Create a comprehensive social media plan, including content creation, distribution, and paid advertising across major platforms, integrating influencer marketing and emerging trends. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation, and Practice (7th ed.). Pearson Education Limited. |
| 2. | Moran, M., & Hunt, B. (2022). Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website (3rd ed.). IBM Press. |
| 3. | Barker, M., Barker, D. I., & Bormann, N. F. (2022). Social Media Marketing: A Strategic Approach (3rd ed.). Cengage Learning. |
| 4 | Halvorson, K., & Rach, M. (2022). Content Strategy for the Web (2nd ed.). New Riders. 5. Sponder, M. (2022). Digital Analytics for Marketing (1st ed.). Pearson Education Limited. |
| URL: | |
| 1. | https://www.nibusinessinfo.co.uk/content/find-case-study https://sproutsocial.com/insights/social-media-content-strategy/ |
| 2 | https://sproutsocial.com/insights/social-media-content-strategy/ |
| 3 | https://aicontentfy.com/en/blog/must-have-website-analytics-tools-for-better-data-driven-decision-making-1 |

FINANCIAL DERIVATIVES- MBA24661

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|---|-----------------------|----------|-----|------|----|
| Name of Program | MBA | Semester | III | Year | II |
| Name of Course | FINANCIAL DERIVATIVES | | | | |
| Course Code | MBA24661 | | | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | | | |
| Prerequisite: | | | | | |
| This course sets up a study in the field of investments and Risk Management related to derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging, and trading strategies of derivative instruments, and uses of these instruments with risk management., it is necessary to stress the fundamentals and to | | | | | |
| Course Outcomes: Upon successful completion, students will acquire the knowledge and skills to: | | | | | |

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| 1. | Apply valuation techniques to options, futures, and related financial contracts. |
| 2. | Analyze the behavior and characteristics of options, futures, and related financial contracts in different market conditions. |
| 3. | Evaluate the role of options, futures, and other derivatives in managing financial risks for investors. |
| 4. | Develop skills in selecting and monitoring various futures and options contracts to observe their behavior in real-time market environments. |
| 5. | Formulate strategies for utilizing options, futures, and derivatives to hedge against financial risks. |
| 6. | Assess the impact of regulatory and market changes on the pricing and utilization of options, futures, and related financial contracts. |
| Description of Contents in Brief: | |
| 1. | Unit 1: Introduction to financial markets: Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps and other derivative instruments |
| 2. | Unit 2: Hedging strategies using futures: Short hedge and long hedge and using futures, Optimal Hedge Ratio, cross hedging of portfolio and commodities using futures |
| 3. | Unit 3: Basic Option Pricing: The binomial option-pricing model. Asset price random walks |
| 4. | Unit 4: Financial Engineering: Construction of options strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. |
| 5. | Unit 5: Credit risk: Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, total return swaps, credit spread options, Collateralized debt obligation |
| List of Text Books: | |
| 1. | Hull, J.C. (2014). Options Futures and other Derivatives. 9th edition, Prentice Hall of India. |
| 2. | Neftci, S.N. (2000). An Introduction to the Mathematics of Financial Derivatives. Academic Press. |
| 3. | Bhalla, V.K. (2012). Investment Management. New Delhi: Sultan Chand. |
| List of Reference Books: | |
| 1. | Wimott, P. (2012). Quantitative Finance. Wiley & Sons. |
| 2. | Jarrow, R. & Stuart, T. (1995). Derivative Securities. South Western. |
| 3. | Chance, D.M., & Brooks, R. (2008). Derivatives and Risk Management Basics. Cengage Learning India. |
| URLs: | |
| 1. | www.ncdex.com for details on commodity derivatives in India |
| 2. | www.nse-india.com for stock-based derivatives |
| 3. | http://www.theponytail.net/DOL/DOL.htm for derivatives-based notes |

FINANCIAL ANALYTICS- MBA24662

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | FINANCIAL ANALYTICS | | |
| Course Code | MBA24662 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |

Prerequisite:

Many problems in quantitative finance involve the study of financial data. Such data most often comes in the form of 'time series', which is a sequence of random variables that are ordered through time. The objective of this course is to provide knowledge of advanced quantitative and simulation tools to analyse financial data available on the performance of company, industry, and economy, for forecasting future

financial performance and to present suitable valuations. It is expected that after this course the students should be able to build spreadsheet financial models using software packages such as Microsoft Excel, EViews and @Risk for the analysis of business management problems in Equity Research, Portfolio Construction, Investment Banking, Business Valuation, Project Finance, Market and Credit Risk Analysis and make sound Financial Decisions

Course Outcomes:

Upon successful completion, students will acquire the knowledge and skills to:

1. Develop proficiency in using modern analytical tools to solve practical financial problems across various sectors including Investment Banking, Equity Research, Business Valuation, Project Finance, and Financial Risk Management.
2. Create spreadsheet financial models to analyze and evaluate complex financial decisions, incorporating principles from finance theories into practical applications.
3. Bridge the gap between finance theories and practice by building operational financial models that reflect real-world scenarios and dynamics.
4. Generate comprehensive reports presenting an overview of different sectors such as IT, Oil & Gas, Telecom, Retail, etc., based on the analysis conducted using the developed financial models.
5. Demonstrate the ability to critically analyze and interpret financial data, draw meaningful insights, and make informed recommendations to stakeholders based on the findings from the financial models and sectoral analysis.

Description of Contents in Brief:

1. Unit I: Introduction of Software @ Risk and EViews, Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty
2. Unit III: Techniques of Financial Data Analysis and Forecasting-II, ACF, PACF, correlogram, Stationary and Nonstationary Timeseries, Test of Stationarity, Auto Regressive, Moving Average, ARMA models of Stationary Time Series
3. Unit III: Modelling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and EViews).
4. Unit IV: Equity Research and Portfolio Models, Equity and Bond Valuation. Valuation using Black-Sholes- Merton option pricing model
5. Unit V: Financial Risk Models, Calculation of Market risk using Historical and Monte Carlo simulation

List of Text Books:

1. Brooks Chris, (2002). Introductory Econometrics for Finance, Cambridge Brooks,
2. Cambell, J.Y, Andrew, W. L.O & Mackinlay, A.C. (1996). The Econometrics of Financial Markets. Princeton, NJ: Princeton University Press.
3. Cochrane, J.H. (2005). Asset Pricing. (Revised Ed ed.). Princeton, NJ: Princeton University Press.

List of Reference Books:

1. Hull, J.C. (2015). Risk Management and Financial Institution. John Wiley.
2. Enders, W. (2013). Applied Econometric Time Series. John Wiley.
3. Tsay, R.S. (2010). Analysis of Financial Time Series. (3rd ed.). New York, NY: John Wiley.

URL:

1. www.ncdex.com for details on commodity derivatives in India
2. www.nse-india.com for stock-based derivatives
3. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT- MBA24663

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | | |
| Course Code | MBA24663 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |
| Prerequisite: | | | |

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| 1. | Basic knowledge of Financial Management |
| 2. | Familiar with the Financial and Banking System of our country |
| Course Outcomes: Upon successful completion, students will acquire the knowledge and skills to: | |
| 1. | Describe the steps of the portfolio management process. |
| 2. | Make investment policy recommendations, including the determination of an optimal asset allocation. |
| 3. | Analyze and evaluate the performance of an investment manager. |
| 4. | Explain how derivatives products can be used in portfolio management. |
| 5. | Evaluate the structure of financial markets, the different types of securities, and the performance of market participants. |
| 6. | Illustrate the theory and empirical applications of asset-pricing models. |
| 7. | Appraise the empirical evidence on securities returns, active management and the related implications for market efficiency. |
| Description of Contents in Brief: | |
| 1. | Introduction to Financial Investments: Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom. |
| 2. | Equity Investment: Economy-Industry-Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies. |
| 3. | Fixed Income and Other Investment Alternatives: Risk components, Pricing, yields and risks of investments in Fixed Income Securities, Active and Passive strategies of fixed income investments. |
| 4. | Modern Portfolio Theories : Valuation of Equity, Valuation of Debentures and Bonds; Valuation of Derivatives. |
| 5. | Asset Pricing: Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management. |
| List of Text Books: | |
| 1. | Investment Analysis and Portfolio Management- Chandra P, TMH |
| 2. | Theory and Problem of Investments- Francis and Taylor, TMH |
| 3. | Investment Management, Dr. R.P. Rustagi, Sultan Chand, and Sons |
| List of Reference Books: | |
| 1. | Investment Analysis and Portfolio Management, Chandra Prasanna, Tata McGraw Hill, New Delhi. |
| 2. | Security Analysis and Portfolio Management, Fischer and Jordan, Prentice-Hall |
| 3. | Investment Analysis and Portfolio Management, Ranganatham, Pearson Education |
| URLs: | |
| 1. | http://ebooks.lpu.de.in/commerce/mcom/term_3/DCOM504_DMGT511_SECURITY_ANALYSIS_AND_PORTFOLIO_MANAGEMENT.pdf |

INTERNATIONAL FINANCE MANAGEMENT- MBA24664

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | INTERNATIONAL FINANCE MANAGEMENT | | |
| Course Code | MBA24664 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |
| Prerequisite: | | | |
| 1. | Management of Financial Services and Institutions, MBA 1202 | | |
| 2. | General Understanding of the Foreign Exchange Markets | | |

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| 3 | Financial Management |
| Course Outcomes: Upon successful completion, students will acquire the knowledge and skills to: | |
| 1. | Describe the characteristics of foreign exchange markets, identify the different currency regimes, and measure the gains/losses from engaging in speculative and arbitrage activities. |
| 2. | Illustrate the use of currency derivatives to achieve a desired level of foreign exchange risk exposure. |
| 3. | Evaluate cross-border investment opportunities, and describe a multinational firm's decision-making process for long-term capital budgeting, short-term cash-flow management, and the management of international taxation. Identify the reasons for international trade. |
| 4. | Identify the role of balance of trade and balance of payments in designing macroeconomic policies. |
| Description of Contents in Brief: | |
| 1. | Unit I: Multinational Business Finance: An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions. |
| 2. | Unit II: The Foreign Exchange markets – Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect. |
| 3. | Unit III: Management of Foreign Exchange Risk- Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure Versus Economic Exposure. |
| 4. | Unit IV: Financial Management of the Multinational Firm- Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, international experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV. |
| 5. | Unit V: Multinational Cash management- Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Ratars of Country Risk. |
| List of Text Books: | |
| 1. | Shapiro, A.C. (2013). Multinational Financial Management. (10thed.). John, Inc. |
| 2. | Brigham, E.F., & Daves, P.R. (2016). Intermediate Financial Management. (12thed.). South-Western. |
| 3. | Resnick, B. G., & Eun, C. S. (2014). International Financial Management. (7thed.). McGraw Hill International. |
| List of Reference Books: | |
| 1. | Madura, J. (2018). International Financial Management. (13thed.). Cengage Learning India Pvt Ltd. |
| 2. | Butler, K.C. (2012). Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations. (5thed.). Thomson South-Western. |
| 3. | Levi, M.D. (2018). International Finance. (6th ed.). Routledge Publications |
| URL: | |
| 1. | https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf |
| 2. | http://www.ddegjust.ac.in/studymaterial/mba/fm-406.pdf |
| 3. | https://dtaskin.yasar.edu.tr/wp-content/uploads/2016/09/Geert-Bekaert-Robert-J.-Hodrick-International-Financial-Management-Second-Edition-2011-1.pdf |

COMPENSATION & BENEFITS- MBA24671

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | COMPENSATION & BENEFITS | | |

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| Course Code | | MBA24671 |
| Core/Elective/Other | | ELECTIVE: HRM |
| Prerequisite: | | |
| 1. | A basic knowledge of HRM principles and practices, including recruitment, selection, training, and development, to understand the broader context of compensation management within HRM. | |
| 2. | Familiarity with organizational mission, vision, and strategic goals to align compensation management practices with organizational objectives effectively. | |
| 3 | Awareness of employment laws, regulations, and compliance requirements to understand the legal aspects and constraints related to compensation management. | |
| Objective: | | |
| 1 | Understand Compensation Management's dimensions like performance appraisal, competency mapping, and 360-degree feedback to align compensation with organizational goals. | |
| 2 | Familiarize with bodies in Compensation Management, such as governmental agencies and HR departments, to grasp regulatory frameworks and industry standards. | |
| Course Outcomes: | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | |
| 1. | Understand the various dimensions of Compensation Management. | |
| 2. | Familiarize the role of various bodies involved in Compensation Management | |
| 3. | Understand various types of compensations and rewards | |
| 4. | Develop skills to align compensation with organizational goals and enhance organizational effectiveness. | |
| 5. | Gain knowledge to ensure regulatory compliance and fairness in compensation decisions. | |
| Description of Contents in Brief: | | |
| 1. | Unit I: Compensation Management and Strategy Performance appraisal system, Competency mapping, 360 degree feedback and its variants | |
| 2. | Unit II: Understanding Wages, Salaries, and Payment Systems Concept of wages and salary. Monetary wages and real wages, Payment system | |
| 3. | Unit III: Wage Policy, Labour Market Structure, and Compensation Management Wage policy, Labour Market Structure, Compensation Management: References | |
| 4. | Unit IV: Theories and Determinants of Wages in India Theories of wages, Methods of wage determination in India, Wage Boards, The minimum wages Act | |

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| 5. | Unit V: Pay Commission, Payment Methods, and Labor Legislation The Pay Commission, Methods of payment, Payment of Wages Act & Payment of Bonus Act |
| Assignments: | |
| 1 | Examine and compare the Performance Appraisal System, Competency Mapping, and 360-degree feedback. Evaluate how these methods can be effectively implemented in an organization to enhance performance and align with organizational goals. |
| 2 | Define and differentiate between wages and salaries. Discuss the concept of monetary and real wages, and analyze different payment systems used in organizations. Provide examples of each and evaluate their impact on employee motivation and satisfaction. |
| 3 | Discuss the major theories of wages and the methods of wage determination in India. Evaluate the role of Wage Boards and the Minimum Wages Act in regulating wages. Provide examples and case studies to illustrate the practical application of these theories and regulations. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments. |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Theories of wages, Methods of wage determination in India, Wage Boards, The minimum wages Act |
| 2. | Compensation Management in knowledge based world-Henderson, Pearson |
| 3. | Benefits And Compensation Glossary - Judith A. Sankey, Intl Foundation |
| URL: | |
| 1. | https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/3C2mpensationManagement.pdf |
| 2. | https://www.aihr.com/blog/compensation-and-benefits/ |
| 3. | https://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf |

INDUSTRIAL RELATIONS- MBA24672

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| Name of Program | | MBA | Semester III | Year II |
| Name of Course | | INDUSTRIAL RELATIONS | | |
| Course Code | | MBA24672 | | |
| Core/Elective/Other | | ELECTIVE: HRM | | |
| Prerequisite: | | | | |
| 1. | Familiarity with concepts related to individual and group behavior, motivation, communication, and leadership to understand the dynamics of IR in organizational settings. | | | |

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| 2. | Basic Understanding of Legal Framework: Knowledge of basic legal concepts and frameworks, especially employment laws and regulations, to comprehend the legal aspects of Industrial Relations. |
| 3 | Awareness of Economic and Labor Market Trends: Understanding of economic factors, labor market trends, and their impact on IR practices, policies, and negotiations |
| Objective: | |
| 1 | Understand the various dimensions and approaches to Industrial Relations (IR). |
| 2 | Familiarize with roles of bodies in IR, including governmental agencies and trade unions |
| 3 | Learn about IR laws like the Industrial Disputes Act and processes like collective bargaining and grievance handling. |
| Course Outcomes: Upon successful completion, students will acquire the knowledge and skills to: | |
| 1. | Understand the various dimensions of Industrial Relations.. |
| 2. | Familiarize the role of various bodies involved in Industrial relations |
| 3. | . Understand various types of Laws involved in IR |
| 4. | Understand the concept and significance of workers' participation in management and its role in fostering better Industrial Relations. . |
| 5. | Acquire knowledge on strategies and mechanisms for resolving industrial disputes, including mediation and collective bargaining, to maintain harmonious relations between employers and employees. |
| Description of Contents in Brief: | |
| 1. | Unit I: Introduction to Industrial Relations and Approaches Overview of Industrial Relations (IR), Approaches to IR |
| 2. | Unit II: Legislation in Industrial Relations: ILO, Trade Unions Act, and Industrial Disputes Act, 1947 ILO Trade Unions Act, Industrial Disputes Act, 1947 |
| 3. | Unit III: Regulatory Framework in Industrial Relations Industrial Employment (Standing Orders) Act, 1946, National commission on Labour |
| 4. | Unit IV: Employee Participation and Grievance Mechanisms: Workers' Participation in Management |

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| | and Trade Union Act, 1926 Workers participation in Management, Employee Grievance, Trade Union Act 1926 |
| 5. | Unit V: Collective Bargaining and Conflict Resolution: Strategies, Impasse, Mediation, and Strike Collective Bargaining Bargaining strategies, Bargaining Impasse, mediation and strike. |
| Assignments: | |
| 1 | Examine the strategies involved in collective bargaining, the challenges of bargaining impasse, and the role of mediation in resolving disputes. Discuss the impact of strikes on industrial relations and evaluate the effectiveness of different conflict resolution techniques. |
| 2 | Examine the key legislations governing Industrial Relations, including the ILO, Trade Unions Act, and Industrial Disputes Act, 1947. Discuss the objectives, provisions, and implications of each legislation. |
| 3 | Discuss the Industrial Employment (Standing Orders) Act, 1946, and the role and recommendations of the National Commission on Labour. Analyze how these regulatory frameworks impact employers and employees in managing industrial relations. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Industrial Relations, Trade Unions and Labour Legislation – Sinha, Sinha Shekhar, Pearson Publications |
| 2. | Human Resource Management – Dr S S Khanka, S Chand Publications |
| 3. | Industrial Relations and Labour Laws- Monappa, Tata McGraw-Hill. |
| URL: | |
| 1. | https://www.econstor.eu/bitstream/10419/48543/1/57265085X.pdf |
| 2. | https://www.businessmanager.in/present-and-future-in-industrial-relations/ |
| 3. | https://www.mlsu.ac.in/econtents/1238_Industrial%20disputes.pdf |

LABOUR LAWS - MBA24673

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| Name of Program | | MBA | Semester-III | Year II |
| Name of Course | | LABOUR LAWS | | |
| Course Code | | MBA24673 | | |
| Core/Elective/Other | | ELECTIVE: HRM | | |
| Prerequisite: | | | | |
| 1. | Familiarity with the fundamentals of business operations and organizational management to appreciate the role and functions of various acts within organizations. | | | |
| 2. | A foundational understanding of legal principles and concepts, especially related to labor and employment laws | | | |
| 3 | Understanding of current trends and challenges in the workplace, including labor relations, employee rights . | | | |
| Objective: | | | | |
| 1 | Understand roles of key labor acts in organizations. | | | |
| 2 | Apply various labor laws in organizational settings. | | | |
| 3 | Recognize relevance and ensure compliance of labor acts in today's work environment. | | | |
| Course Outcomes: | | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | | |
| 1. | To be aware of the role, functions of the various acts in organizations | | | |
| 2. | Application of various labour laws in organization | | | |
| 3. | Relevance of acts in today’s work environment | | | |
| 4. | Gain skills to effectively manage and monitor compliance with labor laws in organizations | | | |
| 5. | Understand the ethical implications and responsibilities associated with implementing labor acts in | | | |

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| | organizational practices. |
| Description of Contents in Brief: | |
| 1. | Unit I: Key Legislation in Workplace Safety and Establishment: The Factories Act: 1948, Mines Act: 1952, Shops and Establishment Act: 1953 The Factories Act: 1948, Mines acts 1952, Shops and establishment acts 1953 |
| 2. | Unit 2: Labour Legislation Overview: Contract Labour, Minimum Wages, and Payment Acts Contract labour and abolition(R&A) acts 1970. Minimum Wages Act: 1948, Payment of Wages Act: 1936 |
| 3. | Unit 3: Legislation on Bonus and Gratuity: Payment of Bonus Act: 1965, Payment of Gratuity Act, Payment of Bonus Act: 1965, Payment of Gratuity Act |
| 4. | Unit 4: Employee Benefits Acts Overview Workmen's Compensation Act: 1923 Employees' Provident Fund: 1952 |
| 5. | Unit 5: Employee Welfare Acts Overview Employees State Insurance Act, 1976: The Maternity Benefit Act, 1961 |
| Assignmnets: | |
| 1 | Discuss the key features and objectives of the Payment of Bonus Act: 1965 and Payment of Gratuity Act. Evaluate their impact on employee benefits and welfare, and analyze the compliance requirements for employers. |
| 2 | Examine the provisions of the Workmen's Compensation Act: 1923 and Employees' Provident Fund: 1952. Discuss their significance in providing financial security and benefits to employees, and analyze the role of employers in implementing these provisions. |
| 3 | Discuss the key features of the Employees State Insurance Act, 1976 and The Maternity Benefit Act, 1961. Evaluate their role in promoting employee welfare, health, and well-being, and analyze the compliance requirements for employers. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Social Security and Labour Laws - Shrivastava, S.C. ,Vikas Publications |

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| 2. | Industrial Relations and Labour Laws- PiyliGhosh, Tata McGraw-Hill |
| 3. | Industrial Relations, Trade Unions and Labour Legislation – Sinha, Sinha Shekhar, Pearson Publications |
| URL: | |
| 1. | https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf |
| 2 | https://nludelhi.ac.in/download/Labour%20Law%20Reforms%20Book%20NU%20Delhi%202021.pdf |
| 3 | https://www.iaonline.in/doc_files/Handbooklabourlaw.pdf |

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT- MBA24674

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| Name of Program | MBA | Semester III | Year II |
| Name of Course | ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT | | |
| Course Code | MBA24674 | | |
| Core/Elective/Other | ELECTIVE: HRM | | |
| Prerequisite: | | | |
| 1. | Basic knowledge of Organisation | | |
| 2. | Concept of Change in organization | | |
| 3 | Understanding of Organizational Culture and Dynamics | | |
| Objective: | | | |
| 1 | Develop a Comprehensive Understanding of Organization Development | | |
| 2 | Equip with Strategies for Leading and Managing Change in the Workplace | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |
| 1. | Understand the various concepts of Organisation Development. | | |
| 2. | Familiarize the role of various bodies involved in Change Management | | |

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| 3. | Articulate the goals of change management in the workplace |
| 4. | Develop Skills in Organizational Diagnosis and Intervention Design |
| 5. | Enhance Leadership Capabilities for Change Management |
| Description of Contents in Brief: | |
| 1. | <p>Unit I: Foundations of Organization Development</p> <p>OD practitioner values and ethics, Process of organization Development, Entering and contracting</p> |
| 2. | <p>Unit II: Diagnostic Analysis and Intervention Design in Organization Development</p> <p>Diagnosing Organization, Diagnosis Groups & Jobs. Collecting and analyzing diagnostic information, feeding back diagnostic information Designing intervention</p> |
| 3. | <p>Unit III: Leading Change and Institutionalizing Organization Development Interventions</p> <p>Leading and managing change, Evaluating and institutionalizing organization development, Techno structural and strategic change Intervention, work design, socio technical approach system</p> |
| 4. | <p>Unit IV: Strategic Interventions in Transformational and Continuous Organizational Change</p> <p>Strategic intervention- transformational change, continuous change, and trans organizational change</p> |
| 5. | <p>Unit V: Advanced Applications of Organization Development: Global and Non-Traditional Settings</p> <p>Special application of Organization Development. Organization Development in global Setting, Organization Development in Non Industrial setting</p> |
| Assignments: | |

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| 1 | Explain Organization Development practitioner values and ethics. How do entering and contracting impact the OD process? |
| 2 | Describe organizational diagnosis steps. How is diagnostic information used to design interventions? |
| 3 | Discuss leadership in change management. Explain techno-structural and strategic interventions, and define transformational, continuous, and trans-organizational change. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Organizational Change and Development - Kumkum Mukherjee, Pearson Publications |
| 2. | Organization Development - Wendell L. French, Pearson Publications |
| 3. | Theory of Organization Development and Change -Thomas G. Cummings, Christopher G. Worli,Cenage. |
| URL: | |
| 1. | http://www.untagsmd.ac.id/files/Perpustakaan_Digital_2/ORGANIZATIONAL%20CHANGE%20Practicing%20organization%20development%20%20a%20guide%20for%20consultants.pdf |
| 2. | https://ceo.usc.edu/wpcontent/uploads/2018/03/4_Reflections_on_the_Future_of_Org_Develop.pdf |
| 3. | file:///C:/Users/Dell/Downloads/toaz.info-organization-development-and-change-8th-edition-pr_6b1c3e81e61f832d70ab9096798fb188.pdf |

MBA SEMESTER IV

SUPPLY CHAIN MANAGEMENT- MBA24621

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|-----------------------------------|--|---------------|----------|
| Name of Program | MBA | Semester – IV | Year- II |
| Name of Course | SUPPLY CHAIN MANAGEMENT | | |
| Course Code | MBA24621 | | |
| Core/Elective/Other | Core | | |
| Prerequisite: | | | |
| 1 | Basic knowledge of operations. | | |
| 2 | Basic idea of market conditions. | | |
| Course Outcomes: | | | |
| 1 | The objective of this course is to provide students with tools by which they can analyze supply chains in different industries. | | |
| Description of Contents in Brief: | | | |
| 1 | Concepts, Evolution and importance of a Supply Chain Management (SCM), | | |
| 2 | SC Drivers and Obstacles, Competitive and SC strategies, Dynamics of supply chain, Network design and Operations in the SC, Demand Forecasting in a SC | | |
| 3 | The value of information, Bullwhip effect, its Causes and remedial measures, Planning and Managing Inventory | | |
| 4 | Transportation Network Design and Information Technology | | |
| 5 | Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics, Retailer-Supplier partnerships (RSP), Supplier evaluation and selection, SC performance model | | |
| List of Text Books: | | | |
| 1 | Supply chain management Strategy, planning, and operation- Chopra, S., & Meindl, P., Pearson Education. | | |
| List of Reference Books: | | | |
| 1 | Business logistics/ supply chain management- Ballou, R. H., & Srivastava, S. K., Pearson Education. | | |
| URLs: | | | |
| 1 | https://nptel.ac.in/courses/110/106/110106045/ | | |

PROJECT MANAGEMENT- MBA24622

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|---------------------|--|-------------|--------|
| Name of Program | MBA | Semester-IV | YearII |
| Name of Course | PROJECT MANAGEMENT | | |
| Course Code | MBA24622 | | |
| Core/Elective/Other | CORE | | |
| Prerequisite: | | | |
| 1 | Basic understanding of concept ofstrategic management and operation management | | |
| 2 | Elementary knowledge of schedule management Soft wares. | | |
| Course Outcomes: | | | |

| | |
|-----------------------------------|---|
| 1 | Students will be able to understanding basic elements of projects, and its various types.. |
| 2 | Students will be able to understanding life cycle, efforts cycle, resource cycle of projects and various stages of projectmanagement(selection, execution, and deliver). |
| 3 | Students will be able to understanding different types of Project selection model's i.e. Numeric , models and non-numeric models. |
| 4 | Students will be able to understanding Various organization structures and their alignment for success of project completion, and resource optimization, fixing the accountability and responsibility of employees. |
| 5 | Students will be able to understanding ,practical aspects of project management through PMBOK . and MS project, etc |
| Description of Contents in Brief: | |
| 1 | Concept and cases of project management, Project Life Cycle. |
| 2 | Project Selection and Criteria of Choice, Selection Models, Analysis under Uncertainty, Project Portfolio Process, Project Proposals. |
| 3 | The Project and Organization, Pure Project Organization, the Matrix and Mixed Organizational Systems. |
| 4 | Initial Project Coordination and the Project Plan, Systems Integration, The Action Plan, The Work breakdown Structure and Linear Responsibility Chart. |
| 5 | Network Techniques: PERT (ADM) and CPM (PDM), Risk Analysis the Varieties of Project Termination, final Report writing, PMBOK. |
| List of Text Books: | |
| 1 | Project management – a managerial approach, by Jack R Meredith. Wiley publication. |
| 2 | A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Project Management Institute Publication. |
| List of Reference Books: | |
| 1 | Project management –by David I Cleland - Mcgraw Hill International Edition publication. |
| 2 | Project Management by Gopalakrishnan – Mcmillan India Ltd publication. |
| URLs: | |
| 1 | https://www.pmi.org/about/learn-about-pmi/what-is-project-management . |
| 2 | https://www.springer.com/journal/10257 |

INTERNATIONAL BUSINESS AND TRADE- MBA24623

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|------------------------|---|--------------------|----------------|
| Name of Program | MBA | Semester-IV | Year-II |
| Name of Course | INTERNATIONAL BUSINESS AND TRADE | | |
| Course Code | MBA24623 | | |

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|-----------------------------------|--|
| Core/Elective/Other | Core |
| Prerequisite: | |
| 1 | Proficiency in Strategic Management |
| 2 | Proficiency in Financial Management, Human resource Management & Marketing Management |
| 3 | Up to date with last three years Economic Survey of India reports |
| Course Outcomes: | |
| 1 | Comprehension of <i>lingua franca</i> of international commerce |
| 2 | Comprehension of international business trends |
| 3 | Appreciation of globalization |
| Description of Contents in Brief: | |
| 1 | Growth of International Business, Globalization, MNCs & TNCs |
| 2 | Environment of International Business and International Trade theories |
| 3 | Balance of trade and balance of payment, Foreign investments & theories |
| 4 | International business competitive strategies |
| 5 | Foreign exchange, Role of international and multilateral bodies. |
| List of Text Books: | |
| 1 | John Daniels, Lee Radebaugh and Daniel Sullivan – International Business: Environments and Operations (Pearson Education). |
| 2 | V Sharan – International Business: Concept, Environment and Strategy (Pearson Education). |
| 3 | M John Kennedy- International economics, Prentice Hall of India |
| List of Reference Books: | |
| 1 | Lectures on International Trade- Bhagwati J, Panagariya A & Srinivasan N, MIT Press |
| 2 | International Economics: Theory and Practice- Krugman P, Obstfeld M and Melitz M, Pearson education |
| URLs: | |
| 1 | https://www.oecd-ilibrary.org/ |
| 2 | https://data.worldbank.org/ |
| 3 | https://unctad.org/en/Pages/publications.aspx |

SALES MANAGEMENT- MBA24655

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|------------------------|-------------------------|--------------------|----------------|
| Name of Program | MBA | Semester IV | Year II |
| Name of Course | SALES MANAGEMENT | | |

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|--|--|
| Course Code | MBA24655 |
| Core/Elective/Other | ELECTIVE - MARKETING |
| Prerequisite: | |
| 1 | Foundational Marketing Knowledge: Fundamental understanding of market analysis, consumer behavior, product management, and pricing strategies. |
| 2 | Business Management Fundamentals: Basic grasp of organizational structure, financial management, strategic planning, and decision-making principles. |
| 3 | Communication Proficiency: Strong verbal and written communication skills essential for personal selling, team management, and stakeholder coordination. |
| Course objectives: | |
| 1 | To gain insight into the evolution, objectives, and functions of sales management within business enterprises and acquire theoretical knowledge and practical skills for effective personal selling and overcoming sales resistance. |
| 2 | To learn to set personal-selling objectives, analyze market potential, forecast sales, and determine sales-related marketing policies. |
| 3 | To Understand the roles of effective sales executives, design sales organizations, and manage interdepartmental relations for coordination. |
| 4 | To get expertise in sales personnel management, including recruitment, training, motivation, compensation, expense management, and performance evaluation. |
| Course Outcomes: | |
| 1 | Application of Sales Management Principles: Students adeptly apply sales theories to real-world scenarios, ensuring effective business outcomes. |
| 2 | Proficiency in Personal Selling: Mastery of sales techniques empowers students to build strong customer relationships and drive revenue growth. |
| 3 | Effective Sales Team Leadership: Students develop leadership skills to motivate teams, fostering a positive sales culture and maximizing performance. |
| 4 | Strategic Sales Performance Improvement: Identification of improvement areas coupled with actionable strategies leads to optimized sales outcomes and goal attainment. |
| 5 | Implementing Sales Control and Cost Analysis: Conducting sales audits, analysis, and cost assessments to evaluate sales performance, identify inefficiencies, and make data-driven decisions for continuous improvement in marketing cost management. |
| Description of Contents in Brief: | |
| 1 | Sales Management and the Business Enterprise: Sales Management, Objectives of Sales Management, Sales Management and Control, Buyer-seller Dyads, Diversity of Personal-selling Situations, Theories of Selling, SPIN Selling |
| 2 | Setting Personal-Selling Objectives: Analyzing Market Potential, Sales Potential and Sales Forecasting, Determining Sales-Related Marketing Policies, Formulating Personal-Selling Strategy |
| 3 | Organizing The Sales Effort: Nature of Sales Management Positions, Functions of The Sales Executive, Qualities of Effective Sales Executives, Compensation Patterns for Sales Executives, The Sales Organization: Purposes & Setting of Sales Organization, Basic Types of Sales Organizational Structures, Sales Department Relations |
| 4 | Sales Force Management: Sales Personnel Management, Recruitment and Selection, Sales Training, Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel: Evaluating and Supervising |
| 5 | Controlling The Sales Effort: The Sales Budget, Targets and Sales Management, Sales Territories, Sales Control and Cost Analysis: The Sales Audit, Sales Analysis, Marketing Cost Analysis |
| List of Text Books: | |
| 1 | Sales Management: Concepts and Cases, - William L. Cron and Thomas E. Decarlo, Willey |
| 2 | Sales Management: Analysis and Decision Making- Ingram, T. N., LaForge, R. W., Avila, R. A., |

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|--------------------------|---|
| . | &Schwepker Jr., C. H. |
| List of Reference Books: | |
| 1 | Hughes, T. Strategic Sales Leadership: Breakthrough Thinking for Breakthrough Results. |
| . | Gitomer, J. The Sales Bible: The Ultimate Sales Resource. |
| 2 | Weinberg, M. Sales Management: Simplified - The Straight Truth About Getting Exceptional Results from Your Sales Team |
| . | |
| URLs: | |
| 1 | https://nptel.ac.in/courses/110/105/110105122/ |
| . | |
| 2 | https://nptel.ac.in/courses/110/105/110105122/ |
| . | |

MARKETING OF SERVICES- MBA24656

| Name of Program | MBA | Semester IV | Year II |
|-----------------------------------|---|-------------|---------|
| Name of Course | MARKETING OF SERVICES | | |
| Course Code | MBA24656 | | |
| Core/Elective/Other | ELECTIVE- MARKETING | | |
| Prerequisite: | | | |
| 1 | Knowledge about the various service sectors and their dynamic nature | | |
| 2 | Knowledge about the customer relationship management | | |
| 3 | To know about the business trends and growth in service sector | | |
| Course Outcomes: | | | |
| 1 | Learning with respect to promote and sell intangible services, as opposed to tangible products | | |
| 2 | Knowledge of retention of the customers through proper strategies | | |
| 3 | Skills to convince customers with respect to intangibles | | |
| 4 | Imparting knowledge about the various marketing tools to make services effective | | |
| 5 | Understanding consumer behavior. | | |
| Description of Contents in Brief: | | | |
| 1 | Introduction to services, service marketing ,Difference between Product and Services Marketing, Characteristics of Services, micro and macro environment for services | | |
| 2 | Classification of Services, Service quantum ,service triangle ,Customer retention through CRM | | |
| 3 | Measuring service quality, service gap ,service marketing models | | |
| 4 | Marketing mix in services marketing Service Package ,Price ,Promotion ,Place ,Physical Evidence and Process | | |
| 5 | Understanding service market, services and consumer behavior | | |
| List of Text Books: | | | |
| 1 | Christopher Lovelock ,Services Marketing People, Technology, Strategy , Pearson Education. | | |
| 2 | Valarie A Zeithmal & Mary Jo Bitner ,Services Marketing ,Tata MCgraw Hill . | | |
| 3 | Dr K.Karunakaran ,Service marketing ,Himalaya Publication. | | |
| List of Reference Books: | | | |
| 1 | Thomas J. Delong& Ashish Nanda ,Managing Professional Services-Text and case -,Tata Mcgraw Hill | | |
| 2 | Hoffman & Bateson ,Services Marketing , Cengage Learning. | | |

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|---|---|
| | URL: |
| 1 | http://swayam.gov.in |
| 2 | www.classcentral.com |
| 3 | https://www.geeksforgeeks.org/service-marketing-types-and-marketing-strategies-for-service-firms/ |

RETAIL MARKETING- MBA24657

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|-----------------------------------|---|--------------------|-------------|---------|
| Name of Program | | MBA | Semester IV | Year II |
| Name of Course | | RETAIL MARKETING | | |
| Course Code | | MBA24657 | | |
| Core/Elective/Other | | ELECTIVE-MARKETING | | |
| Prerequisite: | | | | |
| 1. | To understand the concept, process and management of retail business | | | |
| 2. | To develop an understanding of the retail strategy and planning process. | | | |
| 3. | To have an understanding of merchandise process | | | |
| Course Outcomes: | | | | |
| 1. | Equipping with a comprehensive understanding of the retailing industry. | | | |
| 2. | Developing cognizance necessary to effectively plan, design, and optimize retail store locations and layouts. | | | |
| 3 | Preparing to analyze merchandise needs, develop comprehensive budgets, plan assortments. | | | |
| 4. | Develop a comprehensive understanding of retailing principles, strategies, environmental factors, and industry trends. | | | |
| 5. | Comprehensive understanding of the globalization trends, emerging retail formats, international expansion strategies, and innovative retail concepts. | | | |
| Description of Contents in Brief: | | | | |
| 1. | UNIT-I An overview of Retailing- Types of stores- Product Retailing vs. Service Retailing- Nonstore Retailing - Retail strategy - Achieving competitive advantage and positioning .Retailing environment - Legal, Social, Economic, Technological, issues- Trends in the Indian Retailing Industry. | | | |
| 2. | Unit-II Retail store location and layout -Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements. | | | |
| 3. | Unit-III Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies. | | | |
| 4. | Unit-IV Communicating with the retail customer- Retail promotion mix- Advertising- Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service | | | |
| 5. | Unit-V Globalization and changing retail formats, International Retailing – Opportunities and Challenges, New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades' | | | |
| List of Text Books: | | | | |

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|--------------------------|---|
| 1. | Chetan Bajaj, Tuli & Srivastava , RETAILMANAGEMENT, <i>OxfordUniversityPress, NewDelhi</i> |
| 2. | Swapna Pradhan , RETAILMANAGEMENT, TEXT&CASES, <i>TataMcGraw-HillPublications, New Delhi</i> |
| 3. | Ron Hasty and James Reardon , RETAILMANAGEMENT. <i>TataMcGraw-HillPublicationy, NewDelhi,</i> |
| List of Reference Books: | |
| 1. | Retailing Management:Text and Cases by Pradhan Tata Mc Graw-Hill Education; 10edition |
| 2. | Retail Management Global Perspective -by <u>Michael Levy</u> , <u>Ajay Pandit</u> , <u>Barton Weitz</u> Retailing Management 6E |
| URLs: | |
| 1. | http://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing . |
| 2. | http://www.rai.net.in . |
| 3. | https://www.ibef.org/industry/retail-india.aspx . |

INDUSTRIAL MARKETING (B2B)- MBA24658

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|-----------------------------------|---|----------------------------|-------------|---------|
| Name of Program | | MBA | Semester IV | Year II |
| Name of Course | | INDUSTRIAL MARKETING (B2B) | | |
| Course Code | | MBA24658 | | |
| Core/Elective/Other | | ELECTIVE-MARKETING | | |
| Prerequisite: | | | | |
| 1. | To help the learner distinguish between consumer marketing and industrial marketing | | | |
| 2. | To help the learner distinguish between consumer marketing and industrial marketing | | | |
| 3. | To learn to formulate industrial marketing strategies and also design industrial marketing mix elements. | | | |
| Course Outcomes: | | | | |
| 1. | Aims to a thorough grasp of industrial marketing ideas, processes, and characteristics, in sales, marketing management. | | | |
| 2. | Assist in developing the mentality necessary to succeed in the dynamic and competitive world of marketing. | | | |
| 3. | Providing the insights required to manage industrial goods and services throughout their lifespan | | | |
| 4. | Development of information, skills, and strategic competencies incorporated development. | | | |
| 5. | Knowledge of business development and competitive advantage through effective strategies for buyers. | | | |
| Description of Contents in Brief: | | | | |
| 1. | UNIT-I Introduction to Industrial Markets- Industrial Marketing System, Concepts and Characteristics. | | | |
| 2. | Unit-II Types of Industrial Markets- Industrial Buyer Behaviour, Strategic Industrial Marketing. | | | |
| 3. | Unit-III Classification of Industrial Products and Services- New Product Development and Introduction- Industrial Product Management- Pricing Decisions in Industrial Markets. | | | |
| 4. | Unit-IV Formulating Channel Strategies and Physical Distribution decision- Channel Management- Promotional Strategies for Industrial Goods/Services. | | | |
| 5. | Unit-V Developing Marketing Strategies and Programs for Industrial Goods /Services.–Formulating channel strategy–Pricing strategy–Promotional strategy– Sales force automation. | | | |
| List of Text Books: | | | | |
| 1. | Hawaldar, K. Krishna, INDUSTRIAL MARKETING, TATA McGraw-Hill Publishing Company Limited, New Delhi. | | | |
| 2. | Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New Delhi | | | |
| 3. | Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New Delhi. | | | |
| List of Reference Books: | | | | |

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| 1. | Reeder&Reeder:INDUSTRIALMARKETING,PrentikeHall,India |
| 2. | PeterM.Chisnall ,STRATEGICINDUSTRIALMARKETING; <i>Prentice-HallInternational</i> |
| URLs: | |
| 1. | https://sendpulse.com/support/glossary/industrial-marketing |
| 2. | https://www.webfx.com/industries/industrial/industrial-companies/marketing-examples/ |
| 3. | https://www.monash.edu/business/marketing/marketing-dictionary/i/industrial-market |

FINANCIAL MARKETS AND INSTITUTIONS- MBA24665

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| Name of Program | MBA | Semester IV | Year II |
| Name of Course | FINANCIAL MARKETS AND INSTITUTIONS | | |
| Course Code | MBA24665 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |
| Prerequisite: | | | |
| The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system. | | | |
| Course Outcomes: | | | |
| 1. | Analyse the role of various markets in financial intermediation | | |
| 2. | Analyse the roles of various market regulators in Indian Financial System | | |
| 3. | Identify the principles of operations of financial institutions and the issues faced by them. | | |
| 5. | Evaluate the structure of financial markets, the different types of securities, and the performance of market participants. | | |
| Description of Contents in Brief: | | | |
| 1. | Unit I: Introduction to Financial Intermediation: Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms and Contemporary issues. | | |
| 2. | Unit II: Depository Institution of Banking: Overview of Banking. Principles of Banking and Credit-creation. Banking regulations and role of market regulator. Banking products and services. Key market players. Evaluation of banking sector. | | |
| 3. | Unit III: Capital Market: Overview of Capital Market. Primary and Secondary market. Security market regulations and role of market regulator. Capital market instruments and services. Key market players. Evaluation of Capital Market. | | |
| 4. | Unit IV: Debt Market: Overview of Money market. Wholesale and Retail Debt market. Debt market regulation and regulators. Debt market products and services. Key market players. Evaluation of Debt Market in India. | | |
| 5. | Unit V: External Market: Overview of External Financial market. International capital flows. Capital Account convertibility and other regulations. International financial instruments. International financial centres. Evaluation of external financial market. | | |
| List of Text Books: | | | |
| 1. | Bhole, L. M.,& Mahakud, J. (2017). Financial Institutions and Markets. Delhi: McGraw Hill Education. | | |
| 2. | Fabozzi, F. J., Modigliani, F. P.,& Jones, F. J. (2010). Capital Markets – Institutions and Instruments. Delhi: PHI Learning. | | |

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| 3. | Khan, M. Y. (2018). Indian Financial System. Chennai: McGraw-Hill Education. |
| List of Reference Books: | |
| 1. | Mankiw, N. G., & Ball, L. M. (2010). Macroeconomics and the Financial Systems. USA: Worth Publishers. |
| 2. | Madura, J. (2016). Financial Markets and Institutions. USA: Cengage Learning |
| 3. | Ministry of Finance. (Latest). Economic Survey. Available Online. |
| URLs: | |
| 1. | Reserve Bank of India. (Latest). Report on Trend and Progress of Banking in India. Available Online. |
| 2. | Securities and Exchange Board of India. (Latest). Annual Report. Available Online. |

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING - MBA24666

| Name of Program | MBA | Semester IV | Year II |
|---|---|-------------|---------|
| Name of Course | MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING | | |
| Course Code | MBA24666 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |
| Prerequisite: | | | |
| The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same share price and on the business. | | | |
| Course Outcomes: | | | |
| 1 | Able to understand the various methods available for corporate restructuring as a mode of consolidation. | | |
| 2 | To gain experience in financial policies, strategies and practices towards efficient corporate financial accounting and management. | | |
| 3 | Able to do valuation of various tangible and intangible assets. | | |
| 4 | Able to understand various tax aspects associated with the corporate restructuring. | | |
| Description of Contents in Brief: | | | |
| 1 | Unit I: Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects. | | |
| 2 | Unit II: Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account. | | |
| 3 | Unit III: Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units. | | |
| 4 | Unit IV: Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects. | | |
| 5 | Unit V: Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools. | | |
| Text Book | | | |
| 1 | Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd ed.). John Wiley and Sons, Inc. | | |
| | Brealey, Myers & Allen. (2018) Principles of Corporate Finance. (12th ed.). McGraw Hill. | | |

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|--------------------------|---|
| 2 | Damodaran, A. (2012). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. (2nded.). John Wiley and Sons, Inc. |
| List of Reference Books: | |
| 1 | De Pamphilis, D.M. (2008). Mergers, Acquisitions, and Other Restructuring Activities. (4th ed.): Academic Press, Elsevier Inc. |
| 2 | ICWAI. Financial Analysis & Business Valuation (Final study material). (Latest Editions) |
| 3 | Gaughan, P.A. (2007) Mergers, Acquisitions and Corporate Restructurings (4th ed.). : John Wileys& Sons. |
| URLs: | |
| 1 | www.reoptiunction.ocm |
| 2 | www.investorindia.com |
| 3 | www.fms.org |
| 4 | www.fmsfindia.org |
| 5 | www.financialmanagement.in |

FINANCIAL RISK MANAGEMENT- MBA24667

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|-----------------------------------|---|----------|----|---------|
| Name of Program | MBA | Semester | IV | Year II |
| Name of Course | FINANCIAL RISK MANAGEMENT | | | |
| Course Code | MBA24667 | | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | | |
| Prerequisite: | | | | |
| 1. | Basic knowledge of Financial Management | | | |
| 2. | Familiar with the Financial and Banking System of our country | | | |
| 3 | The basic purpose of this course is to acquaint the participants with the principles and practices of financial risk management to deal with financial risks faced by large institutions. | | | |
| Course Outcomes: | | | | |
| 1. | Analyze the nature and sources of various risk exposure of the institutions | | | |
| 2. | Formulate strategies to deal with Market Risks, Credit Risks and other Risks faced by the institutions | | | |
| 3. | Analyze and evaluate the performance of an investment manager. | | | |
| 4. | Explain how derivatives products can be used in portfolio management. | | | |
| 5 | Evaluate the integrated risk environment of the organization. | | | |
| Description of Contents in Brief: | | | | |
| 1. | Unit I: Introduction to Financial Risk: Value Creation and Risk Management. Types of risks faced by modern organisations. Nature, sources, and measures of financial risks. | | | |
| 2. | Unit II: Management of Market Risks: Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. RiskMetrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges. | | | |
| 3. | Unit III: Management of Credit Risks: Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges. | | | |
| 4. | Unit IV: Management of Other Institutional Risks: Other types of financial risks faced by the institutions. Measures and handling of Off Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology, and other operational risks. Risk hedging and management. Capital charges. | | | |

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| 5. | Unit V: Enterprise Risk Management: Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments. |
| List of Text Books: | |
| 1. | Christoffersen, P. F. (2016). Elements of Financial Risk Management. London: Academic Press. |
| 2. | Crouhy, M., Galai, D., & Mark, R. (2014). The Essentials of Risk Management. USA: McGraw-Hill Education. |
| 3. | Hull, J. C. (2018). Risk Management and Financial Institutions. New Jersey: John Wiley & Sons. |
| List of Reference Books: | |
| 1. | Jorion, P. (2011). Financial Risk Manager Handbook. New Jersey: John Wiley & Sons. |
| 2. | Professional Risk Managers' International Association. (2015). PRM Handbook Volume III: Book 1-3. USA: PRMIA Publications. |
| 3. | Resti, A., & Sironi, A. (2007). Risk Management and Shareholders' Value in Banking. England: John Wiley & Sons. |
| URLs: | |
| 1. | https://www.mdpi.com/journal/jrfm |
| 2 | https://www.inscribe.ai/financial-risk-management |

INFRASTRUCTURE FINANCE- MBA24668

| Name of Program | MBA | Semester IV | Year II |
|-----------------------------------|--|-------------|---------|
| Name of Course | INFRASTRUCTURE FINANCE | | |
| Course Code | MBA24668 | | |
| Core/Elective/Other | ELECTIVE: FINANCE | | |
| Prerequisite: | | | |
| 1 | Basic knowledge of Financial Management, | | |
| 2 | Security Analysis and Portfolio Management | | |
| Course Outcomes: | | | |
| 1 | To identify the sources of infrastructure finance | | |
| 2 | To know the mechanism of infrastructure finance | | |
| 3 | To understand the importance of infrastructure finance | | |
| Description of Contents in Brief: | | | |
| 1 | UNIT 1: PROJECT FINANCE: Infrastructure finance Vs Project Finance- Evaluation of Private and Commercial Financed infrastructure Projects- Structural Issues- Dissatisfaction with the Performance of Existing PSUs- Lack of Funds with Government | | |
| 2 | UNIT 2: STRUCTURAL FINANCE: Concept- Risk Participation- Assistance- types of Guarantees- Contemporary Products- Pricing of Issues- Commercialization. | | |
| 3 | UNIT 3: PRIVATIZATION: Outlook for Infrastructure Projects- Demand for Infrastructure in future- Supply of infrastructure finance- Scope and Avenues- Business and Major Players | | |
| 4 | UNIT 4: PRODUCTS: Funded and Non-funded- Types- Take Out Products- Tax Implication- Role of FI and Banks- Portfolio of FI and Banks- Skill Required for infrastructure finance- Flow chart of infrastructure Projects | | |
| 5 | UNIT 5: PROJECT PROCESS: MOU Projects- Types of Projects- BOT – BOOTBOLTBOO- LROT- RMOT- Concession on Agreement- Key Contracts- EPC- O&M- Financial Closure- Functions of | | |

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| | TAMP, CERC, SERC, TRAI- Risk analysis- infrastructure Project appraisal. |
| Text Book | |
| 1 | Moris, Sebastian Indian Infrastructure Report ED.,Oxford University Press |
| 2 | Raghuram S.Infrastructure Development and Financing,Delhi,Macmillan |
| List of Reference Books: | |
| 1 | International Finance Corporation Financing Private Infrastructure: Less of Experience, WorkBank, Washington, D.C. |
| 2 | Dieter, Helm and Tim Jenkinson, Competition in Regulated Industries, UK, Oxford University Press |
| 3 | Bamford, C.G. Transport Economics, Heinemann Pub, Oxford. |
| URLs: | |
| 1 | www.iifcl.org/ |
| 2 | ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf |
| 3 | www.idfc.com |
| 4 | Moneycontrol.com |
| 5 | planningcommission.nic.in/reports/genrep |
| 6 | www.pppinindia.com/pdf/deepak_parekh_report.pdf |
| 7 | www.iimcal.ac.in/.../FINANCING%20INFRASTRUCTURE%20PROJECTS. pdf |

INTERNATIONAL HUMAN RESOURCE MANAGEMENT - MBA24675

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| Name of Program | MBA | Semester IV | Year II |
| Name of Course | INTERNATIONAL HUMAN RESOURCE MANAGEMENT | | |
| Course Code | MBA24675 | | |
| Core/Elective/Other | ELECTIVE: HRM | | |
| Prerequisite: | | | |
| 1. | A basic understanding of business principles and organizational structures to grasp the context and importance of human resource management within organizations. | | |
| 2. | Effective communication skills, both written and verbal, to understand HRM concepts, convey information clearly, and interact professionally within a team or organizational setting. | | |
| 3 | Familiarity with concepts related to individual and group behavior, motivation, leadership, and organizational dynamics to appreciate the role of HRM in managing human capital effectively. | | |
| Objective: | | | |
| 1 | Grasp basic HRM concepts and international approaches. | | |
| 2 | Understand HR department roles and international HR strategies. | | |
| 3 | Design and implement HRM processes in international contexts. | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |
| 1. | To have an understanding of the basic concepts, functions and processes of human resource management | | |

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| 2. | To be aware of the role, functions and functioning of human resource department of the organizations |
| 3. | To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour |
| 4. | Gain a foundational understanding of the basic concepts, functions, and processes of human resource management, enabling effective application in organizational settings. |
| 5. | Acquire the skills to design, formulate, and implement various HRM processes such as Recruitment, Selection, Training, Development, |
| Description of Contents in Brief: | |
| 1. | Unit I: International Human Resource Management (IHRM) Fundamentals IHRM Concept, IHRM Approaches, Human Resource Planning |
| 2. | Unit II: Strategies in International Human Resource Management (IHRM) Strategies of International human resource management |
| 3. | Unit III: Multiculturalism and Cross-Border Mergers and Acquisitions in IHRM Multiculturalism, Cross Border Mergers and Acquisitions |
| 4. | Unit IV: Recruitment, Selection, and International Staffing in IHRM Recruitment and Selection, International Staffing, Expatriate Cross cultural Training |
| 5. | Unit V: Advanced Topics in International Human Resource Management (IHRM) Compensation Management and administration, performance management, international IR, Repatriation. |
| Assignments: | |
| 1 | Discuss the importance of Recruitment and Selection in IHRM. Examine the challenges of International Staffing and the importance of Cross-cultural Training for expatriates |
| 2 | Examine the various strategies employed in International Human Resource Management. Discuss the challenges and opportunities organizations face when implementing these strategies on a global scale. |

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| 3 | Discuss the concept of International Human Resource Management (IHRM) and its approaches. Explain the importance of Human Resource Planning in IHRM and how it differs from domestic HRM. |
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Assessment Methods:

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| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |

List of Reference Books:

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|----|--|
| 1. | International HRM -Aswathappa, K., Tata McGraw Hill |
| 2. | Textbook of International HRM – S C Gupta, Macmillan India Ltd. |
| 3. | International Human Resource Management -Brewster, C., Sparrow, P., Vernon, G., &Houldsworth, E., Chartered Institute of Personnel and Development |

URL:

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| 1. | https://ddceutkal.ac.in/Syllabus/IHRM_BOOK.pdf |
| 2 | https://mlritm.ac.in/assets/img/INTERNATIONAL%20HUMAN%20RESOURCE%20MANAGEMENT.pdf |
| 3 | https://nibmehub.com/opac-service/pdf/read/International%20Human%20Resource%20Management.pdf |

ORGANIZATIONAL WORK LIFE BALANCE - MBA24676

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| Name of Program | MBA | Semester IV | Year II |
| Name of Course | ORGANIZATIONAL WORK LIFE BALANCE | | |
| Course Code | MBA24676 | | |
| Core/Elective/Other | ELECTIVE: HRM | | |

Prerequisite:

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| 1. | Familiarity with foundational concepts of psychology, including human behavior, cognition, emotions, and interpersonal relationships. |
| 2. | Knowledge of Organizational Structures and Dynamics, Understanding of basic organizational structures, roles, and functions, |
| 3 | Proficiency in basic research methods, data collection techniques, and data analysis to understand |

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| | and interpret psychological research findings and organizational data effectively. |
| Objective: | |
| 1 | To provide an overview of the principles, practices, and challenges associated with psychology in everyday life and in the workplace. |
| 2 | To understand the development of human resources, including employee selection principles and techniques, job analysis, and psychological testing. |
| 3 | To explore the field of organizational psychology, including leadership, motivation, job satisfaction, and organizational culture. |
| Course Outcomes: | |
| Upon successful completion, students will acquire the knowledge and skills to: | |
| 1. | Develop an understanding of the principles and practices of psychology and their application in the workplace and everyday life. |
| 2. | Evaluate human resources development - including recruitment practices - job analysis - and psychological testing. |
| 3. | Analyse the role of leadership - motivation - job satisfaction - and organizational culture in organizational psychology. |
| 4. | Assess the impact of physical working conditions - work schedules - safety and health - and stress management on the workforce. |
| 5. | Apply knowledge of consumer psychology to understand consumer behavior - advertising - and motivation. |
| Description of Contents in Brief: | |
| 1. | Unit I: Principles - practices - and problems Psychology on the job - everyday life - an overview of the development - challenges - careers- practical problems - areas - Techniques - tools - and techniques - study research methods experimental - naturalistic methods - survey and public opinion - virtual laboratories – Ethical issues in organizational psychology. |
| 2. | Unit II: The development of human resources Employee selection principles and techniques - the recruitment process - fair employment practices - job and work analysis - interviews - assessment centres - Psychological testing - characteristics - overview of testing program - types of psychological tests - what do tests measure - problems with using psychological tests - Diversity and inclusion in the workplace. |

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| 3. | <p>Unit III: Organizational Psychology</p> <p>Leadership - motivation - job satisfaction - and job involvement - content and process theories of motivation - the quality of work life - the organisation of the organisations - TQM - organisational change - socialisation - culture - informal groups - Artificial Intelligence and organizational psychology.</p> |
| 4. | <p>Unit IV: Characteristics of the Workforce</p> <p>Physical working conditions - work schedules - psychological and social issues – engineering psychology - employee safety and health - stress in the workplace - causes - sources - stress management.</p> |
| 5. | <p>Unit V: Consumer Psychology Scope - research methods - nature and scope of advertising - consumer behaviour and</p> <p>motivation - Employee as a consumer in the changing workplace.</p> |

Assignments:

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| 1 | Discuss the challenges faced by employees and organizations, and evaluate the practical problems and areas where psychology plays a crucial role. |
| 2 | Assess the principles and techniques involved in employee selection and recruitment. Discuss the importance of fair employment practices and the role of job and work analysis in the recruitment process. |
| 3 | Analyze the key concepts in organizational psychology, including leadership, motivation, job satisfaction, and job involvement. |

Assessment Methods:

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| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |

List of Reference Books:

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|----|--|
| 1. | Duane P. Schultz and Sydney Ellen Schultz “Psychology and Work Today - An introduction to Industrial and Organizational Psychology” - McMillan Publishing Company, (2009). |
| 2. | Neil Anderson, Deniz S Ones, Handan Kepir Sinangil and Chockalingam Viswesvaran. Handbook of Industrial, Work and Organizational Psychology Sage publications (2003). |
| 3. | David A. Kolb, Irwin M. Rubin, Jamer M. Mc Intyre Organizational Psychology: An |

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| | experimentalapproach - Third edition (January 1, 1979) |
| URL: | |
| 1. | https://www.researchgate.net/publication/341146442 Unions and industrial improvement projects Building a common momentum |
| 2 | https://www.diva-portal.org/smash/get/diva2:464663/FULLTEXT03 |
| 3 | https://journals.sagepub.com/doi/10.1177/0143831X17743794 |

NEGOTIATION & CONFLICT MANAGEMENT- MBA24677

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| Name of Program | MBA | Semester IV | Year II |
| Name of Course | NEGOTIATION & CONFLICT MANAGEMENT | | |
| Course Code | MBA24677 | | |
| Core/Elective/Other | ELECTIVE: HRM | | |
| Prerequisite: | | | |
| 1. | Critical Thinking and Problem-Solving Skills | | |
| 2. | Emotional Intelligence (EI) Skills | | |
| 3 | Foundation in Communication Skills prerequisites | | |
| Objective: | | | |
| 1 | To understand the concepts and principles of negotiation and conflict management in the workplace. | | |
| 2 | To develop negotiation and conflict management skills that are essential for effective communication and problem-solving in the workplace. | | |
| 3 | To analyze and evaluate negotiation and conflict management strategies and techniques in varied contexts and apply to the real world cases | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |
| 1. | Understand fundamental concepts and principles of negotiation and conflict management within workplace contexts. | | |
| 2. | Develop practical negotiation and conflict management skills crucial for fostering effective communication and problem-solving in professional environments | | |

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| 3. | Students will be able to explain and apply key concepts in negotiation and conflict management |
| 4. | Students will be able to understand the significance of individual differences, cross -cultural differences in negotiation and conflict handling. |
| 5. | Students will be able to analyse and evaluate various negotiation strategies and techniques required for real - world scenarios. |
| Description of Contents in Brief: | |
| 1. | <p>Unit I: Introduction to Negotiation and Conflict Management</p> <p>Negotiation and Its Components, Definition and concepts of negotiation - Approaches - Negotiator's dilemma – Conflict management - Types - Process - Skills required for effective negotiation - Facets of Personality that affects negotiation and Conflict resolution.</p> |
| 2. | <p>Unit II: Advanced Negotiation Techniques: Distributive and Integrative Strategies</p> <p>Negotiation Style Distributive and integrative bargaining strategies - Preparation and planning for negotiation - Techniques for effective communication and active listening - managing emotions and building rapport during negotiation.</p> |
| 3. | <p>Unit III: Communication and Mediation Skills in Negotiation and Conflict Resolution</p> <p>Communication in Negotiation Listening to Hear and Speaking to be Listened To - Alternative dispute resolution techniques - Understanding mediation and its benefits - Process of mediation and mediator's role - Techniques for effective conflict resolution and mediation.</p> |
| 4. | <p>Unit IV: Cross-Cultural and Global Negotiation Strategies: Adapting to Virtual and Industry-Specific Contexts</p> <p>Cultural Differences, Role of culture and power - Negotiation in global context - Cross - cultural negotiation challenges and strategies - Negotiation in virtual and online environments - Negotiation with reference to specific industries.</p> |
| 5. | <p>Unit V: Ethical Considerations and Advanced Negotiation Challenges: Multi-Party, Impasse, and Future Trends**</p> <p>Ethics in Negotiation and Conflict Management, Ethical challenges in handling conflicts and negotiation - Multi - party negotiations and coalitions - Negotiating through impasse and difficult situations - Future of negotiation and conflict management</p> |

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| Assigmnets: | |
| 1 | Explain the basics of negotiation and conflict management in workplace contexts with examples. |
| 2 | Develop a negotiation and conflict management plan for a workplace scenario, highlighting key challenges and strategies. |
| 3 | Evaluate negotiation strategies for cross-cultural contexts, considering individual and cultural differences. |
| Assessment Methods: | |
| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |
| List of Reference Books: | |
| 1. | Susan S. Raines, “Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes”, Rowman and Littlefield, (2019) |
| 2. | Corvette Budjac A Barbara, “Conflict Management: A Practical Guide to Developing Negotiation Strategies”, Pearson Education Inc, (2007). |
| 3. | Tim Castle, “The Art of Negotiation: How to get what you want (every time)”, Known Publishing (2018). |
| URL: | |
| 1. | https://www.usip.org/sites/default/files/academy/OnlineCourses/Negotiation_Conflict_Management.pdf |
| 2. | https://deliverypdf.ssrn.com/delivery.php?ID=877004071119092003097111123091071072042016062081050044108031004009081075030088082026119022001101020104098115072076007120115123126076055079016107021076001107114028024029076008001092091008093101102007103068087025031065094103067005090081097011085025115122&EXT=pdf&INDEX=TRUE |
| 3. | https://www5.austlii.edu.au/au/journals/ANZRIArbMedr/2003/44.pdf |

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| Name of Program | MBA | Semester IV | Year II |
| Name of Course | TALENT MANAGEMENT | | |
| Course Code | MBA24678 | | |
| Core/Elective/Other | ELECTIVE: HRM | | |
| Prerequisite: | | | |
| 1. | Competency in Human Resource Management Principles | | |
| 2. | Understanding of Organizational Objectives and Culture | | |
| 3 | Data Analysis and Evaluation Skills | | |
| Objective: | | | |
| 1 | To equip students with the skills and knowledge necessary for effective talent management within organizations, | | |
| 2 | To teach students how to attract, retain, and compensate talented employees using various techniques, | | |
| 3 | Develop a comprehensive understanding of talent management principles, strategies, and best practices | | |
| Course Outcomes: | | | |
| Upon successful completion, students will acquire the knowledge and skills to: | | | |
| 1. | Analyze talent management principles to attract, retain, and compensate employees. | | |
| 2. | Apply talent identification and recruitment strategies aligned with organizational goals. | | |
| 3. | Design retention plans including engagement initiatives and career development opportunities. | | |
| 4. | Implement compensation systems to motivate and retain talent. | | |
| 5. | Evaluate talent management impact on performance and competitive advantage | | |
| Description of Contents in Brief: | | | |
| 1. | Unit I: Introduction to Talent Management System: Introduction to Talent Management System, Defining Talent Management, Building blocks of Talent Management, The role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design, Elements of Talent Planning, Integration of Diversity initiatives into Talent Management | | |
| 2. | Unit 2: Foundations of Talent Management: Acquisition, E-Recruitment, and Screening Developing the Foundations of Talent Management,Talent Acquisition, E-Recruitment systems, Evaluating and screening electronic resumes and applications while adhering to legal hiring processes | | |

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| 3. | Unit 3: Strategic Talent Planning, Performance Management, and Recruitment Strategies Evaluation Talent Planning, Performance Management Systems in organizations, Linking rewards to performance, Developing a Career Track Planning process, Evaluation of Internal and External Recruitment Strategies and selection techniques |
| 4. | Unit 4: Coaching, Training, Development, and Compensation Alignment in Talent Management Coaching, Training, and Development, Understanding coaching, training, and development, Leadership Development, The relationship between Compensation Plans and the implementation of Talent Management Plans |
| 5. | Unit 5: IT Integration, HRIS, Outsourcing, and Data Security in Talent Management Systems Utilizing Information Technology to Support Talent Management Systems, HRIS (Human Resource Information Systems) and Talent Management Systems, Outsourcing, Contingent and Contract/Temporary Workforce, Data Security and Reporting Essentials in a Talent Management System |

Assignments:

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| 1 | Analyze the key principles of talent management and discuss how organizations can effectively attract, retain, and compensate employees. Provide real-world examples to support your analysis. |
| 2 | Apply talent identification and recruitment strategies that are aligned with organizational goals. Develop a recruitment plan for a specific role within an organization of your choice, outlining the steps and strategies you would use to attract the right talent. |
| 3 | Implement a compensation system aimed at motivating and retaining talent. Develop a compensation structure that aligns with performance, skills, and market trends. Discuss the benefits, challenges, and considerations of your proposed compensation system. |

Assessment Methods:

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| 1. | Individual and Group Assignments |
| 2. | Case Studies and Presentations. |
| 3. | Class Participation and Discussion |
| 4. | Midterm and Final Examination |

List of Reference Books:

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|----|---|
| 1. | Lance A, B, and Berger D, R., “The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing and Promoting the Best People” McGraw-Hill, 3rd edition, (2018) |
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| 2. | Marshall Goldsmith and Louis Carter, “The Best Practice Institute, Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent”, Pfeiffer, (2009) |
| 3. | 1. Rob Silzer and Ben E, Dowell, “Strategy-Driven Talent Management: A Leadership Imperative” Pfeiffer, (2009) |
| URL: | |
| 1. | https://www.researchgate.net/publication/5440660_Talent_management_for_the_twenty-first_century |
| 2 | https://www.researchgate.net/publication/346333627_TALENT_MANAGEMENT_A_SYSTEMATIC_REVIEW |
| 3 | https://www.diva-portal.org/smash/get/diva2:946004/FULLTEXT01.pdf |

